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Adopt a Little New Yorker Today!®

November 15, 2010

Richard Avanzino, President
Maddie's Fund®
2223 Santa Clara Avenue Suite B
Alameda, CA 94501

Dear Rich:

*The Mayor's Alliance for NYC's Animals is requesting a **\$1,297,245** grant from Maddie's Fund® to administer Year Seven of **Maddie's® Spay/Neuter Project in NYC** involving 20,885 spay/neuter surgeries for dogs and cats belonging to low-income residents of NYC.*

*This program will continue in conjunction with **Maddie's® Pet Rescue Project in NYC**, an ongoing community collaborative project, administered by the Mayor's Alliance for NYC's Animals, which seeks to end the euthanasia of healthy and treatable shelter dogs and cats in New York City by 2015.*

Project Overview

Based on formulas provided by Maddie's Fund, the total number of surgeries to be performed under Maddie's® Spay/Neuter Project during the seven-year period is 98,000. In Year Seven of the Project, we project **20,885** MF S/N surgeries will be performed for cats and dogs belonging to low-income residents of NYC. These surgeries will be performed by New York City veterinarians in private practice and by nonprofit spay/neuter clinics owned or operated by government agencies or nonprofit organizations located in New York City:

- Private Practice Veterinarians will perform **385** MF S/N surgeries;
- Five nonprofit Veterinary Clinics will perform **20,500** MF S/N surgeries;
- Total **20,885** MF S/N surgeries for low-income NYC residents

Currently, New York City has five (5) nonprofit spay/neuter clinics that are not operated by private practice veterinarians: ASPCA, Bergh Memorial Animal Hospital, Bideawee, Humane Society of New York (HSNY), and The Toby Project. Bergh Memorial Animal Hospital, which is affiliated with the ASPCA and operates out of the ASPCA's headquarters, joined the Maddie's® Spay/Neuter Project in NYC in August of this year. Because these nonprofit veterinary entities have the capacity to offer higher volume surgery clinics, as well as two of the organizations having mobile surgery units (the ASPCA and The Toby Project), allowing those clinics to participate as veterinary service providers continues to considerably increase the number of surgeries offered to the public. An added benefit of their inclusion in the Project is improved collection of data regarding spay/neuter surgeries in New York City. These five (5) organizations have been invited to continue to participate in Year Seven of the

Project. Animal Care and Control of New York City is no longer offering spay/neuter services to the public and thus is not actively participating in the Project. However, we continue to collect data related to their other spay/neuter surgeries for reporting purposes.

Veterinary Service Providers

In order to meet the Project's goals, the base of service providers will need to expand in Year Seven. The Mayor's Alliance for NYC's Animals proposes to increase the number of available providers by continuing its efforts to recruit additional private practice veterinarians and to increase the spay/neuter capacity for the nonprofit spay/neuter clinics as well. Historically, private practice veterinarians have had a low response rate to our recruitment efforts, so we will likely continue to focus our efforts on those we know are committed to this project. As we have improved our communication with spay/neuter providers, we have experienced more active participation on their part, and also more accurate and timely reporting of overall spay/neuter statistics. The higher reimbursement rates from Maddie's Fund have proven to be a strong incentive for increased participation in Year Six of the Project and will remain a strong incentive in Year Seven.

Private Practice Veterinarians

The data we have received through 2010 indicates a steady increase in participation by the Private Practice Veterinarians as compared to 2009 and shows a marked increase from the years prior to 2009. In 2011, we hope for and expect increases in spay/neuter surgeries by veterinarians that have demonstrated their commitment. In 2010, as predicted in last year's grant application, we dropped the Private Practice Veterinarians that had not participated in the project in the previous two years, had consistently tried to charge additional fees outside of acceptable guidelines, and neglected to provide appropriate reporting documentation. At the end of First Half of 2010, eight Private Practice Veterinarians were removed from the Project after being notified by telephone and letter. We began 2010 with 29 private practices carried over from 2009. At present, there are 21 private practices remaining, all of which are adhering to the guidelines to the best of their abilities and resources. Reporting their full spay/neuter statistics as required by Maddie's Fund continues to be an issue for some of the smaller practices. We conclude that the lack of computer generated reporting and rapid turnover of part-time administrative staff is at the root of the difficulty in generating these monthly reporting requirements on a consistent basis.

Seventeen (17) veterinarians in private practice participated in the project (out of a total of 21 on the roster), performing 191 surgeries through the end of July 2010.

2010 SUMMARY FOR PROFITS	January - July 2010 Actual				
	Maddie's [®] Spay/Neuter Project				
	Cats		Dogs		TOTAL
female	male	female	male		
Private Vets					
Totals (21)	52	53	49	37	191

The chart below indicates our estimated spay/neuter totals for the Private Practice Veterinarians for 2010. We project that by year-end that number will increase to 345 MF S/N surgeries. Our projection in last year's grant application was 350 Project spay/neuter surgeries, and so it appears that the actual number of surgeries for 2010 will come in very close to our expectations.

2010 SUMMARY FOR PROFITS	January - December 2010 Projected				
	Maddie's [®] Spay/Neuter Project				
	Cats		Dogs		TOTAL
female	male	female	male		
Private Vets					
Totals (21)	95	100	85	65	345

We have included below charts showing the 2009 and 2008 final spay/neuter numbers from the Private Practice Veterinarians for comparison:

2009 SUMMARY FOR PROFITS	January - December Actual				
	Maddie's [®] Spay/Neuter Project				
	Cats		Dogs		
Private Vets	female	male	female	male	TOTAL
Totals (28)	101	97	63	61	322

2008 SUMMARY FOR PROFITS	January - December Actual				
	Maddie's [®] Spay/Neuter Project				
	Cats		Dogs		
Private Vets	female	male	female	male	TOTAL
Totals (23)	69	60	39	41	209

While the Mayor's Alliance has maintained a close relationship with the Veterinary Medical Association of NYC (VMA of NYC), which served as the lead agency for the Project in its first two years, we have functioned as the lead agency since Year Three of the Project and will continue to do so in Year Seven. The Alliance will continue to solicit more participation by VMA of NYC veterinarians, but has and will continue to invite non-VMA of NYC partners in efforts to increase the number of MF S/N surgeries performed by Private Practicing Veterinarians. To assist us in this effort, Dr. John Sangiorgio, President-Elect of the NMA of NYC, has been recently appointed as the liaison between the VMA of NYC and the Mayor's Alliance. In September of this year, Jane Hoffman, Mayor's Alliance President, and Evon Handras, Administrator and Manager of the Maddie's[®] Spay/Neuter Project in NYC, met with Dr. Sangiorgio to initiate the new partnership and discuss current obstacles and ways to increase participation by Private Practice Veterinarians. We provided Dr. Sangiorgio with comprehensive information and statistics on the private practices that currently participate. We also provided him with a full set of the solicitation, enrollment, and reporting documents for his review and feedback. We will continue to work closely with Dr. Sangiorgio in Year Seven and expect this to be a productive partnership.

Nonprofit Spay/Neuter Clinics

New York City's five largest nonprofit spay/neuter clinics that offer low-cost spay/neuter services to the public include the ASPCA, newcomer Bergh Memorial Animal Hospital, Bideawee, the HSNY, and The Toby Project. These clinics continue to be a tremendous and growing resource, as illustrated in the following charts.

In the first full year of participation (2007), four nonprofit veterinary clinics performed 6,432 MF S/N surgeries.

2007 NON PROFITS	January - December 2007				
	Maddie's® Spay/Neuter Project				
	Cats		Dogs		TOTAL
female	male	female	male		
ASPCA	1856	2040	653	696	5245
AC&C	287	256	81	94	718
Bide-A-Wee	2	8	0	2	12
Humane Society	155	165	80	57	457
Totals	2300	2469	814	849	6432

In 2008, these four nonprofit veterinary clinics continued to participate in the Project. We had projected that by the end of 2008 these four nonprofit veterinary clinics would have performed 10,080 MF S/N surgeries. The actual number of surgeries by year-end was 9,814.

The following chart illustrates the actual spay/neuter numbers for 2008:

2008 NON PROFITS	January - December 2008				
	Maddie's® Spay/Neuter Project				
	Cats		Dogs		TOTAL
female	male	female	male		
ASPCA	2764	2969	1368	1594	8695
AC&C	266	246	91	84	687
Bide-A-Wee	0	0	0	0	0
Humane Society	157	139	73	63	432
Totals	3187	3354	1532	1741	9814

2009 began with the four nonprofit clinics participating in the Project. The Toby Project began participating in March, bringing the nonprofit clinic total to five. However, Animal Care and Control's "Big Fix" spay/neuter program for the pets of low-income individuals was discontinued. The Mayor's Alliance Free/Spay Neuter Clinics for Cats were also terminated in April, as the grants from Petsmart Charities and the Petco Foundation, which funded these clinics, were not renewed. The ASPCA's Mobile Spay/Neuter Clinic increased its schedule to provide the service at the two AC&C locations.

Below is the chart that illustrates the spay/neuter numbers for 2009. In our Year Five grant application we projected achieving 17,800 surgeries by the nonprofit clinics. The actual number of spay/neuter surgeries for the nonprofit clinics was 17,918.

2009 NON PROFITS	January – December 2009				
	Maddie's [®] Spay/Neuter Project				
	Cats		Dogs		TOTAL
female	male	female	male		
ASPCA	4,596	4,877	3,118	3,575	16,166
AC&C	50	32	0	0	82
Bideawee	11	6	10	7	34
Humane Society	226	224	154	144	748
The Toby Project	281	311	141	155	888
Totals	5,164	5,450	3,423	3,881	17,918

The two charts below show the actual spay/neuter numbers through August of 2010 and our projected numbers for Year 6:

2010 NON PROFITS	January – August 2010 Actual				
	Maddie's [®] Spay/Neuter Project				
	Cats		Dogs		TOTAL
female	male	female	male		
ASPCA	2,622	2,557	1,974	2,284	9,437
AC&C	0	0	0	0	0
Bideawee	10	4	10	11	35
Bergh Memorial AH	0	0	4	4	8
Humane Society of NY	206	150	158	153	667
The Toby Project *	311	238	119	105	773
Totals	3,149	2,949	2,265	2,557	10,920

2010 NON PROFITS	January – December 2010 Projected				
	Maddie's [®] Spay/Neuter Project				
	Cats		Dogs		TOTAL
female	male	female	male		
ASPCA	4,170	4,213	3,306	3,908	15,597
AC&C	0	0	0	0	0
Bideawee	15	6	17	17	55
Bergh Memorial AH	4	8	26	30	68
Humane Society of NY	309	225	237	230	1,001
The Toby Project	476	381	176	156	1,189
Totals	4,974	4,833	3,762	4,341	17,910

Our actual spay/neuter numbers from the nonprofits for 2010 will most likely fall short of last year's projection of 19,350 surgeries as a direct result of the unforeseen mechanical difficulties with two of the five ASPCA Mobile Spay/Neuter Clinics beginning in February 2010 and continuing through March. During that period, only three mobile clinics were functioning at their full capacity. Without that setback, we would have come in very close to our forecasted numbers. Even with the addition of the Bergh Memorial Animal Hospital, increased participation by all of the other participating nonprofit clinics, and the ASPCA Mobile Spay Neuter Clinics back in full operation, it is unlikely that those losses in First Quarter 2010 will be recouped this year. The ASPCA has been aggressively seeking locations to set up MASH-style spay/neuter clinics in high-need neighborhoods to expand their capacity and meet their spay/neuter goals for the year, but thus far has not secured any locations.

Should other eligible nonprofits wish to join the Project, we will add them on a quarterly basis. By doing so, we hope to enhance the clinics' ability to operate at capacity and increase the number of surgeries possible with this program. The public already has greater awareness of the availability of these already-functioning low-cost spay/neuter programs, and their visibility will be an asset in attracting new participants. For these reasons, allowing the nonprofit clinics to continue to qualify for the Maddie's® reimbursements helps the animals, helps achieve our goal of reducing pet overpopulation, and helps the nonprofit organizations to continue providing low-cost services in the future.

PROJECTIONS FOR 2011 - Maddie's® Spay/Neuter Surgeries to Low-Income NYC Residents:

Based on current trends, the expectation to expand the capacity of those Private Practice Veterinarians that have participated in the Project and attract a few new practices, and the continued expansion of spay/neuter facilities and capacity at the ASPCA, Bideawee, Bergh Memorial Animal Hospital, the HSNY, and The Toby Project, we have projected that in 2011 we will have **23** Private Practice Veterinarians and **five (5)** nonprofit organizations participating in the Project, performing a total of **20,885** MF S/N surgeries.

The following charts illustrate our 2011 projections:

2011 SUMMARY FOR PROFITS	January - December 2011 Projected				
	Maddie's® Spay/Neuter Project				
	Cats		Dogs		TOTAL
female	male	female	male		
Totals (23) Actual Participants	105	115	80	85	385

2011 Summary NONPROFITS	January - December 2011 Projected				
	Maddie's® Spay/Neuter Project				
	Cats		Dogs		TOTAL
female	male	female	male		
ASPCA	5,200	5,000	3,500	4,000	17,700
AC&C	0	0	0	0	0
Bideawee	18	7	17	18	60
Bergh Memorial AH	12	20	58	65	155
Humane Society of NY	360	380	250	220	1,210
The Toby Project	550	440	205	180	1,375
Totals	6,140	5,847	4,030	4,483	20,500

Service Provider Retention and Recognition

The Mayor's Alliance for NYC's Animals will continue to acknowledge participating service providers and thank them for their participation in **Maddie's® Spay/Neuter Project in NYC**. Recognition efforts will include certificates, press releases, mentions in the Alliance e-newsletter, and other vehicles designed to highlight the providers' contributions to this community-wide effort to end overpopulation of companion animals and reduce the euthanasia rates in New York City.

Target Caregiver Population

The Mayor's Alliance proposes continuing to accept the following low-income eligibility requirements from Year Six: Medicaid, Welfare, Medicare, SSI, Disability, Food Stamps, Public Housing, or a half-fare transit card as proof of public assistance in order to make Maddie's® S/N surgeries available to all low-income pet owners in New York City's five boroughs. We will remove the general managed care health plans associated with Medicaid that were accepted in Year Six since those subscribers are also in possession of a Medicaid card. The Mayor's Alliance proposes adding Healthy NY, a state-subsidized health plan, as a qualifier in Year Seven. This health coverage is available to low-income individuals and families not eligible for Medicaid. This translates to a maximum yearly income of \$27,084 for an individual, \$36,432 for a family of two, or \$45,780 for a family of three.

Reaching the target population: Low-income NYC residents

In order to meet the goal numbers of surgeries, it will be necessary to make more of the target population aware that the Project exists and encourage them to avail themselves of it. Tactics we can employ include:

- Distribution of flyers advertising the current Project and Project expansions. All materials are currently in English and Spanish.
 - By the ASPCA Mobile Spay/Neuter Clinics.
 - At the five (5) nonprofit clinics in the Project.
 - Through the NYC Human Resources Administration, the NYC Housing Authority, and other NYC agencies.
 - Advertise in NYCHA newsletter that is distributed to all public housing tenants.
 - At Mayor's Alliance events.
- Utilizing electronic and print media to advertise the current Project and Project expansions, including radio and TV PSAs.
 - A 30-second radio spot promoting the Project will continue to air daily on WABC Radio. The spot runs 20 times per week, in all time slots. The spot also is streamed on WPLJ's website.
 - A promotional banner on the Alliance website.
 - A 30-second radio spot promoting the Project will continue to air daily on 1010 WINS Radio. The spot runs 5-15 times each month.
 - An ad placed by the Mayor's Alliance in Rational Animal's Trails to Tails Map – neighborhood edition (Greenwich Village) will continue to promote the Project.
 - A spay/neuter TV campaign produced by Rational Animal and introduced in 2009, airs routinely on NY-1 and other TV stations. Although the messaging speaks generally to spay/neuter, the Maddie's® Spay/Neuter Project in NYC receives residual advertising support.

- A new spay/neuter print campaign currently is being developed in collaboration with Rational Animal, slated for a 2011 launch.
- Website links (to include Maddie Recognition), which may include:
 - Alliance partners' websites
 - Alliance website
 - VMA of NYC website

Summary of Project Guidelines and Logistics

- New York City residents seeking low-cost spay/neuter services will be referred to the Mayor's Alliance for information about the Maddie's® Spay/Neuter Project in NYC. Information directing pet owners to contact the Alliance about the Project will be available through flyers and other media throughout the community.
- Pet owners will make appointments directly with the participating veterinary service provider they choose.
- Owners of dogs and cats spayed or neutered through the Project must reside in New York City.
- Pet owners who participate in the Project must provide one of the following as proof of eligibility:
 - Medicare card – majority of those on Medicare are seniors or people on disability.
 - Medicaid card and Healthy NY card, both available to low-income individuals and families only.
 - SSI
 - Disability/SSD
 - Reduced Fare Transit Cards - issued to people with Medicaid, Medicare, SSD, or SSI only.
 - Food Stamps – Maximum NYC income for eligibility is below \$10,000 for individuals (card)
 - Welfare
 - Public Housing - NYCHA Public Housing (In NYC, NYCHA eligibility is below 50% of median incomes and primarily for people on Public Assistance, with priorities given to domestic violence victims and single mothers) or Section 8 Voucher or letter.
- The pet owner must sign the surgery form. If that person is unable to do this or is a minor, a parent or guardian may sign.
- Participating veterinary service providers and nonprofit clinics will be required to submit photocopies of the pet owner's proof of eligibility with each reimbursement form.
- Pet owners may be asked to make a co-payment of \$20 per dog surgery and \$10 per cat surgery. Veterinary service providers may reduce or waive this co-payment at their discretion.
- This Project will only pay for a maximum of six (6) surgeries per **household**. [PER YEAR]
- Spay/neuter surgeries performed on cats and dogs residing in animal shelters or otherwise under the care of animal welfare organizations will not be eligible for reimbursement as part of *Maddie's® Spay/Neuter Project*.
- Spay/Neuter surgeries performed on feral (stray, wild, and undomesticated) cats and dogs will not be eligible for reimbursement as part of *Maddie's® Spay/Neuter Project*.

- Reimbursement and co-payment covers the total fee for anesthesia and surgery, regardless of the patient's size, stage of estrus, or body condition (pregnant, neoplasia, cryptorchid, etc.). No veterinarian is required to perform a non-routine spay/neuter surgery for the designated fee; however, that is all that may be charged for the designated procedure.
- Only spay/neuter surgery procedures are included in this program. Vaccinations, medications, other treatments, microchipping, and/or procedures are separate services that may be paid for separately by the caregivers, but they are not part of the Maddie's® Spay/Neuter Project.
- No additional fees, beyond the reimbursements from grant funds and the public's co-payment, will be charged by participating private practice veterinary hospitals or nonprofit spay/neuter clinics for spay/neuter surgeries performed under the Maddie's® Spay/Neuter Project.

We are still receiving occasional feedback from the public and confirmed with the veterinary practices, that Private Practice Veterinarians sometimes require additional services in order to perform the spay/neuter surgery. Additional charges disclosed to us have included pain medication, blood tests for pets over four to five years of age, vaccinations, antibiotics, and FIV/FeLV testing for cats. Since we removed those private practice veterinarians who were charging exorbitant prices for these added prerequisites for surgery, the complaint calls have decreased considerably. We continue to keep an open dialogue regarding this issue with our current participants and broach this subject with all new veterinary practices who show an interest in joining the Project. The nonprofit clinics do not require any additional services and or charges.

- On a monthly basis, each participating veterinary service provider is required to fill out and send in *Maddie's® Project Data* forms and supporting documentation.
- The monthly forms are due on the 15th of the month following the month being reported. They will be mailed to the Mayor's Alliance for NYC's Animals.
- The Mayor's Alliance for NYC's Animals will process the forms and will send reimbursement checks to veterinary service providers during the last week of each month.

Grant Request

The Mayor's Alliance for NYC's Animals is requesting a grant in the amount of **\$1,297,245** for Maddie's® Spay/Neuter Project in NYC. Of this, approximately **\$1,213,705** will be used to reimburse veterinarians and clinics and approximately **\$83,540** will be used by the Alliance to administer the program (based on a \$4.00 transaction fee per surgery performed).

Below is a chart detailing our reimbursement rates, goal surgeries, and grant request:

MF NYC S/N Project 2011 Private Veterinarians

Provider Private Vets Hospittas	Species	Gender	Maddie's Reimb.	Client Co-pay	Total Max. Reimb. to Provider per surgery	Goal number of surgeries in 2011	Total MF Reimb. to Providers	Admin. fees to Lead Agency	Total Maddie's grant funds anticipated
Private Vet Hospital	Dog	Male	\$80	\$20	\$100	85	\$6,800	\$340	\$7,140
Private Vet Hospital	Dog	Female	\$150	\$20	\$170	80	\$12,000	\$320	\$12,320
Private Vet Hospital	Cat	Male	\$60	\$10	\$70	115	\$6,900	\$460	\$7,360
Private Vet Hospital	Cat	Female	\$105	\$10	\$115	105	\$11,025	\$420	\$11,445
Total Reimbursement						385	\$36,725	\$1,540	\$38,265

MF NYC S/N Project 2011 Non-Profit Veterinary Clinics

Provider Non- Profit S/N Clinic	Species	Gender	Maddie's Reimb.	Client Co-pay	Total Max. Reimb. to Provider per surgery	Goal number of surgeries in 2011	Total Reimb. to Providers	Admin. fees to Lead Agency	Total Maddie's grant funds anticipated
Nonprofit S/N Clinic	Dog	Male	\$40	\$20	\$60	4483	\$179,320	\$17,932	\$197,252
Nonprofit S/N Clinic	Dog	Female	\$105	\$20	\$125	4030	\$423,150	\$16,120	\$439,270
Nonprofit S/N Clinic	Cat	Male	\$30	\$10	\$40	5847	\$175,410	\$23,388	\$198,798
Nonprofit S/N Clinic	Cat	Female	\$65	\$10	\$75	6140	\$399,100	\$24,560	\$423,660
Total Reimbursement						20500	\$1,176,980	\$82,000	\$1,258,980

MF NYC S/N Project Grant Request: 20,885 1,213,705 83,540 1,297,245

Projected 2011 Nonprofits	
ASPCA	17700
Bergh Memorial	155
Bide A Wee	60
Humane Society NY	1210
Toby's Project	1375
Total Non-Profits	20500
Total For Profits	385
TOTAL S/N Surgeries	20885

In addition to the grant funds, the caregivers may be asked to make a maximum co-payment of \$20 per dog surgery and \$10 per cat surgery. Veterinary service providers may reduce or waive this co-payment at their discretion.

Participating private practice veterinary hospitals and nonprofit spay/neuter clinics will, therefore, receive a maximum of \$100 per dog neuter, \$170 per dog spay, \$70 per cat neuter, and \$115 per cat spay. Participating nonprofit spay/neuter clinics will, therefore, receive a maximum of \$60 per dog neuter, \$125 per dog spay, \$40 per cat neuter, and \$75 per cat spay. These totals are based on the sum of the reimbursement from grant funds and any co-payment that is received from the caregiver.

The Mayor's Alliance for NYC's Animals agrees that no additional fees, beyond the reimbursements from grant funds and the public's co-payment, should be charged by participating private practice veterinary hospitals or nonprofit S/N clinics for S/N surgeries performed under Maddie's® Spay/Neuter Project.

Reporting Requirements

To assist with coordination of the Project and its reporting requirements, the Alliance employs a full-time Director of Administrative Services who assists in administering the grant and also manages daily office operations. This employee serves as the primary liaison to the Maddie's[®] Spay/Neuter Project private practice veterinary practices and nonprofit clinics. Responsibilities include collecting and maintaining grant project records and data; budget tracking; submitting accurate and timely grant reports; and serving as an information resource to veterinary service providers and the public. Other responsibilities include working with the Alliance's Director of Communications to advertise this project. Additionally, the Mayor's Alliance functions as the liaison to the NYC Feral Cat Initiative (FCI) and provides the major funding for FCI programs. The Director of Administrative Services, who is certified in Trap-Neuter-Return, serves as the liaison to the staff of the Feral Cat Initiative.

The Mayor's Alliance for NYC's Animals has obtained baseline spay/neuter surgery statistics from the private practice veterinary hospitals and nonprofit clinics participating in the Maddie's[®] Spay/Neuter Project, and submitted this information with the original grant proposals. These additional baseline statistics, like those submitted with the VMA of NYC's original proposal for this project, identify the total number of spay/neuter surgeries performed in the private practice veterinary hospitals and nonprofit clinics from Jan. 2003 through Dec. 2003, broken down by species, and the following categories: discount voucher clients and regular clients.

Private practice veterinarians will be required to submit monthly reports to the Mayor's Alliance for NYC's Animals regarding the number of spay/neuter surgeries performed: (1) as part of Maddie's[®] Spay/Neuter Project, (2) as part of any other discount programs, (3) for all clients not included in (1) or (2), with each category broken down according to gender and species. Each participating service provider will also report the number of deaths of any dogs and cats delivered for spay/neuter surgeries under Maddie's[®] Spay/Neuter Project.

Nonprofit spay/neuter clinics will also be required to submit monthly reports to the Mayor's Alliance for NYC's Animals regarding the number of spay/neuter surgeries performed: (1) as part of Maddie's[®] Spay/Neuter Project, (2) as part of any other discount programs, (3) for shelter animals from their own organization, and (4) for shelter animals from other organizations, with each category broken down according to gender and species.

The Mayor's Alliance for NYC's Animals will provide Maddie's Fund with quarterly, semiannual, and annual reports that contain an alphabetical list of all participating private practice veterinary hospitals/clinics and for each hospital/clinic, a breakdown of spay/neuter statistics identifying the number of spay/neuter surgeries performed: (1) as part of Maddie's[®] Spay/Neuter Project, (2) as part of any other discount programs, (3) for shelter animals from nonprofit clinics' own organization, (4) for shelter animals from other organizations with each category broken down according to gender and species. Each participating hospital will also report the number of deaths of any dogs and cats delivered for spay/neuter surgeries under Maddie's[®] Spay/Neuter Project. In addition, the Mayor's Alliance for NYC's Animals will submit baseline statistics for any new veterinary hospitals and clinics participating in the program.

As part of the semiannual and annual reports, the Mayor's Alliance for NYC's Animals will provide financial information that includes an income statement for grant funds, a balance sheet, and a statement of cash flow. The Mayor's Alliance for NYC's Animals will also include a list of publicity the Maddie's[®] Spay/Neuter Project has generated and copies or samples of all collateral materials the Mayor's Alliance for NYC's Animals has produced to promote the program.

Maddie Recognition

In order to comply with Maddie's Fund guidelines for Maddie's® recognition, the Mayor's Alliance for NYC's Animals will be responsible for the following:

- Correspondence to veterinarians: The Mayor's Alliance for NYC's Animals correspondence to veterinarians about Maddie's® Spay/Neuter Project (introductory letters and client information sheets) will include a paragraph, "About Maddie's Fund," prepared by the foundation.
- Press Releases: The Mayor's Alliance for NYC's Animals press releases referring to Maddie's® Spay/Neuter Project will include a paragraph, "About Maddie's Fund," prepared by the foundation.
- Press Packages: Press packages/kits distributed by the Mayor's Alliance for NYC's Animals about Maddie's® S/N Project will contain a Maddie® Fact Sheet, provided by Maddie's Fund.
- Website: The Mayor's Alliance for NYC's Animals will include a page about Maddie's Fund on its website. The page will show the Maddie's Fund logo, prominently display a photo of Maddie, link to the Maddie's Fund website, and include the Maddie's Fund website information, to be provided by Maddie's Fund.
- Collateral materials: Posters, flyers, brochures, handouts, and other collateral materials produced by the Mayor's Alliance for NYC's Animals about Maddie's® Spay/Neuter Project will include the Maddie's Fund logo and sponsorship recognition.
- Journals and newsletters: Any mention of Maddie® funded programs in the Mayor's Alliance for NYC's Animals journals or newsletters will include a paragraph, "About Maddie's Fund," prepared by the foundation.
- Public speaking: Talks and other presentations by the Mayor's Alliance for NYC's Animals before civic or community groups, veterinarians, or the press about Maddie's® Spay/Neuter Project will acknowledge the sponsorship of Maddie's Fund.

Banking Procedures

In Year Seven, the Mayor's Alliance will continue to maintain a separate account at First Republic Bank for the Maddie's® Spay/Neuter Project in NYC. To ensure that the grant funds are maintained and secured properly, the Alliance has set up an interest bearing Money Market holding account and transfers monies as needed from the holding account into the current separate operating account.

The Role of the Mayor's Alliance for NYC's Animals

As the lead agency, the Mayor's Alliance for NYC's Animals will be responsible for the administration of this Project. That includes:

- Ensuring that all dogs and cats involved in the project will receive humane, ethical, and professional treatment;
- Guaranteeing that all participants will agree to: 1) support the core values of Maddie's Fund – honesty, integrity, and mutual respect; 2) maintain cordial, professional relations with colleagues, other individuals, and groups involved in the care of animals; and 3) carry on public debate without personal attacks or recriminations;
- Distributing grant funds to reimburse participating private practice veterinary hospitals;

- Monitoring the progress of the Project to ensure compliance by all participants and the successful achievement of the Project goals ;
- Obtaining baseline statistics and monthly reports from the participating private practice veterinary hospitals;
- Providing Maddie's Fund with quarterly, semiannual, and annual reports;
- Honoring reasonable requests by Maddie's Fund to participate in regional/national media opportunities and/or to be featured speakers at regional/national conferences;
- Following a special Maddie® Recognition Plan developed for the Project. As part of this plan, the Project will be named for Maddie®, Alliance press materials and veterinarian correspondence will promote Maddie® and Maddie's Fund, the Alliance website will feature a section about Maddie®, collateral materials produced by the Mayor's Alliance for NYC's Animals will include the Maddie's Fund logo and sponsorship recognition, and public speaking engagements by the Alliance will acknowledge sponsorship of Maddie's Fund.

The Mayor's Alliance for NYC's Animals pledges to honor the philosophy and values of Maddie's Fund and looks forward to working with your organization in the future. Thank you for giving us the opportunity to make a lifesaving difference for the animals of New York City.

Sincerely,

Jane Hoffman
President
Mayor's Alliance for NYC's Animals