



The Pet Rescue Foundation

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

***The Adoption Application for a
Community Collaborative Project***

Part I: Project Title

1. THE PROJECT TITLE: Maddie's Pet Rescue Project in New York City

2. PREPARED BY: Jane Hoffman & Ellen Celnik

DATE OF SUBMISSION: April 4, 2003 (**Revision 5 – December 9, 2004**)

Part II: Lead Agency Information

Please complete the following information for the Lead Agency in the project.

3. ORGANIZATION

3a) LEAD AGENCY NAME Mayor's Alliance for NYC's Animals, Inc		
3b) ADDRESS 244 Fifth Avenue, Suite R290		
3c) CITY New York	3d) STATE NY	3e) ZIP CODE 10001
3f) TELEPHONE 212 252 - 2350	3g) FAX 212 591-6383	3h) WEB SITE www.animalallianceny.org
3i) EMAIL ADDRESS info@animalallianceny.org	3j) CONTACT (Name/Title) Jane Hoffman, President	3k) CONTACT TELEPHONE 212 252-2350/212 243-5423
3l) FED TAX EXEMPT STATUS 501 (c) (3)	3m) TAX ID NUMBER 73-1653635	3n) INCORPORATION DATE October 25, 2002

4. MISSION STATEMENT OF THE LEAD AGENCY

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

To achieve that goal, the Alliance, a 501 (c) (3) not-for-profit corporation, has formed a public-private partnership with the City of New York to develop creative solutions to deal with issues of animal care and control in New York City. We have brought together **65** not-for-profit animal care groups, small and large, that are already working to place and/or spay and neuter New York City's dogs and cats.

Through our multi-year program, we will help these groups work to their highest potential.

5. HISTORY OF THE LEAD AGENCY AS A NO-KILL ORGANIZATION

When Mayor Bloomberg was elected to office, the New York City Bar Association asked the Animal Law Committee to draft a report to the Mayor's Transition Team on the numerous untapped opportunities that existed in New York City to improve policies regarding animals – changes that would also have the potential to reap enormous benefits for the City.

The Committee's report covered several topics but the one that resonated with City Hall was the section on animal care and control.

The Mayor's Office of Operations called and invited us to meet with them to discuss our report in greater detail. Several more meetings followed. We went with a three-inch thick binder of background information complete with dossiers on innovative leaders and programs nationwide in the animal sheltering community and city resources that might be helpful to saving more lives.

Once it became clear that the City was seriously committed to this project and that the leading shelters and rescue groups, including City Critters, the ASPCA, the Humane Society of New York, Animal Haven Shelter and BARC Animal Shelter, were on board it was clear that the Animal Law Committee's work was done and a new organization was needed to lead the coalition of rescue groups and animal shelters.

With the pro bono assistance of the law firm of Simpson Thacher & Bartlett, the Mayor's Alliance for NYC's Animals was incorporated and gained tax-exempt status in October of 2002.

In December 2002, City Hall and the Mayor's Alliance signed a historic Memorandum of Understanding (MOU) with the goal of creating a no-kill city by the year 2010. In April 2003 the Mayor's Alliance & the CACC signed an Operational Protocol.

As part of the MOU, the City committed to providing the Mayor's Alliance with non-financial resources (such as those requested in the draft working paper presented to the City by the Mayor's Alliance founding members -- access to parks, parking permits for adoption vans and ads in subways, trains and buses) to assist the Alliance Participating Organizations in increasing the adoption of cats and dogs.

In working towards the goal, the Alliance has attracted a wealth of volunteer expertise and energy that could be tapped into effectively with sufficient staff and resources. Responses to the goal and the way in which the Alliance is going about achieving that goal have been surprising and encouraging, helping to sustain the momentum.

6. DOES THE LEAD AGENCY OPERATE A SHELTER FACILITY? NO

7. DOES THE LEAD AGENCY OPERATE A SPAY/NEUTER FACILITY? NO

8. FINANCIAL INFORMATION FOR THE LEAD AGENCY

	2003/2004	2002/2003	2000
8a1) Net Assets Beginning	95,529		N/A
8a2) Total Assets	330,348	148,692	
8b) Total Expenses	199,107	53,163	N/A
8c) Total Net Assets	131,241	95,529	N/A
8d) Calendar Year or Fiscal Year (include month FY begins)	July 2003/June 2004	July 2002/June 2003	N/A

Both Years have audited reports

9. IS THE LEAD AGENCY AUDITED ON AN ANNUAL BASIS?

Yes

Part III: Target Community

10. GEOGRAPHIC AREA

New York City

11. POPULATION ESTIMATES

11a) Human Population (HP)	8,000,000
11b) Date of Data	2001
11c) Estimated Population of Cats (not including ferals) [(HP divided by 2.65) multiplied by .568]	1,714,169
11d) Estimated Population of Dogs [(HP divided by 2.65) multiplied by .534]	1,612,075

12. ANIMAL ORGANIZATIONS IN THE TARGET COMMUNITY

List all the animal shelters, animal welfare groups, and non-profit spay/neuter organizations operating in your target community, whether or not they are participating in your project. Please identify each group by name under the appropriate type.

[For the purposes of this application, there are three types of organizations: (1) Animal Control; (2) Traditional; and (3) No-Kill. Definitions of these terms are provided in Part X, page 18.]

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.

For each group, please answer the following questions:

12a) Does this group operate a shelter?

12b) Does this group operate a spay/neuter (s/n) clinic (i.e., an actual facility)?

12c) Does this group spay or neuter its animals before adoption?

12d) Is this group participating in your project?

12e) If a group is not participating in your project, please explain.

(If you need additional space, you may include all this information as a separate attachment.)

11. ANIMAL SHELTERS & WELFARE GROUPS IN THE TARGET COMMUNITY List Groups by Name Under The Appropriate Type	12(a) OPERATES SHELTERS YES or NO	12 (b) S/N CLINIC YES or NO	12 (c) S/N Before Adoption	12 (d) IN THE PROJECT Yes or No
TYPE 1: ANIMAL CONTROL SHELTERS		**		
Animal Care & Control (AC & C)	YES	YES	YES	YES
TYPE 3: NO-KILL ORGANIZATIONS				
Shelters & Rescue groups/organizations		***		
ACT	NO	NO	YES	YES
ASPCA	YES	YES	YES	YES
A Cause for Paws	NO	NO	YES	YES
American Foundation for Animal Rescue	NO	NO	YES	YES
Animal Adoption Network	YES	NO	YES	YES
Animal Haven	YES	NO	YES	YES
Animal Rescue Force (A.R.F.)	NO	NO	YES	YES
Association for the Rescue & Adoptions of Stray Animals (A.R.A.S.A.)	NO	NO	YES	YES
BARC	YES	NO	YES	YES
Bide-A-Wee	YES	YES	YES	YES
Bobbi & the Strays	NO	NO	YES	YES
Cat Assistance	NO	NO	YES	YES
City Critters	NO	NO	YES	YES
Earth Angels Canine Rescue	NO	NO	YES	YES
Feline Rescue of Staten Island	NO	NO	YES	YES
For Our Friends	NO	NO	YES	YES
Francis' Friends	NO	NO	YES	YES
Glen Wild Rescue	YES	NO	YES	YES
Gotham City Kitties	NO	NO	YES	YES
Hearts & Homes for Homeless Dogs	NO	NO	YES	YES
Humane Society of New York	YES	YES	YES	YES
K9- Kastle	NO	NO	YES	YES

Kitty Kind	NO	NO	YES	YES
Kitty Caretakers of Queens	NO	NO	YES	YES
Little Shelter	YES	NO	YES	YES
Loving Touch	NO	NO	YES	YES
Mighty Mutts	NO	NO	YES	YES
Noah's Ark	NO	NO	YES	YES
North County Animal League	YES	NO	YES	YES
NY Pet-I-Care	NO	NO	YES	YES
Only Hope Cat Rescue , Inc.	NO	NO	YES	YES
Orphaned Pets Inc.	NO	NO	YES	YES
Paws All Around Rescue	NO	NO	YES	YES
Paws to Love Adoptions	NO	NO	YES	YES
People for Animals	NO	NO	YES	YES
Pluto Rescue of Richmond County	NO	NO	YES	YES
Rawhide Rescue	NO	NO	YES	YES
SAVE	NO	NO	YES	YES
Staten Island Council for Animal Welfare	NO	NO	YES	YES
Stray From the Heart	NO	NO	YES	YES
The Cat Lady	NO	NO	YES	YES
The Renaissance Project	NO	NO	YES	YES
Waggin' Train	NO	NO	YES	YES
Breed Rescue Groups - NYC only				
Abandoned Angels Cocker Spaniel Rescue	NO	NO	YES	YES
American Bull Mastiff Association Rescue Program	NO	NO	YES	YES
Boxer Angels	NO	NO	YES	YES
Chow Rescue (Pet Adoption League of NY)	NO	NO	YES	YES
City Iggies (Italian Greyhounds)	NO	NO	YES	YES
Dalmation Rescue	NO	NO	YES	YES
Glen Highland Farm Sweet Border Collie Rescue	YES	NO	YES	YES
German Shepherd Rescue	NO	NO	YES	YES
Green Mountain Pug Rescue	NO	NO	YES	YES
Greyhound Transfers	NO	NO	YES	YES
Husky House	NO	NO	YES	YES
Metropolitan Maltese	NO	NO	YES	YES
Mini Pinscher Rescue (IMPS) of NY	NO	NO	YES	YES
Miss Rumples Orphanage	NO	NO	YES	YES
NYC Siamese Rescue	NO	NO	YES	YES
Northeastern Boxer Rescue	NO	NO	YES	YES
NE Border Collie Rescue	NO	NO	YES	YES
NE Old English Sheepdog	NO	NO	YES	YES
Scottish Terrier Rescue	NO	NO	YES	YES

Small Paws Rescue (Bichon)	NO	NO	YES	YES
Tri State Basset Hound Rescue	NO	NO	YES	YES
Waggytail Rescue (Chihuahua)	NO	NO	YES	YES

** All animals adopted out of Shelters are required by City Law to be Spayed/Neutered

***All No-Kill Organizations Participating spay/neuter animals before adopting out.

Comments:

Please note that in NYC there is only one Animal Control Agency, Animal Care and Control (AC & C). All other shelters and rescue groups are no-kill under the definitions provided in Part X.

The groups listed were identified as groups or organizations eligible to participate (meeting the requirements of terms of participation) in our target community. There are some other groups and organizations that may be eligible, but have chosen not to participate at this point. These groups may not meet the terms of participation or have no return policy in place, or may not have been taking animals from AC & C for a number of years. We will continue to work with these groups to encourage their participation and work through barriers they may have to being participants.

Part IV: Animal Welfare Profile

The information requested in Sections 13-17 will be used to create an animal welfare profile of your target community.

- *We want to know how many dogs and cats entered your target community’s shelter system; how many were redeemed by their caregivers; and how many were adopted.*
- *We also want to know how many dogs and cats were euthanized in the shelter system of your target community and your assessment as to how many of those deaths involved healthy (adoptable), treatable and nonrehabilitatable dogs and cats. [Definitions of these terms are provided in Part X, page 19.]*

Maddie’s Fund will not consider applications submitted with incomplete or missing data. If an organization participating in your project doesn’t report the actual data we request, you should provide an estimate and explain under COMMENTS how the estimate was derived.

For your *baseline year*, please provide the summary information requested below for all the animal control shelters, traditional shelters, and no-kill organizations participating in your project. Please note that the *baseline year* is defined as a twelve-month period preceding the submission of your application. This time period can not be older than one year from the start date of the project. *If your project is approved for funding, you will be asked to provide a monthly breakdown of the baseline year shelter statistics identified in Sections 14-17(including transfers) for each participating animal group.*

Special Note: To be eligible for consideration for a Maddie’s Fund community grant, (1) the annual number of dogs and cats sheltered in your target community (*i.e., the number of live animals handled*) by all the groups participating in your project must be greater than 2000 [Section 14, LINE 14c, COLUMN C], (2) all the animal control and traditional shelters in your target community must participate in your project, and (3) all sections of this application must be completed.

13. BASELINE YEAR

Define the time period that is considered to be the *baseline year* (*i.e., either calendar or fiscal*) for your project. If fiscal, indicate the month in which the year begins (*e.g., 2001-02 fiscal year beginning July 1*). The *baseline year* can not be older than one year from the start date of the project.

2003

14. DOGS & CATS SHELTERED IN THE TARGET COMMUNITY

For the baseline year, please list the number of dogs and cats sheltered (*i.e., the number of live animals handled during the year*) by each animal control shelter, traditional shelter and no-kill organization participating in your project. [Definitions of these terms are provided in Part X, page 18.]

Please identify each group by name under the appropriate type. You must provide all the information that is requested on the application. If an organization doesn’t report the actual data we are requesting, you must provide an estimate and explain under COMMENTS how the estimate was derived.

Special Note: To avoid "double counting" the animals in this category only, no-kill organizations should not include dogs and cats they receive as "transfers" from animal control or traditional shelters participating in the project. No-kill organizations should only include animals they receive from the public or those coming from groups not participating in your project. Information about the number of animals transferred among participating shelters should be included under COMMENTS.

(You may include the requested information as a separate attachment if you need additional space.)

14. DOGS & CATS SHELTERED List Groups By Name Under the Appropriate Type	(A) Dogs	(B) Cats	(C) Total
TYPE 1: ANIMAL CONTROL SHELTERS			
Animal Care & Control (AC & C)	19326	26237	45563
TYPE 2: TRADITIONAL SHELTERS			
	N/A	N/A	N/A
14a) SUBTOTAL FOR TYPE 1 & 2			
	19326	26237	45563
TYPE 3: NO-KILL ORGANIZATIONS			

Shelters/Rescue Organizations			
Includes 65 Participating Organizations listed in Section 11	3750	6862	10612
14b) SUBTOTAL FOR TYPE 3	3750	6862	10612
14c) TOTAL SHELTERED [Add Columns A, B, C for LINES 14a and 14b]	23076	33099	56175

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

The numbers of dogs and cats sheltered by the AC & C and all Participating Organizations is based on data submitted for 2003. Transfer of cats and dogs from the AC & C to other rescue groups for 2003 was 5,500, an increase of 2,500 from the previous year.

15. DOGS & CATS REDEEMED BY THEIR CAREGIVERS IN THE TARGET COMMUNITY

For the baseline year, please list the number of dogs and cats redeemed by their caregivers from each animal control shelter, traditional shelter and no-kill organization participating in your project. [Definitions of these terms are provided in Part X, page 18.]

Please identify each group by name under the appropriate type. If an organization doesn't report the actual data we are requesting, you must provide an estimate and explain under COMMENTS how the estimate was derived.

(You may include the requested information as a separate attachment.)

15. DOGS & CATS REDEEMED TO OWNER List Groups By Name Under the Appropriate Type	(A) Dogs	(B) Cats	(C) Total
TYPE 1: ANIMAL CONTROL SHELTERS			
Animal Care & Control (AC & C)	1244	257	1501
TYPE 2: TRADITIONAL SHELTERS	N/A	N/A	N/A
15a) SUBTOTAL FOR TYPE 1 & 2	1244	257	1501
TYPE 3: NO-KILL ORGANIZATIONS			
Shelters/Rescue Organizations			
Includes 65 Participating Organizations listed in Section 11	45	34	79
15b) SUBTOTAL FOR TYPE 3	45	34	79
15c) TOTAL REDEEMED [Add Columns A, B, C for LINES 14a and 14b]	1289	291	1580

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

The numbers of dogs and cats redeemed by the AC & C and Alliance Participating Organizations is based on actual data submitted for 2003.

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

For the baseline year, please list the number of dogs and cats adopted BY THE PUBLIC from each animal control shelter, traditional shelter and no-kill organization participating in your project. [Definitions of these terms are provided in Part X, page 18.]

Please identify each group by name under the appropriate type. You must provide all the information that is requested on the application. If an organization doesn't report the actual data we are requesting, you must provide an estimate and explain under COMMENTS how the estimate was derived.

Special Note: For animal control shelters and traditional shelters only, do not include "transfers" of dogs and cats to other organizations as "adoptions." The number of animals transferred from these organizations can be listed separately under COMMENTS.

(You may include the requested information as a separate attachment)

16. DOGS & CATS ADOPTED List Groups By Name Under the Appropriate Type	(A) Dogs	(B) Cats	(C) Total
TYPE 1: ANIMAL CONTROL SHELTERS			
Animal Care & Control (AC & C)	2216	2711	4927
TYPE 2: TRADITIONAL SHELTERS	N/A	N/A	N/A
16a) SUBTOTAL FOR TYPE 1 & 2	2216	2711	4927
TYPE 3: NO-KILL ORGANIZATIONS			
Shelters/Rescue Organizations			
Includes 65 Participating Organizations listed in Section 11	3513	6568	10081
16b) SUBTOTAL FOR TYPE 3	3513	6568	10081
16c) TOTAL ADOPTED [Add Columns A, B, C for LINES 16a and 16b]	5729	9279	15008

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

16d) The ADOPTION BASELINE for Animal Control and Traditional Shelters participating in your project [LINE 16a, COLUMN C]

16d) 4,927

16e) The ADOPTION BASELINE for the No-Kill Organizations participating in your project [LINE 16b, COLUMN C]

16e) 10,081

16f) The TOTAL ADOPTION BASELINE for your Project [LINE 16c, COLUMN C]

16f) 15,008

COMMENTS: (If needed, you may include an attachment not to exceed one page.)
The numbers of dogs and cats adopted out by the AC & C and Alliance Participating Organizations is based on data submitted for 2003.

17. DOGS & CATS EUTHANIZED IN THE TARGET COMMUNITY

For the baseline year, please list the number of healthy (adoptable), treatable and non-rehabilitatable dogs and cats euthanized by each animal control shelter, traditional shelter and no-kill organization participating in your project. [Definitions of these terms are provided in Part X, pages 18-19.]

Please identify each group by name under the appropriate type. If an organization doesn't report the actual data we are requesting, you must provide an estimate and explain under COMMENTS how the estimate was derived.

Please note that all sections of the application must be completed to be eligible for consideration for a Maddie's Fund community grant. Maddie's Fund will not consider applications submitted with incomplete or missing data.

(You may include the requested information as a separate attachment.)

17. DOGS & CATS (healthy/adoptable) EUTHANIZED List Groups By Name Under the Appropriate Type	(A) Dogs	(B) Cats	(C) Total
TYPE 1: ANIMAL CONTROL SHELTERS			
Animal Care & Control (AC & C)	4500	9500	14000
TYPE 2: TRADITIONAL SHELTERS			
	N/A	N/A	N/A
17a) SUBTOTAL FOR TYPE 1 & 2	4500	9500	14000
TYPE 3: NO-KILL ORGANIZATIONS			
Shelters/Rescue Organizations			
Includes 65 Participating Organizations listed in Section 11	0	0	0
17b) SUBTOTAL FOR TYPE 3	0	0	0
17c) TOTAL (Healthy/Adoptable) EUTHANIZED [Add Columns A, B, C for LINES 17a and 17b]	4500	9500	14000

COMMENTS:

17 a, b, c - HEALTHY/ADOPTABLE EUTHANIZED

As the Animal Control Agency in New York City, only the AC & C euthanizes healthy/adoptable animals for lack of space, age of animal, physical condition, staff resources, ability to appropriately temperament test, and breed specific stereotyping. The attached numbers of health/adoptable dogs and cats euthanized by the AC & C and Alliance Participating Organizations is based on data submitted for 2003.

The estimated number of 14,000 was certified by the Secretary of the Board of Directors of the AC & C, Julian Prager in a 2003 letter of certification. There is no indication that the number has changed since the number of dogs & cats euthanized has not changed significantly from 2002 to 2003. In 2002 31,908 dogs/cats were euthanized compared to 31,701 in 2003.

HEALTHY/ADOPTABLE EUTHANIZED

The chart below provides an overview for the actual number of cats & dogs currently euthanized at the AC & C in the year 2003 and has been the basis for helping to determine target goals for reducing these numbers over the next 5 years.

<u>Euthanized</u>	<u>Dogs</u>	<u>Cats</u>	<u>Total</u>	
Healthy/Adoptable	4,500	9,500	14,000	
Treatable	4,000	2,000	6,000	
Nonrehabilitatable	3,714	7,987	11,701	
Total Euthanized	12,214	19,487	31,701	69%
Live Exits				
Total Adopted	2,216	2,711	4,927	
Total Redeemed	1,244	257	1,501	3%
Total Transferred	2,904	2,615	5,519	
Total Live Exits	6,364	5,583	11,947	26%
Total Died in Shelter	748	1,167	1,915	5%
TOTAL	19,326	26, 237	45,563	

17. DOGS & CATS (Treatable) EUTHANIZED IN THE TARGET COMMUNITY

	(A) Dogs	(B) Cats	(C) Total
17. DOGS & CATS (treatable) EUTHANIZED List Groups By Name Under the Appropriate Type			
TYPE 1: ANIMAL CONTROL SHELTERS			
Animal Care & Control (AC & C)	4000	2000	6000
TYPE 2: TRADITIONAL SHELTERS	N/A	N/A	N/A
17d) SUBTOTAL FOR TYPE 1 & 2	4000	2000	6000
TYPE 3: NO-KILL ORGANIZATIONS			
Shelters/Rescue Organizations			
Includes 65 Participating Organizations listed in Section 11	0	0	0
17e) SUBTOTAL FOR TYPE 3	0	0	0
17f) TOTAL (treatable) EUTHANIZED [Add Columns A, B, C for LINES 14d and 14e]	4000	2000	6000

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

17 d, e, f - TREATABLE EUTHANIZED

As the Animal Control Agency in New York City, only the AC &C euthanizes treatable animals for lack of space, age of animal, physical condition, medical resources, staff resources, ability to appropriately temperament test, and breed specific stereotyping. The attached numbers of 6,000 treatable, 4,000 dogs and 2,000 cats, euthanized by the CACC is based on data provided in 2003.

Based on the data collected and discussions with AC & C staff, at the present time a reasonable estimate of treatable dogs and cats would represent 20% of those euthanized.

17. DOGS & CATS EUTHANIZED (nonrehabilitatable) IN THE TARGET COMMUNITY

	(A) Dogs	(B) Cats	(C) Total
17. DOGS & CATS (non-rehab) EUTHANIZED List Groups By Name Under the Appropriate Type			
TYPE 1: ANIMAL CONTROL SHELTERS			
Animal Care & Control (AC & C)	3714	7987	11701
TYPE 2: TRADITIONAL SHELTERS			
	N/A	N/A	N/A
17g) SUBTOTAL FOR TYPE 1 & 2	3714	7987	11701
TYPE 3: NO-KILL ORGANIZATIONS			
Shelters/Rescue Organizations			
Includes 65 Participating Organizations listed in Section 11	46	70	116
17h) SUBTOTAL FOR TYPE 3	46	70	116
17i) TOTAL non-rehab deaths [Add Columns A, B, C for LINES 17g, 17h]	3760	8057	11817
17j) TOTAL DEATHS [Add Columns A, B, C for LINES 17c, 17f, and 17 i]	12260	19557	31817

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

17 g, h, I - NONREHABILITATABLE EUTHANIZED

The numbers of nonrehabilitatable dogs and cats euthanized by the AC & C is based on data

submitted in 2003. Based on discussions with AC & C staff it was determined that 11,701 (3,714 dogs and 7,987 cats) would fall into the category of nonrehabilitatable.

For all other no-kill participants the number of nonrehabilitatable dogs and cats euthanized is based on data submitted in 2003.

17k) HEALTHY (ADOPTABLE) DEATHS of Shelter Dogs and Cats during the Baseline Year
[LINE 17c, COLUMN C]

17k)	14,000
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17l) The TOTAL DEATHS BASELINE for your Project [LINE 17j, COLUMN C]

17l)	31,817
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Part V: Lifesaving Quotient for the Target Community

18. The objective of your project is to reduce the deaths of healthy (adoptable) shelter dogs and cats in your target community from [LINE 17k] 14,000 to zero in 5 years or less.

Part VI: Above Baseline (AB) Targets

In *Part IV* you identified the baselines pertaining to adoptions and deaths of shelter dogs and cats. In *Part V* you defined the lifesaving quotient for your project. In *Part VI* you will use this information to calculate the above baseline targets for: (1) adoptions; and (2) reducing shelter deaths.

19. ABOVE BASELINE (AB) ADOPTION TARGET

To calculate the ABOVE BASELINE ADOPTION TARGET for Year One, divide healthy (adoptable) deaths of shelter dogs & cats during the baseline year [LINE 17k] by 5 [The duration of the project in years].

To calculate the ABOVE BASELINE ADOPTION TARGETS for the subsequent years of the project, multiply the ABOVE BASELINE ADOPTION TARGET FOR YEAR ONE [LINE 19a] by 2 for Year Two, by 3 for Year Three, by 4 for Year Four, or by 5 for Year Five.

19a)	Yr 1	AB Adoption Target	<i>Divide LINE 17k by 5</i>	2,800
19b)	Yr 2	AB Adoption Target	<i>Multiply LINE 19a by 2</i>	5,600
19c)	Yr 3	AB Adoption Target	<i>Multiply LINE 19a by 3</i>	8,400
19d)	Yr 4	AB Adoption Target	<i>Multiply LINE 19a by 4</i>	11,200
19e)	Yr 5	AB Adoption Target	<i>Multiply LINE 19a by 5</i>	14,000
19f)	Yr 6	AB Adoption Target	<i>Multiply LINE 19a by 5</i>	14,000
19g)	Yr 7	AB Adoption Target	<i>Multiply LINE 19a by 4</i>	11,200

20. REDUCTION IN TOTAL DEATHS TARGET

To calculate the REDUCTION IN TOTAL DEATHS TARGET for Year One, divide healthy (adoptable) deaths of shelter dogs & cats during the baseline year [LINE 17k] by 5 [the duration of the project in years].

To calculate the REDUCTION IN TOTAL DEATHS TARGETS for the subsequent years of the project, multiply REDUCTION IN TOTAL DEATHS TARGET FOR YEAR ONE [LINE 20a] by 2 for Year Two, by 3 for Year Three, by 4 for Year Four, or by 5 for Year Five.

20a)	Yr 1	Reduction in Total Deaths Target	<i>Divide LINE 17k by 5</i>	2,800
20b)	Yr 2	Reduction in Total Deaths Target	<i>Multiply LINE 20a by 2</i>	5,600
20c)	Yr 3	Reduction in Total Deaths Target	<i>Multiply LINE 20a by 3</i>	8,400
20d)	Yr 4	Reduction in Total Deaths Target	<i>Multiply LINE 20a by 4</i>	11,200
20e)	Yr 5	Reduction in Total Deaths Target	<i>Multiply LINE 20a by 5</i>	14,000
20f)	Yr 6	Reduction in Total Deaths Target	<i>Multiply LINE 19a by 5</i>	14,000
20g)	Yr 7	Reduction in Total Deaths Target	<i>Multiply Line 19a by 4</i>	11,200

Part VII: Establishing Goals for the Project

In *Part IV* you identified the baselines for adoptions and total deaths of shelter dogs and cats. In *Part V* you defined the lifesaving quotient for your project. In *Part VI* you calculated and provided the above baseline targets for adoptions, and reduction in deaths. In *Part VII* you will use this information to establish overall goals for each year of the project.

Special Note: In this model, the specific BASELINES you identify for adoptions and total deaths are the same for each year of the project.

21. ADOPTION GOALS

- The Adoption Goal for the Participating Animal Control Shelters (AC) and Traditional Shelters (TR) is always equal to their Adoption Baseline [LINE 16d].

In order to successfully meet the Adoption Goal for your project, AC and TR shelters only need to place the same number of animals they did during the baseline year. If they exceed their goal, those additional adoptions cannot be counted by the no-kill organizations towards the achievement of above baseline adoptions. Maddie's Fund believes that it is the responsibility of the no-kill groups to achieve the above baseline adoption results that are required for continued funding.

- The Adoption Goal for the Participating No-Kill Organizations (NK) is equal to their Adoption Baseline [LINE 16e] plus all of the Above Baseline Adoptions that must be done for that particular year of the project [LINE 19a, 19b, 19c, 19d, or 19e].
- The Adoption Goal for the Project is equal to the AC and TR Adoption Goal plus the NK Adoption Goal for the particular project year.

	(A)	(B)	(C)	(D)	(E)
Adoption Goal	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
AC & TR	4,927 [16d]	4,927 [16d]	4,927 [16d]	4,927 [16d]	4,927 [16d]
NK	12,881 [16e + 19a]	15,681 [16e + 19b]	18,481 [16e + 19c]	21,281 [16e + 19d]	24,081 [16e + 19e]
For the Project	17,808 [16d + 16e + 19a]	20,608 [16d + 16e + 19b]	23,408 [16d + 16e + 19c]	26,208 [16d + 16e + 19d]	29,008 [16d + 16e + 19e]

22. TOTAL DEATHS GOALS

The Total Deaths Goal for the Project is equal to the Total Deaths Baseline [LINE 17l] minus the Reduction in Total Deaths Target [LINE 20a, 20b, 20c, 20d, or 20e] for the particular project year.

	(A)	(B)	(C)	(D)	(E)
Total Deaths Goal	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
Total Deaths Baseline	31,817 [17l]	31,817 [17l]	31,817 [17l]	31,817 [17l]	31,817 [17l]
Reduction in Deaths Target	2,800 [20a]	5,600 [20b]	8,400 [20c]	11,200 [20d]	14,000 [20e]
For the Project	29,017 [17l - 20a]	26,217 [17l - 20b]	23,417 [17l - 20c]	20,617 [17l - 20d]	17,817 [17l - 20e]

Part VIII: Grant Request

To help you calculate the dollar value of the grant request for your project, we have developed a budget formula guide based on the number of above baseline adoptions that will be achieved each year of the project. To calculate the dollar value of your grant request, multiply the number of ABOVE BASELINE ADOPTIONS for each year of the project by the appropriate values:

- FOR YEAR ONE OF THE PROJECT:** \$300 per Above Baseline Adoption [LINE 19a]
- FOR YEAR TWO OF THE PROJECT:** \$270 per Above Baseline Adoption [LINE 19b]
- FOR YEAR THREE OF THE PROJECT:** \$240 per Above Baseline Adoption [LINE 19c]
- FOR YEAR FOUR OF THE PROJECT:** \$180 per Above Baseline Adoption [LINE 19d]
- FOR YEAR FIVE OF THE PROJECT:** \$120 per Above Baseline Adoption [LINE 19e]
- FOR YEAR SIX OF THE PROJECT:** \$60 per Above Baseline Adoption [LINE 19f]
- FOR YEAR FIVE OF THE PROJECT:** \$30 per Above Baseline Adoption [LINE 19g]

Special Note: Maddie's Fund will also make additional grant money available to the lead agency in Year One and Year Two of the project to offset some of the initial costs of administration, record keeping, and monthly reporting requirements. This Administrative Fee is calculated at 7% of the Year One and Year Two budgets. Please include this administrative fee in your calculations for the Year One and Year Two Grant Requests.

23. GRANT REQUEST FOR YEAR ONE	
23a) Year One Grant:	\$ 840,000
[Multiply LINE 19a by \$300]	
23b) Administrative Fee for Year One:	\$ 58,800
[(.07 x LINE 23a)]	
23c) Total Year One Grant Request:	\$ 898,800
[Add LINES 23a and 23b]	
24. GRANT REQUEST FOR YEAR TWO	
24a) Year Two Grant:	\$ 1,512,000
[Multiply LINE 19b by \$270]	
24b) Administrative Fee for Year Two:	\$ 105,840
[(.07 x LINE 24a)]	
24c) Total Year Two Grant Request:	\$ 1,617,840
[Add LINES 24a and 24b]	
25. GRANT REQUEST FOR YEAR THREE	
25a) Year Three Grant:	\$ 2,016,000
[Multiply LINE 19c by \$240]	
26. GRANT REQUEST FOR YEAR FOUR	
26a) Year Four Grant:	\$ 2,016,000
[Multiply LINE 19d by \$180]	
27. GRANT REQUEST FOR YEAR FIVE	
27a) Year Five Grant:	\$ 1,680,000
[Multiply LINE 19e by \$120]	
28. GRANT REQUEST FOR YEAR SIX	
27a) Year Five Grant:	\$ 840,000
[Multiply LINE 19f by \$60]	
27. GRANT REQUEST FOR YEAR SEVEN	
27a) Year Five Grant:	\$ 336,000
[Multiply LINE 19g by \$30]	

28. TOTAL GRANT REQUEST FOR PROJECT

	GRANT	ADMIN FEE	TOTAL
Year One	840,000	58,800	898,800
Year Two	1,512,000	105,840	1,617,840
Year Three	2,016,000		2,016,000
Year Four	2,016,000		2,016,000
Year Five	1,680,000		1,680,000
Year Six	840,000		840,000
Year Seven	336,000		336,000
TOTAL	9,240,000	164,640	9,404,640

Part IX: Year One Project

29. YEAR ONE PROGRAMS AND SERVICES

Maddie’s Fund requires that at least half of the adoption grant funds be distributed to the participating no-kill groups in the form of adoption subsidies for performing the above baseline adoptions. That means in Year One each no-kill group must receive a minimum of \$150.00 for each above baseline adoption it performs under the program.

29a) Year One Adoption Subsidy: For Year One, please indicate the amount of the adoption subsidy per above baseline adoption performed by each no-kill organization .
\$150.00

29b) Year One Adoption Goals by No-Kill Organization: For Year One, provide a list of participating no-kill organizations and for each group, identify the (1) number of the baseline adoptions; (2) the above baseline adoption target; (3) the total adoption goal; and (4) the total adoption subsidy.

PARTICIPATING NO-KILL ORGANIZATIONS - YEAR ONE [List organizations by name in alphabetical order]	Baseline Adoptions	Above Baseline Adoption Target 2004	Total Adoption Goal	Total Adoption Subsidy
Shelters/Rescue Groups/Organizations				
Includes 65 Participating Organizations listed in Section 11				

TOTAL	10081	2800	12881	420,000
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29c) Procedure for Distributing the Adoption Subsidies: Describe how the adoptions subsidies will be distributed to the participating no-kill organizations in Year One. Please note that the distribution system should include some type of monitoring process for reconciling the amount of money each group receives to actual performance.

Distribution & monitoring of subsidies to participating no-kill organizations: Adoption subsidies would be distributed to Alliance Participating Organizations that perform above their baseline on a quarterly basis. In preparation for submission of this grant application, the Alliance Participating Organizations have been submitting adoption data forms every month since July 2002. In addition, the A & CC has agreed, pursuant to the Operational Protocol, to provide the Alliance with a report on how many animals each Participating Organization has accepted from the AC & C on a monthly basis. The Alliance will collect adoption data from each Alliance adoption event.

Participating Organizations will be credited for adoptions over baseline each month and debited if they fall below their goals. Reconciliation will occur on a quarterly basis. For a Participating Organization with above baseline adoptions that are inconsistent with projections (dramatic increases) requests to view adoption agreements for each animal adopted during that period will be made along with a site visit. If numbers fall way below projections, outreach efforts will include determining what barriers have prevented the organization from meeting its targets and additional support, training & assistance will be offered to help increase adoptions.

29d) Year One Programs and Services: Describe the strategies you will employ to meet the Adoption and Reduction in Deaths Goals for Year One. Include in this discussion: 1) a description of what the collaboration is currently doing to achieve its baseline activities, and the number of dogs and cats placed and saved through these programs and services; and 2) a description of the additional activities that will be undertaken to meet the above baseline goals of the project, and the number of dogs and cats that will be placed and saved as a result of each new activity.

Special Note: *Strategies proposed must be capable of producing immediate, measurable and direct increases in the number of adoptions and immediate, measurable and direct reductions in shelter deaths, starting the day after the grant award is received. (Not to exceed five attached pages)*

[See attached document titled “A Strategy for Transforming NYC into a No-Kill City”](#)

30. MADDIE RECOGNITION

Maddie Recognition Plan: Specific recognition guidelines have been developed to honor Maddie, the miniature Schnauzer whose lifetime of unconditional love and devotion to the Duffields inspired the creation of Maddie’s Fund. If your funding request is approved, Maddie’s Fund will create a specialized Maddie Recognition Plan for your project. This plan will include recognition requirements for websites, publicity materials, newsletters, and speaking engagements about your community collaborative project. In addition, Maddie’s Fund will provide electronic and print versions of its logo, Maddie’s Fact Sheet, Maddie’s Fund website information, a photo of Maddie and a sample press release.

See attached document titled “Maddie Recognition Plan”

31. YEAR ONE BUDGET

Provide a Year One Budget for the project. The year One Budget must reflect the costs associated with the adoption subsidies and each new activity that will be undertaken to meet the above baseline goals of the project as outlined in Section 29 above. Include a line item breakdown and budget narrative of these costs and for the expenses related to administration. Please note that Maddie’s Fund limits the use of grant funds to underwrite advertising expenses. Funded projects can only use up to 15% of the adoption grant for advertising. (Not to exceed four attached pages)

See attached Maddie’s Fund Year 1 budget

32. ANIMAL WELFARE ISSUES

For your target community, briefly describe any actual or proposed changes in animal control enforcement or policy (including feral cat policies), or other animal welfare issues that could affect the ability of your project to implement an adoption guarantee and reduce the deaths of healthy (adoptable) shelter dogs and cats to zero in 5 years. (Not to exceed two attached pages)

1. The serious financial crisis of the City made the City government much more open to pursuing ways to work with the private community to solve social problems.
2. 9/11 and its aftermath created a sense of civic loyalty that the Alliance has tapped into with the Alliance slogan “Adopt a Little New Yorker Today”
3. New York City’s status as the media capital of the world means that it can be difficult to compete for media, but at the same time provides the Alliance with greater access to media coverage and the potential to have nationwide, and even worldwide impact.
4. The presence here of innumerable corporate, legal, financial service headquarters opens the potential for very substantial corporate base.
5. New York City’s ethnic, language and social diversity, unparalleled in the world, while creating some challenges, also creates an enormous opportunity to bring people together over the love of animals, an impulse found, in different ways, in every culture.

33. GOVERNMENT MANDATES

Please indicate whether your target community or any jurisdiction within your target community has a mandatory spay/neuter law, and/or a pound seizure law. **If yes, please identify the jurisdiction and attach copies of the law(s).**

		YES or NO	JURISDICTION
32a)	Spay/Neuter Ordinance	Yes*	New York City
32b)	Pound Seizure Law	Yes	New York State

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

34. SUPPLEMENTAL MATERIALS

Please include the following supplemental materials with your application:

- Copy of the lead agency's most recent audit or financial statements
- Copy of the IRS Determination Letter for the Lead Agency

Part X: Glossary of Terms

35. 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 (adoptable) or treatable in addition to nonrehabilitatable animals.

No-Kill: Organizations that save all the healthy (adoptable) and treatable animals under their care, with euthanasia reserved only for nonrehabilitatable animals. A no-kill organization could be an animal shelter, rescue group, foster care organization, or sanctuary.

An organization does not have to say it's no-kill, but it does have to: 1) save all of the healthy (adoptable) and treatable animals that come under its care; and 2) use the definitions of healthy (adoptable) and treatable as defined by Maddie's Fund and reflected in current California law. Additionally, the organization must clearly articulate to its community that it saves all healthy (adoptable) 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.

36. CATEGORIZATIONS/DEFINITIONS OF SHELTER ANIMALS

Healthy (Adoptable): Healthy (adoptable) animals are those animals eight weeks of age or older that, at or subsequent to the time the animal is impounded or otherwise taken into possession, have manifested no sign of a behavioral or temperamental defect 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 animals health in the future.

Special Note: *These dogs and cats may be older. They may be deaf, blind, scarred, disfigured, or disabled. They don't have to win a beauty contest. And, it doesn't matter how long they may spend in a shelter or how many others are the same age, color, size or type. As long as they are healthy, friendly pets, they're healthy (adoptable).*

Treatable: A treatable animal is any animal that is not healthy (adoptable) but that could become healthy (adoptable) with reasonable efforts.

Special Note: *Sick, injured, traumatized, underage, and unsocialized, these animals need appropriate medical treatment, behavior modification, and/or infant housing and care before they can be placed in new, loving homes.*

Nonrehabilitatable: Nonrehabilitatable animals are neither healthy (adoptable) nor treatable. They include 1) dogs and cats for whom euthanasia is the most humane alternative due to disease, injury or suffering that can't be alleviated; 2) vicious dogs and cats, the placement of whom would constitute a danger to the public; and 3) dogs and cats who pose a public health hazard.

Mayor's Alliance Projected Budget 2005

DETAILED REVENUE BUDGET

MADDIE'S PET PROJECT BUDGET

Income	
Maddie's Fund	898,800
ASPCA	780,000
TOTAL INCOME	1,678,800

DETAILED EXPENSE BUDGET

Operating	
Salaries & Benefits	447,300
Insurance	4,500
General Administration	110,400
Total Operating Expenses	562,200

Grant Specific Initiatives	
Adoption Incentives	420,000
Total Grant Distributions	420,000

Initiatives

Tools	
Transport	30,850
Regional Pet Services Network	
Sub Total	30,850

Programs	
Adoption & Pet Care Festivals	21,620
Special Adoption Events	11,964
Community Park Adoption Sites	11,436
Retail Relationship Enhancement	24,000
Retail Relationship Development	19,300
Store Front Retail & Adoption Ctrs	100,000
Unconventional Adoption Sites	
Microchipping healthy/adoptable animals	
Feral Cat Council Coordination (Grant)	
Sub Total	188,320

Services	
APO Web Development & Support	430
Advertising & PR	177,000
Sub Total	177,430

Total Direct-to-MPP Initiative Expenses 396,600

Maddie's Fund Required Program Reserve 300,000

TAL PROGRAMS & INITIATIVES EXPENSES 1,116,600

TOTAL 1,678,800

SURPLUS 0