



The Pet Rescue Foundation

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

**The Year Seven Adoption Application  
2011**

**Year Seven Reminders:**

- The Year Seven Budget is based on \$180 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 Seven 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 Seven Maddie's Fund grant.
- In Year 7, starting Day One of Year Seven you will be expected to save all the healthy shelter pets.

**Part I: Maddie's® Pet Rescue Project Information**

**1. YEAR SEVEN PROJECT**

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

**1B) Date of Submission:** 11/14/2010  
**Hoffman,**

**1C) Prepared by:** Ellen Celnik, Jane  
**Steve Gruber, Diane Gauld**

**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): 8,300,000**

**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)	111
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*For each group participating in Year Six 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.**

<b>Mayor's Alliance For NYC's Animals</b>	<b>112</b>
<b>5B) Name of Participating Groups</b>	<b>5C) S/N before Adoption (Y/N)</b>
<b>Animal Care &amp; Control of NYC</b>	<b>Y</b>
<b>Traditional Shelters</b>	<b>N/A</b>
<b>Maddie Adoption Guarantee Organizations</b>	
A Place For Us	Y
A Tail at A Time	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
All Sentient Beings	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
Big Apple Bull Terrier Rescue	Y
Bobbi & the Strays	Y
Boxer Angels	Y
Brooklyn Animal Action	Y
Brooklyn Bridge Animal Welfare Coalition	Y
Cat Assistance, Inc.	Y
City Critters	Y
Companion Animal Network	Y
CSM Strays	Y
Curly Tail Pug Rescue	Y
Dalmatian Adoption, Inc.	Y
Derricks Gleeful Rescue	Y
Dog Habitat	Y
Earth Angels Animal Rescue Organization	Y
English Bull Terrier Rescue	Y
Eve's Sanctuary	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
Forgotten Friends	Y
Four Paws Sake	Y
Friendly Ferals	Y
German Sheppard Rescue Central NY	Y
German Shorthair Rescue	Y
Gotham City Kitties	Y
Heart & Soul Rescue	Y
HEART Rescue, Inc.	Y
Hearts and Hands Society	Y
Humane Society of New York	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 Shelter	Y
Long Beach Humane Society	Y
Long Island Bulldog Rescue	Y
Long Island Golden Retriever Rescue (LIGRR)	Y
Louie's Legacy	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
Mountain Majesty Rottweiler Rescue	Y
NJ Schnauzer	Y
New Rochelle Humane	Y
North Fork Animal Welfare League	Y
North Shore Animal League	Y
Northern NE Dog Rescue	Y
NYC Shiba Rescue	Y
Only Hope Cat Rescue, Inc.	Y
Patricia Ladew Foundation	Y
Peppertree Rescue, Inc.	Y
Pet I Care NY	Y

Pluto Rescue of Richmond County	Y
Poor Animals of St. Francis	Y
Posh Pets	Y
Rawhide Rescue	Y
Ready For Rescue	Y
RSVP	Y
Safe Hounds Beagle Rescue	Y
Save A Pet Rescue	Y
SaveKitty	Y
Save Our Strays	Y
Scottish Terrier Rescue	Y
Sean Casey Animal Rescue	Y
Shelter Survivors	Y
Social Tees	Y
Staten Island Council for Animal Welfare	Y
Stray From the Heart	Y
The Cat Lady	Y
Tiny Treasures	Y
Treasured K9's, Inc. ( Korean Jindo Rescue)	Y
Underdog Rescue, Inc.	Y
United Action For Animals	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.

	2009	2008	2007	2006	2005
<b>6a) Total Revenue</b>	7,421,090	6,261,785	4,759,518	3,240,949	2,358,826
<b>6b) Total Expenses</b>	6,915,816	5,816,129	3,890,983	2,863,382	2,049,609
<b>6c) Total Net Assets</b>	2,603,250	2,097,976	1,652,320	783,785	309,217
<b>6d) Calendar Year or Fiscal Year (include month FY begins)</b>	Jan. – Dec. 2009	Jan. – Dec. 2008	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 2009**

***Part II: Baseline Year Statistics***

For the baseline year for your project, please provide the information requested below for all the groups participating in Year Seven 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 Seven of your project, please summarize the following SHELTER STATISTICS for the baseline year.

<b>ANNUAL REPORT FOR BASELINE YEAR FOR ALL ANIMAL CONTROL SHELTERS</b>				
	<b>ANIMAL CARE &amp; CONTROL OF NYC</b>	<b>Dog</b>	<b>Cat</b>	<b>Total</b>
	<b>REPORT DATE: Calendar Year 2003</b>			
<b>A</b>	<b>BEGINNING SHELTER COUNT</b>	<b>174</b>	<b>240</b>	<b>414</b>
	<b>INTAKE (Live Dogs &amp; Cats Only)</b>			
	From the Public			
	Healthy	10158	14217	24375
	Treatable - Rehabilitatable	2781	1641	4422
	Treatable - Manageable	1925	1441	3366
	Unhealthy & Untreatable	2741	8004	10745
<b>B</b>	<b>Total Intake From the Public</b>	<b>17605</b>	<b>25303</b>	<b>42908</b>
<b>E</b>	<b>From Owners/Guardians Requesting Euthanasia</b>	<b>1962</b>	<b>1317</b>	<b>3279</b>
<b>C</b>	<b>From Incoming Transfers from Maddie Partner Organizations</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D</b>	<b>From Incoming Transfers from Other Organizations</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>F</b>	<b>TOTAL INTAKE [B + C + D + E]</b>	<b>19567</b>	<b>26620</b>	<b>46187</b>
<b>G</b>	<b>Owner/Guardian Requested Euthanasia (Unhealthy &amp; Untreatable Only)</b>	<b>1046</b>	<b>715</b>	<b>1761</b>
<b>H</b>	<b>ADJUSTED TOTAL INTAKE [F minus G]</b>	<b>18521</b>	<b>25905</b>	<b>44426</b>
	<b>ADOPTIONS (Only dogs and cats adopted by the public)</b>			
	Healthy	2083	2528	4611
	Treatable – Rehabilitatable	105	146	251
	Treatable – Manageable	28	37	65
	Unhealthy & Untreatable	0	0	0
<b>I</b>	<b>TOTAL ADOPTIONS</b>	<b>2216</b>	<b>2711</b>	<b>4927</b>
	<b>OUTGOING TRANSFERS to Maddie Partner Organizations</b>			
	Healthy	750	882	1632
	Treatable – Rehabilitatable	94	204	298
	Treatable – Manageable	89	200	289
	Unhealthy & Untreatable	0	0	0
<b>J</b>	<b>TOTAL OUTGOING TRANSFERS to Maddie Partner Organizations</b>	<b>933</b>	<b>1286</b>	<b>2219</b>
	<b>OUTGOING TRANSFERS to Other Organizations</b>			
	Healthy	1581	947	2528
	Treatable – Rehabilitatable	192	168	360
	Treatable – Manageable	198	214	412
	Unhealthy & Untreatable	0	0	0
<b>K</b>	<b>TOTAL OUTGOING TRANSFERS to Other Organizations</b>	<b>1971</b>	<b>1329</b>	<b>3300</b>
	<b>TOTAL TRANSFERS ( J + K )</b>	<b>2904</b>	<b>261</b>	<b>5519</b>

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

**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 Seven 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

	<b>ALL ADOPTION GUARANTEE ORGANIZATIONS (111)</b>	<b>DOGS</b>	<b>CATS</b>	<b>TOTAL</b>
	<b>REPORT DATE: Baseline Year 2003</b>			
<b>A</b>	<b>BEGINNING COUNT</b>	<b>272</b>	<b>1163</b>	<b>1435</b>
	<b>INTAKE (Live Only)</b>			
	From the Public (stray, surrender, etc.)			
	Healthy	1433	4070	5503
	Treatable – Rehabilitatable	149	287	436
	Treatable – Manageable	154	125	279
	Unhealthy & Untreatable	0	10	10
<b>B</b>	<b>Subtotal Intake from the Public</b>	<b>1736</b>	<b>4492</b>	<b>6228</b>
	<b>Incoming Transfers from all Maddie Partner Organizations (List each separately)</b>			
	<b>From Animal Care &amp; Control of NYC</b>			
	Healthy	799	1043	1842
	Treatable – Rehabilitatable	82	167	249
	Treatable – Manageable	52	71	123
	Unhealthy & Untreatable	0	5	5
	<b>Subtotal Intake from Mobile County Animal Shelter</b>	<b>933</b>	<b>1286</b>	<b>2219</b>

	<b>From Other Maddie Partners (list each separately)</b>			
	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	<b>12</b>	<b>35</b>	<b>47</b>
<b>C</b>	<b>Total Incoming Transfers from Maddie Partner Organizations</b>			
	<b>Incoming Transfers from all Non-Maddie Partner Organizations</b>			
	Healthy	5	14	19
	Treatable – Rehabilitatable	0	0	0
	Treatable – Manageable	0	0	0
	Unhealthy & Untreatable	0	0	0
<b>D</b>	<b>Subtotal Incoming Transfers from Non-Maddie Partner Organizations</b>	<b>5</b>	<b>14</b>	<b>19</b>
	<b>From Owners/Guardians Requesting Euthanasia</b>			
	Healthy	0	0	0
	Treatable – Rehabilitatable	0	0	0
	Treatable – Manageable	0	0	0
	Unhealthy & Untreatable	0	0	0
<b>E</b>	<b>Subtotal Intake from Owner/Guardians Requesting Euthanasia</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>F</b>	<b>TOTAL INTAKE [B + C + D + E]</b>	<b>2686</b>	<b>5827</b>	<b>8513</b>
<b>G</b>	<b>Owner/Guardian Requested Euthanasia (Unhealthy &amp; Untreatable Only)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>H</b>	<b>ADJUSTED TOTAL INTAKE [F minus G]</b>	<b>2686</b>	<b>5827</b>	<b>8513</b>
	<b>ADOPTIONS (Only cats and dogs adopted by the public)</b>			
	<b>Involving Dogs &amp; Cats From AC</b>			
	Healthy	707	1059	1766
	Treatable – Rehabilitatable	40	51	91
	Treatable – Manageable	37	51	88
	Unhealthy & Untreatable	0	0	0
	Subtotal Adoptions Dogs & Cats from AC	<b>784</b>	<b>1161</b>	<b>1945</b>
	<b>Involving Dogs &amp; Cats From the Public or Other Organizations</b>			
	Healthy	1486	3837	5323
	Treatable – Rehabilitatable	83	208	291
	Treatable – Manageable	14	55	69
	Unhealthy & Untreatable	0	0	0
	Subtotal Adoptions Dogs & Cats from Public or Other Organizations	1583	4100	5683
<b>I</b>	<b>TOTAL ADOPTIONS</b>	<b>2367</b>	<b>5261</b>	<b>7628</b>
	<b>Outgoing Transfers to all Maddie partner orgs [please list each partner separately]</b>			
	Healthy	42	0	42
	Treatable – Rehabilitatable	0	0	0
	Treatable – Manageable	0	0	0
<b>J</b>	<b>TOTAL OUTGOING TRANSFERS TO all Maddie partner organizations</b>	<b>42</b>	<b>0</b>	<b>42</b>
	<b>Outgoing Transfers to all Non-Maddie partner organizations</b>			
	Healthy	19	17	36
	Treatable – Rehabilitatable	0	0	0
	Treatable – Manageable	0	0	0
<b>K</b>	<b>TOTAL OUTGOING TRANSFERS TO all non-Maddie partner organizations</b>	<b>19</b>	<b>17</b>	<b>36</b>
	<b>TOTAL OUTGOING TRANSFERS</b>	<b>61</b>	<b>17</b>	<b>78</b>



<b>L</b>	<b>RETURN TO OWNER/GUARDIAN</b>	<b>12</b>	<b>21</b>	<b>33</b>
	<b>DOGS &amp; CATS EUTHANIZED</b>			
<b>M</b>	Healthy (including owner/guardian requested)	0	0	0
<b>N</b>	Treatable – Rehabilitatable (including owner/guardian requested)	0	0	0
<b>O</b>	Treatable – Manageable (including owner/guardian requested)	0	0	0
<b>P</b>	Unhealthy & Untreatable (including owner/guardian requested)	37	82	119
<b>Q</b>	<b>TOTAL EUTHANASIA [ M + N + O + P ]</b>	<b>37</b>	<b>82</b>	<b>119</b>
<b>R</b>	Owner/Guardian Requested Euthanasia ( Unhealthy & Untreatable Only)*	0	0	0
<b>S</b>	<b>ADJUSTED TOTAL EUTHANASIA [Q minus R]</b>	<b>37</b>	<b>82</b>	<b>119</b>
<b>T</b>	Subtotal OUTCOMES [I + J+K+L+S] Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	<b>2500</b>	<b>5463</b>	<b>7963</b>
<b>U</b>	<b>DIED OR LOST IN SHELTER/CARE</b>	<b>23</b>	<b>82</b>	<b>106</b>
<b>V</b>	TOTAL OUTCOMES [T + U] Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	<b>2500</b>	<b>5463</b>	<b>7963</b>
<b>W</b>	<b>ENDING COUNT</b>	<b>458</b>	<b>1527</b>	<b>1985</b>

**COMMENTS:**

- 1) This report includes the aggregate Annual data for One Hundred and Six (111) projected Maddie's<sup>®</sup> Pet Partners in the Maddie's<sup>®</sup> Pet Rescue Project NYC for year 2011.
  - 2) None of the Maddie's<sup>®</sup> 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 Seven.

	<b>ADOPTIONS</b>	<b>BASELINE YEAR</b>
9A	AC	4,927
9B	All AG Organizations	7,628
9C	TOTAL (All Groups)	12,555

**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 Seven.

	<b>SHELTER EUTHANASIA</b>	<b>BASELINE YEAR</b>
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 Seven through Eleven. If you establish goals based on something other than the given formulas, please explain how your goals were derived.

<b>Reduction in Healthy Shelter Euthanasia</b>				
11A	Yr 7	100% of Healthy Euthanasia Baseline	<i>LINE 10A</i>	14,000
11B	Yr 8	100% of Healthy Euthanasia Baseline	<i>LINE 10A</i>	14,000
11C	Yr 9	100% of Healthy Euthanasia Baseline	<i>LINE 10A</i>	14,000
11D	Yr 10	100% of Healthy Euthanasia Baseline	<i>LINE 10A</i>	14,000
11E	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 Seven through Eleven. If you establish goals based on something other than the given formulas, please explain how your goals were derived.

<b>Reduction in Treatable Shelter Euthanasia</b>				
12A	Yr 7	40% of Treatable Euthanasia Baseline	<i>Multiply LINE 10B by .40</i>	2,400
12B	Yr 8	50% of Treatable Euthanasia Baseline	<i>Multiply LINE 10B by .50</i>	3,000
12C	Yr 9	60% of Treatable Euthanasia Baseline	<i>Multiply LINE 10B by .60</i>	3,600
12D	Yr 10	75% of Treatable Euthanasia Baseline	<i>Multiply LINE 10B by .75</i>	4,500
12E	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 Seven through Eleven. If you establish goals based on something other than the given formulas, please explain how your goals were derived.

<b>Reduction in Total Euthanasia</b>				
13A	Yr 7	Year 7 Healthy + Year 7 Treatable Reduction Targets	<i>11A + 12A</i>	<i>16,400</i>
13B	Yr 8	Year 8 Healthy + Year 8 Treatable Reduction Targets	<i>11B + 12B</i>	<i>17,000</i>
13C	Yr 9	Year 9 Healthy + Year 9 Treatable Reduction Targets	<i>11C + 12C</i>	<i>17,600</i>
13D	Yr 10	Year 10 Healthy + Year 10 Treatable Reduction Targets	<i>11D + 12D</i>	<i>18,500</i>
13E	Yr 11	Year 11 Healthy + Year 11 Treatable Reduction Targets	<i>11E + 12E</i>	<i>20,000</i>

#### 14. ABOVE BASELINE ADOPTION TARGETS

- Please identify the total Above Baseline (AB) Adoption Target for Years Seven 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.

			<b>Healthy</b>	<b>Treatable</b>	<b>Total</b>
14A	Yr 7	AB Adoption Target	14,600	2,400	17,000
14B	Yr 8	AB Adoption Target	14,200	3,000	17,200
14C	Yr 9	AB Adoption Target	13,900	3,600	17,500
14D	Yr 10	AB Adoption Target	13,500	4,500	18,000
14E	Yr 11	AB Adoption Target	11,500	6,000	17,500

In prior years, our above baseline adoption goals were higher than the euthanasia reduction goals reflecting adoption trends in the last 5 years. In Year 5 (2009) actual total adoptions was over 15,800 (15,884) while euthanasia reduction goals were 14,600.

Starting in Year 6, for the first time since the project started, our above baseline adoptions are projected to be closer to the euthanasia reduction goals of 15,800. This was a result of an unexpected reduction in Intake at Animal Care & Control as well as total Community intake. As of Sept 2010 Intake at AC & C was down by 11% since 2009, and 19% since 2003. Total Community intake was down by just over 8% compared to 2009 and 12.5% from 2003. We project that total intake will go down to below 48,000, by the end of 2010, more than a 2,000 reduction in intake compared to the 5 year average total intake of 51,156 dogs and cats. This is the largest drop in intake since the project started and has resulted in our needing to recalculate (reduce) above baseline adoption goals of healthy dogs and cats, while continuing to stay on target for reduction in euthanasia goals.

We expect this intake trend to level off at the 48,000 range for the next few years, with another drop in Year 9 though Year 11. Therefore Years 7 through 11 have been adjusted to reflect a reduction in how many above baseline healthy adoptions will be achieved ---- slightly higher than the euthanasia reductions goals in Year 7 & 8, and then dropping below the euthanasia goals in Year 9 through 11.

#### *Part IV: Establishing Goals for the Project*

#### 15. YEAR SEVEN PROJECT GOALS

- Please provide a monthly breakdown of the Healthy Shelter Euthanasia Goal for each participating animal control shelter (AC). The Year Six Healthy Shelter Euthanasia Goal is equal to the Healthy Shelter Euthanasia Baseline minus the Year Seven Reduction in Healthy Shelter Euthanasia Target (RIHSE). (Please adjust the chart for the number of participating groups in your project.)
- 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). The Year Seven Total Shelter Euthanasia Goal is equal to the Total Shelter Euthanasia Baseline minus the Year Seven Reduction in Total Shelter Euthanasia Target (RITSE). (Please adjust the chart for the number of participating groups in your project.)
- 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.

The Year Seven Adoption Goal for AC is equal to their Adoption Baseline (LINE 9A).  
(Please adjust the chart for the number of participating groups in your project.)

**This information is provided in a separate file: MF NYC Year 7 Goals.xls.**

### ***Part V: Grant Request***

To help you calculate the maximum dollar value of the grant request for your project, we have developed a budget formula guide, based on the number of above baseline adoptions performed by the adoption guarantee organizations.

To calculate the dollar value of your grant request, multiply the ABOVE BASELINE (AB) ADOPTION TARGET for the participating adoption guarantee organizations by the appropriate values:

**18. GRANT REQUEST FOR YEAR SEVEN:                   \$ 3,060,000**  
[Multiply LINE 14A x \$180]

### ***Part VI: Year Seven Project***

#### **20. YEAR SEVEN PROGRAMS AND SERVICES**

Maddie's Fund requires that at least 60% of the adoption grant funds be distributed to the participating adoption guarantee (AG) organizations in the form of adoption subsidies for performing the above baseline adoptions. Additionally, Maddie's Fund has introduced a 5-to-1 adoption subsidy differential to promote adoptions involving animals taken from animal control and traditional shelters. That means, for each above baseline adoption involving a dog or cat taken from animal control or a traditional shelter, adoption guarantee (AG) organizations must receive a subsidy five times greater than the subsidy they will receive for above baseline adoptions involving dogs or cats from other sources (i.e., the public or other organizations).

**20A) Year Seven Adoption Subsidies:** For Year Seven, please indicate: 1) the amount of the adoption subsidy to be paid for each above baseline adoption involving animals taken from animal control or traditional shelters; 2) the amount of the adoption subsidy to be paid for each above baseline adoption involving animals received from the public; and 3) how much money will be set aside for a contingency fund to pay for above baseline adoptions performed in excess of the Year Seven goal.

(1) Year 7 adoption subsidy for pets transferred from ACAS:	\$ 160 x 10,000 =	\$ 1,741,664
(2) Year 7 adoption subsidy for pets taken from public by AG	\$ 32 x 4,427 =	141,664
(3) Year 7 adoption subsidy for pets taken from the public by ACC	\$ 32 x 2,573 =	82,336
(4) Year 7 contingency fund for adoptions in excess of goal:		<u>\$ 12,000</u>
	Total:	\$ 1,836,000

**20B) Year Seven Adoption Goals by Adoption Guarantee (AG) Organizations:** For Year Seven, 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: "5 MF NYC Year 7 2011 Above Baseline Goals.xls." Below is the total above baseline goals.

NAME OF ORGANIZATIONS									
	Total Baseline Adoptions 2003	Total Above Baseline Adoption Target 2011	TOTAL ADOPTION GOALS 2011	Above Baseline Target AC & C	Above Baseline Target Public	Total	Subsidy Animal Care & Control NYC Animals \$160	Subsidy Public Animals \$32	Total Adoption Subsidies
111									
<b>Subtotal No-Kills</b>	7628	14427	22055	10000	4427	14427	\$1,600,000	\$141,664	1,741,664
Animal Care & Control	4927	2573	7500	0	2573	2573	0	82,336	82,336
<b>Total</b>	<b>12555</b>	<b>17000</b>	<b>29555</b>	<b>10000</b>	<b>7000</b>	<b>17000</b>	<b>1,600,000</b>	<b>224,000</b>	<b>1,824,000</b>

**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 Seven. 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. Groups that received overpayments in previous years will not be paid for first half year.

**20D) Year Seven Programs and Services:** Describe the activities that will be undertaken in Year Seven 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.*

**MAYOR'S ALLIANCE FOR NYC'S ANIMALS – YEAR SEVEN 2011**  
**USE OF KEY SUBSIDIES, TOOLS, PROGRAMS AND SERVICES  
TO MEET GOALS**

Despite the lagging economy that continues to challenge rescue groups and shelters seeking to re-home animals and pet owners struggling to keep their pets at home, euthanasia at Animal Care & Control of NYC (AC&C) shelters is down, adoptions by AC&C and Maddie's® Pet Partners (MPPs) are up, and transfers from AC&C to its New Hope Partners continues to rise.

Our success in increasing adoptions, reducing euthanasia, providing greater access to affordable spay/neuter services, and all of our other initiatives, is based on continuing to address challenges and barriers as a community collaboration of rescue partners. Our goal to achieve no healthy or treatable deaths by 2015 will require a greater commitment of resources and strengthening the programs that have been the most successful to insure not only that we achieve our goals but are in a position to maintain the progress achieved in the last 6 years.

Our greatest challenge going forward to insure sustainability beyond Year 7 is the ability to reduce the intake of stray community cats. While our adoptions continue to increase, they may not be able to keep up with the increase in stray cats coming into the AC & C. With a proposed aggressive community S/N program to be included in 2011 as one of our initiatives we will be able to turn the tide and reach our goals beyond year 7.

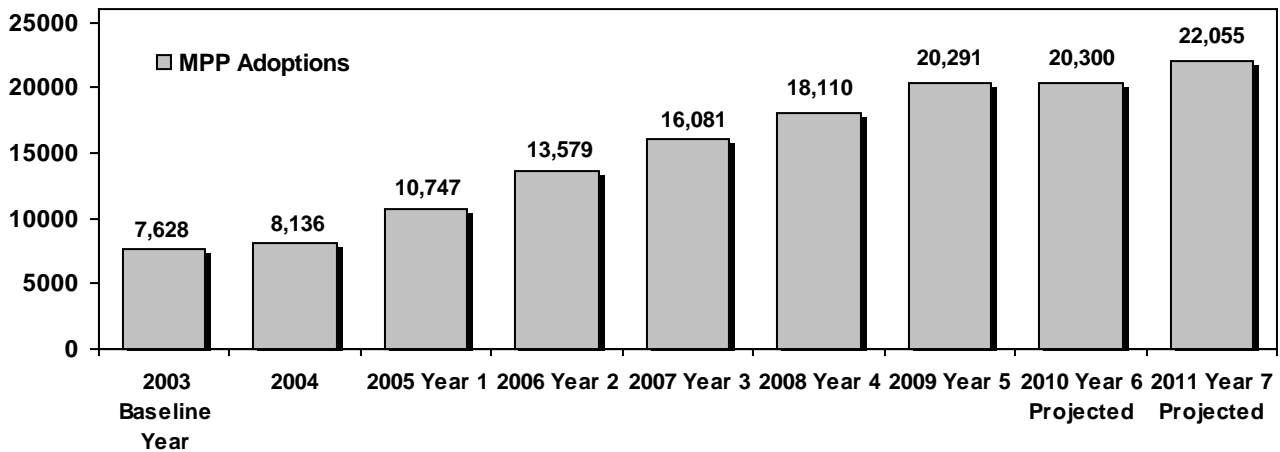
Total funding for 2011 (Year 7) is budgeted at \$4,990,000. Of that, the Mayor's Alliance is requesting \$3,060,000 from Maddie's Fund to fund 17,000 projected above baseline adoptions. The remaining funds totaling \$1,930,000 will be provided by other sources including the ASPCA. Additionally, the Mayor's Alliance expects to set aside \$100,000 in Year 7 to support the project in future years.

To achieve our goals to increase total adoptions by 17,000 and decrease euthanasia of healthy and treatable dogs and cats by a minimum of 16,400 in Year 7 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.

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.

The following chart shows progress of MPPs' above-baseline adoptions from Baseline Year 2003 through projections for Year 7 (2011). Adoptions data for 2010 is based on current trends as of September 2010 and reflects the 116 MPPs participating in Year 2010.

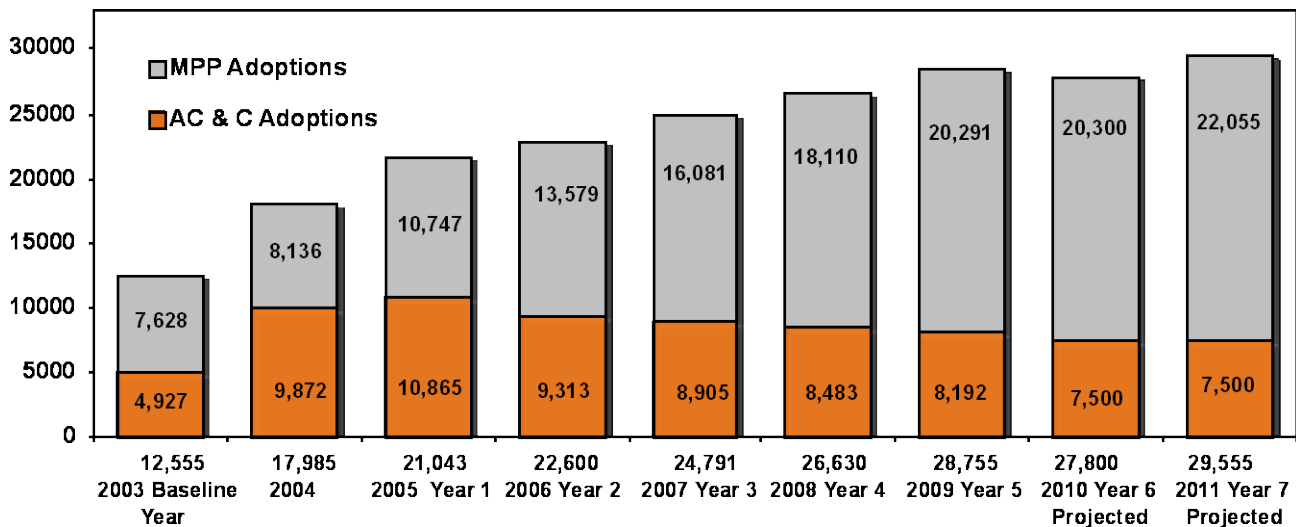
## MPP Adoptions



**Note:** MPP adoptions for each year reflect the actual groups participating in those years

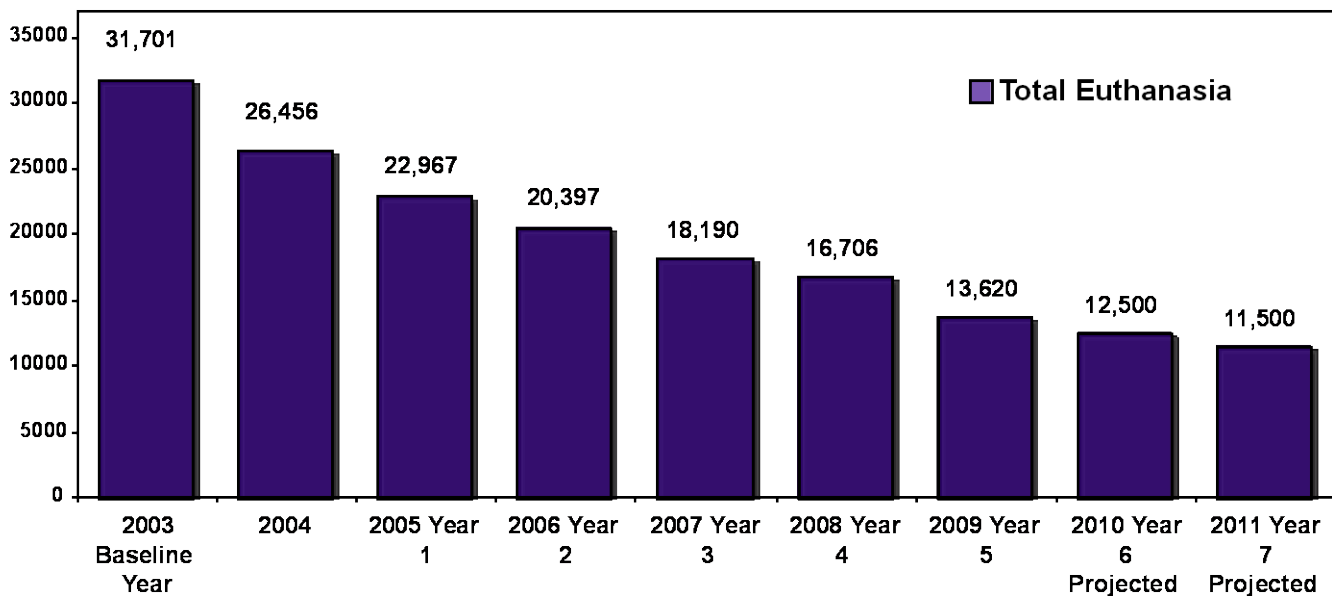
Below is a chart showing progress of MPPs' and AC & C combined above-baseline adoptions from Baseline Year 2003 and projections for Year 6 (2010) and Year 7 (2011).

## MPP & ACC Adoptions



Below is a chart showing progress in the reduction in euthanasia at AC & C from Baseline Year 2003 and projections for Year 6 (2010) and Year 7 (2011).

## Euthanasia at AC & C



**Note: Based on actual progress through 2009, the projections above differ from the application goals, as we have exceeded our goals. Euthanasia reduction goal for 2011 is 16,400, but we project it will likely reach over 20,000. Euthanasia reduction through Year 5 has been driven by transfers to rescue. In Year 6 and 7 the reduction is attributed to transfers to rescue and reduction in intake.**

In 2009 we have exceeded all benchmark goals. Adoptions were over 1,284 more than projected. In 2010 adoptions are projected to fall below goals, primarily due to a drop in intake.

- Achieved no healthy deaths for 12 consecutive months in 2009 and project the same for 2010.
- Reduction in treatable euthanasia reached 1,149 in 2009, 549 higher than projected. In 2010 we project treatable euthanasia to exceed our goal of 1,200 and project a reduction of 2,400 in 2011.
- Transfers of dogs and cats from AC & C to MPPs is averaged over 950 a month in 2010 compared to 1,150 in the previous year. We expect the transfer number to begin to level off as intake decreases each year.
- Total transfers to all rescues averaged 1,340 a month in 2010 compared to 1,395 in 2009 and continues to be more than double the adoptions at AC & C.

Strategies for Years 7 through 10 will focus on supporting the initiatives that have had the greatest impact on saving healthy and treatable dogs and cats. Key priorities in Year 7 will focus on:

- Continuing to develop, maintain and support a distribution network of transfers from AC & C to rescue organizations and shelters with strong adoption programs.
- Reducing the number of stray cats entering the AC & C, which represents more than 74% of cat intake, continued to increase yearly. In 2010 it reached an all time high of 21,115 (75% of cat intake). Instituting an aggressive and funded spay/neuter program targeting stray community cats will be proposed for 2011.
- Prioritizing a marketing and public awareness campaign for Pit Bulls, Rotitweilers and German Shepherd mixes --- the dogs at highest risk to euthanasia



Below are some of the key initiatives that have had the greatest impact on achieving our Maddie's® Pet Rescue Project - Year 6 (2009) goals and helping us move closer to meeting our targets as we approach Year 7 (2011).

**I. Subsidies:**

- **Maddie's® 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 and building sustainable organizations.

Maddie's® subsidies for Year 6 above-baseline adoptions are projected to total \$2,335,500

In Year 7 (2011) of the Maddie's® Pet Rescue Project, we expect to pay out \$1,836,000 for a total of 17,000 above-baseline adoptions for all MPPs, including AC & C. The following chart outlines the Maddie's Fund subsidy distribution in Year 1 though 6 and the projected Maddie's Fund subsidy distribution for Year 7 (2011).

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 Groups	Year 5 2009 Groups	Year 6 2010 Projected Groups	Year 7 2011 Projected Groups
<b>Amount distributed</b>	<b>\$431,250</b>	<b>\$897,085</b>	<b>\$1,580,586</b>	<b>\$2,525,670</b>	<b>\$2,738,255</b>	<b>2,335,500</b>	<b>1,836,000</b>
Above \$20,000	7	12	19	26	27	26	23
Between \$10,000 and \$19,999	6	17	18	14	12	12	12
Between \$5,000 and \$9,999	6	15	11	16	16	22	13
Between \$2,000 and \$4,999	18	10	13	14	10	12	19
Less than \$2,000	44	34	29	23	23	35	38
\$0	7	11	15	12	10	10	7
<b>Total groups</b>	<b>88</b>	<b>99</b>	<b>105</b>	<b>106</b>	<b>111</b>	<b>117</b>	<b>112</b>

**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 building infrastructure and thereby sustainability through focused expansion of volunteer base, foster network, increased fundraising efforts, expansion of adoption locations
- Increase capacity by helping to fund holding spaces and provided financial assistance to foster networks, thereby adopting more and making room to take in more of the treatable dogs and cats

- **Grants to AC&C for Transfer Initiative**

Due to a city 2010 fiscal crisis, NYC's Department of Health (DOH), which contracts with AC & C for animal control services, cut the funding to AC & C by over \$700,000. To support AC&C in its efforts to reduce euthanasia and increase adoptions, we continued to provide

grants of over \$350,000 in 2010. The grants are designated to facilitate transfers of animals to rescue and provide additional supports and equipment for AC&C staff. The bulk of the grants in 2010 covered the salaries of six AC&C employees. Three staff members are designated liaisons to rescue with one supervising coordinator. Additionally, through a grant from the ASPCA of \$50,000 we were able to provide partial salary for a much-needed Medical Director who was hired in August 2009. Dr Janeczko is a graduate of the Maddie's® Shelter Medicine Program at Cornell Veterinary School This grant is crucial to insuring transfers to shelters and rescue groups continue to increase. With a focus on treatable dogs and cats in 2011, a Medical Director will be integral to working collaboratively to help develop a matrix to identify treatable from unhealthy/untreatable.

To offset rising costs of basic medical care given to transferred animals, MPPs agreed to re-direct \$20 of the above baseline adoptions subsidies in 2010 to AC & C. These subsidies cover some of the AC & C costs associated with FIV and Feluek test, heartworm test, S/N, and medications if on treatment. Historically, AC & C has never charged any New Hope partner any fees related to animals transferred. With recent budget cuts, they could not continue to support this policy and yet did not have the funds to staff the administration of collecting fees from groups and shelters, however minimal those might be. It was agreed that a streamlined process of reimbursing the AC & C for some of the medical tests and costs needed to be instituted, so MPPs agreed to redirect \$20 of the \$195 they received for above baseline AC & C animal adoptions through the Mayor's Alliance. It is projected that by the end of 2010 the amount of payments to AC & C will be close to \$200,000.

It is not yet decided if this re-direction will be implemented in 2011, as other efforts are being explored through major donors and fundraisers associated with the Mayor's Office. Additionally, the ASPCA is also evaluating ways in which to assist the AC & C in plugging gaps in their budget. In 2010 with the assistance and advocacy of the Mayor's Alliance, the ASPCA provided AC & C with a direct grant of \$350,000 to cover the costs of veterinarians, vet techs and other medical expenses for the care of animals at AC & C.

- **Transfers from AC&C to MPPs and other organizations:** A key focus of this initiative is to ensure transfers to MPPs and rescue groups continue to increase. With current trends showing that AC&C adoptions continue to decrease, transfers to MPPs has played and will continue to play, a major role in reducing euthanasia going forward.

Currently we have 4 vans and hope to be able to get a grant in 2011 to replace 2 of the oldest vans, since the mileage on those is well over 400,000 miles.

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

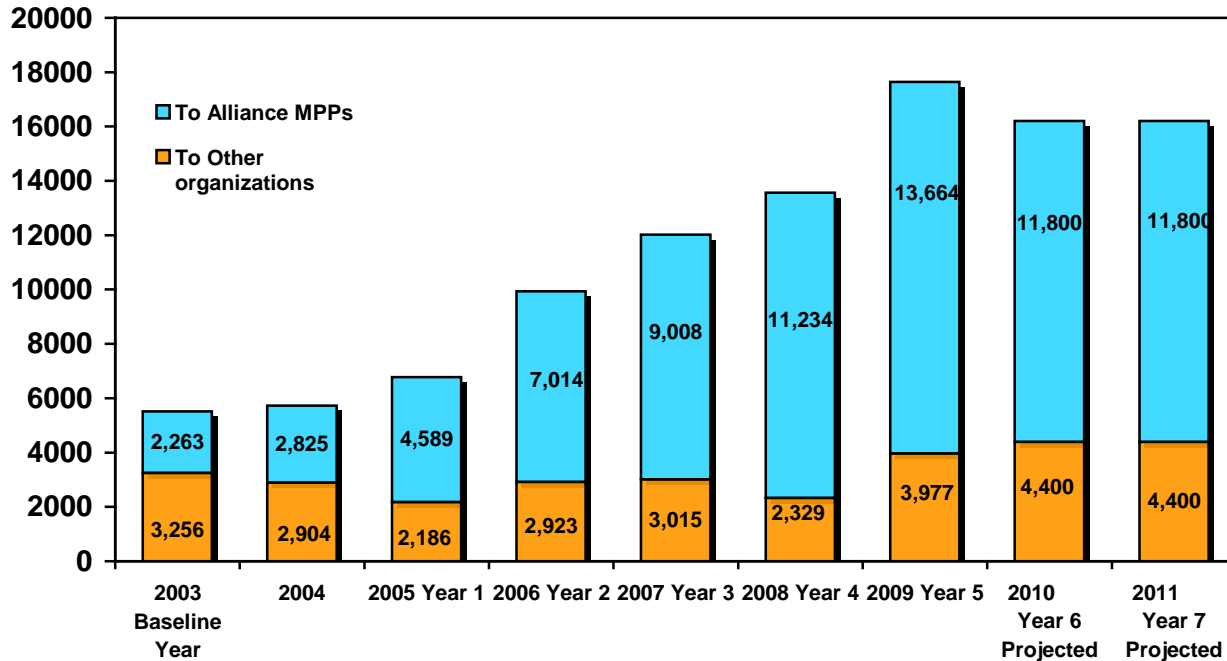
Factors to a successful transfer initiative:

- Automated daily breed alerts to rescue daily from AC & C
- Automated daily first alerts on all new arrivals at the shelter started in 2009 and has been regularly re-designed with input from the Alliance.
- Individual AC & C staff requests, called "special pleas" for harder to place AC & C staff "favorites". These include more detailed descriptions, behavior evaluations wherever possible on dogs, volunteer notes, and medical notes
- Euthanasia alerts daily to an approved list of rescue and shelters – those that request it

In 2010 the daily first alerts on all new arrivals at the shelters helped to prioritize the healthy animals to reduce the length of stay and risk of URIs. With a new Medical Director who started in August of 2009, we have been able to work more collaboratively upgrading the shelter management program and improving staff trainings on health status notations.

Additionally a new Executive Director, Julie Bank started in mid April, which required several joint meetings to get her up to speed on the role of the Alliance, APO's, the ASPCA, and the major resources and supports that have been in place and working effectively for several years. Specifically, the importance of the transfer initiative and the animal alerts.

## Transfer from AC & C to MPPs and other rescue groups



**Note: 1) Transfer numbers in each year reflect the same MPP in each year that are participating in 2011 MPP project**  
**2) Transfer reduction in 2010 reflects significant reduction of intake at AC & C in 2010**

- **The Picasso Veterinary Fund**

This 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. This fund has a threefold impact; it:

- Provides veterinary care that medium-sized groups could not otherwise take on;
- Offsets unexpected medical costs to groups, allowing them to take more transfers than they otherwise could not have taken; and
- Provides a collaborative working relationship with AC&C staff, boosting morale and supporting their efforts.

The Picasso Veterinary Fund is expected to help over 230 dogs and cats in 2010, covering the majority of medical costs. As an umbrella organization that covered costs of hundreds of dogs and cats at the specialty veterinary hospitals, the Alliance has the ability to negotiate discounted fees ranging from 35% to 40%, and now uses the services of three emergency 24/7 clinics, including specialty practices agreeing to provide even further discounts on non-laboratory related costs. In 2010, we used our leverage to help other rescue groups and shelters receive the same discounted fees in an effort to reduce our costs and help organizations take more responsibility for some of the major medical care of AC&C dogs and cats transferred to them.

In 2011, we anticipate assisting close to 300 dogs and cats through the Picasso Fund as MPPs increase the number of treatable dogs and cats they take on.

The direct financial subsidies and initiatives provide the major supports and incentives to the groups, while the implementation of the tools, programs, and services help to build the infrastructure to maintain the community collaboration efforts for MPPs to achieve the adoption guarantee goals and ensure sustainability of those goals as we move forward into Year 7.

## II. Tools

### • **Wheels of Hope**

The Transfer Initiative is our most successful program and 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 transport has:

- Allowed MPPs to get animals out more quickly -- reducing the risk factor of contracting diseases (especially 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;
- Provided supplemental resources and helped shift MPP resources to adoption programs.

In 2010, four vans and five drivers are projected to transfer over 7,500 animals to rescue organizations, fosters, adopters, vet appointments, and S/N clinics, exceeding our 2009 transports of over 6,500. We expect that AC&C transport drivers will provide transports for another 1,200 dogs and cats, though their service cuts have reduced the number of drivers and days available. This has required the Alliance to begin to fit in even more transports than expected and the need for new vans. Between the two transport programs, close to 9,000 dogs and cats will be transported to safety.

In 2010 we were fortunate to receive two major grants totaling \$100,000 to purchase 2 new vans, which replaced 2 vans that between them had close to 1 million miles on them. As a result of the success and increasing demand for transport, we have one full-time coordinator, as well as a back-up coordinator, that facilitate transports seven days a week.

In 2011 we expect to transport over 7,500 dogs and cats. We have also applied for several grants so that we can purchase another 2 new vans to replace one of our oldest vans and add a much-needed 5th van to our program.

## III. Programs

### • **Maddie's® Adoption, Pet Care Festivals, Community Events & Microchipping**

**Microchipping and Microchipping/Adoption Events.** We also continued to seek out opportunities or responded to requests for our involvement in community events where adoptions and/or microchipping were key components of the event. For these events, we partnered either with local businesses or NYC Parks Department Dog Park Associations. To maximize our resources, in most cases we based our decision to participate in an event on past success at the particular location. In 2010, we chipped over 400 cats and dogs; in 2011 we expect to continue providing the service and hope to increase the number to 500 microchips.

In order to provide ample time to promote these events and thereby ensure strong attendance, we finalized (as much as possible) our calendar of microchipping events by February 2010. For these events, the Alliance provides staff, vet and/or vet techs for the clinics.

### **2010 Microchipping & Microchipping/Adoption Events**

- Circle of Friends (Manhattan) - MC Clinic, February 13
- Companion Animal Wellness (Queens) - MC Clinic (Green Dog), March 14
- Companion Animal Day (Brooklyn) - MC Clinic (Dyker Heights Civic Association), April 25
- Doggie Picnic (Bronx)-MC Clinic May 15
- The Happy Paw (Manhattan) - MC Clinic, May 23
- Four Paws Sake (Queens) - MC Clinic/Adoptions, July 25
- Coffee Bark (Brooklyn) - MC Clinic/Adoptions (FIDO Dog Run), August 14
- Brooklyn Cyclones (Brooklyn) - MC Clinic/Adoptions, August 24
- Emergency Preparedness Event (Manhattan) - MC Clinic (O.E.M), September 16
- Fall Fiesta (Manhattan) - MC Clinic/Free S/N (ASPCA, AC&C, Alliance) October 2
- My Dog Loves Central Park (Manhattan) – MC Clinic (Central Park Paws) October 16
- Pet Bull Palooza (Bronx) – MC Clinic (Alliance, ASPCA, Best Friends) October 23

In 2011, we will continue to stage microchipping clinics and community microchipping/adoption events at productive venues and in partnership with businesses and organizations that understand our mission and demonstrate an ability to promote the event to ensure its success.

**Special Adoption/Awareness Events.** This year, we modified our strategy somewhat with regard to large, multi-group events. Previously, we had moved away from large, labor-intensive events in order to focus on smaller neighborhood events, often featuring a single MPP on a North Shore mobile unit. This year, through several new partnership opportunities that surfaced, we staged several new large special events, including Adoptapalooza in Washington Square Park, which yielded great success in terms of adoptions, media coverage, and visibility in NYC. These new events augmented our calendar of large special events, like Broadway Barks and others, that have proven to be successful year after year.

In 2010, we participated in three special events that have proven to be successful in the past – Broadway Barks, Bark in the Park, and Fall Fiesta (with the ASPCA). Additionally, we staged three new special events in 2010 – a spring Adoptapalooza, a fall Adoptapalooza, and Pet Bull Palooza (in partnership with Best Friends Animal Society and the ASPCA). The Maddie mascot was on hand for each of these events, becoming one of the most photographed dog celebrities in NYC.

- Adoptapalooza in Washington Square Park – For this first-time ever event on May 22, the Alliance partnered with an event production company (RADAR Entertainment) to stage an all-out multi-group adoption event in Manhattan’s charming and highly traveled Washington Square Park in Greenwich Village – an ideal location for adoptions. Three groups, including AC&C, brought dogs and cats to the event, featured on NSALA mobile adoption units. The event also included a stage show where the dogs were introduced from the stage, a dog agility course, pet photographer, information and advice booths, a raffle, and more. We promoted the event heavily with posters and flyers, media outreach, and Facebook. As a result of the outreach, we gained celebrity participation, including appearances by *LXNY*’s Maria Sansone (with whom we had already established a relationship through our partnership for “Maria’s Pet Project” on *LXNY* NBC TV), socialite Tinsley Mortimer, and others. That celebrity participation fueled interest in the event, resulting in approximately

5,000 people attending. Over 50 dogs and cats were adopted, and media coverage gave us a tremendous boost in visibility. As a result of the event, we gained an important sponsor – PEOPLEPets.com – for our next Adoptapalooza in September.

- Broadway Barks – This year’s Broadway Barks took place on Saturday, July 10<sup>th</sup> at its traditional location in Schubert Alley, in the heart of the theater district. Hosted by founders Bernadette Peters and Mary Tyler Moore, and produced by Broadway Cares/Equity Fights AIDS, Broadway Barks 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 28 groups participated Broadway Barks, including 12 groups showing cats, including Animal Care & Control of NYC, appearing on 5 North Shore mobile adoption units. Over 200 dogs and cats were adopted as a result of the event.
- Bark in the Park – Our third year of Mayor’s Alliance/Maddie’s Fund® sponsorship of the Brooklyn Cyclones’ Bark in the Park (Bring Your Dog to the Ball Game) was dampened on August 24<sup>th</sup> when the game was called at the last minute because a soggy playing field at MCU Park in Coney Island. Despite the cancellation and missing out on the opportunity for the Maddie mascot to toss the ceremonial first pitch of the game, our pre-game adoption event featuring Sean Casey Animal Rescue, our low-cost microchipping clinic, and the crowd-pleasing appearance by the Maddie’s Fund mascot in front of the ball park generated enthusiasm among the fans and resulted in eight adoptions and 12 pets being microchipped. We are hopeful that next year’s event will have better weather.
- Adoptapalooza 2 – Capitalizing on the success of our first Adoptapalooza in May, we returned to Washington Square Park on September 12 for a fall edition of the event. Again partnering with RADAR Entertainment and with the addition of an important media sponsor, PEOPLEPets.com, we featured more adoption groups, including several breed rescues, and achieved over 80 adoptions. A doggie fashion show, high-ticket raffle prizes, and other activities added additional excitement to this very successful event.
- Fall Fiesta in Central Park – Spurred by our 2009 success with this service-focused event for the Harlem community, presented in partnership with the ASPCA, this year we again staged Fall Fiesta in early October at the northern end of Central Park. Among the offerings were free spay/neuter and free vaccinations by the ASPCA, free microchipping by the Mayor’s Alliance, and adoptions by the ASPCA. (AC&C did not participate in Fall Fiesta 2010 because their adoption resources were committed elsewhere.) Advice from a veterinarian, groomer, and trainer, as well as literature on a wide range of responsible pet ownership issues were available. Attendance at this second annual event was high and included 103 S/N surgeries and 84 microchips. Because of its success in the last 3 years we expect to repeat the event in 2011.
- Pet Bull Palooza in Crotona Park – Targeting pit bull owners particularly, Pet Bull Palooza brought free spay/neuter, free vaccinations, free microchipping, plus information and product giveaways to this Bronx park in a neighborhood with abundant need for education and assistance. This collaborative event staged by the Mayor’s Alliance, the ASPCA, and Best Friends, combined resources of all three organizations to reach a community ripe with opportunities for education and free pet-care services. There were 47 S/N surgeries performed with an additional 62 animals signed up for future S/N surgeries at the ASPCA. More than 120 microchips and 93 vaccinations were administered. We anticipate repeating the event in 2011 with lessons learned to boost the number of “pet bulls” on the spay/neuter clinics.
- LX TV/Adoptions through Media – The Mayor’s Alliance started working with LX TV in March of 2010 coordinating APO appearances on a weekly segment. Each segment features 6

dogs for adoptions, provides tips for responsible pet ownership, as well as other topics. The ratings for the show have been so positive that by June the show agreed to work exclusively with the Mayor's Alliance. In early November the show had a special segment in celebration of the 100<sup>th</sup> adoption of dogs appearing on the show.

- Cat Adoption Weekend – In 2010, we did not stage our traditional Adopt A Cat event in partnership with the IAMS/Cat Fanciers' Association breed event, as we have done for the past seven years. Although we participated in 2009 when CFA partnered for the first time with the American Kennel Club (AKC) to present NYC's first-ever Meet the Breeds event at the Javits Center (where we achieved 200 cat adoptions), opposition by AKC to our presence at this year's event resulted in our being denied space at the facility.

To ensure that NYC's homeless cats don't miss out on their annual weekend event, this year we will stage a huge cat holiday adoption event called "Whiskers in Wonderland" in partnership with Best Friends Animal Society with participation by CFA, at the Metropolitan Pavilion on the high-traffic weekend of December 18-19. The event will feature over 30 adoption groups showing cats, a sampling of rabbits, exotic pocket pets, and a range of awareness and sponsorship activities currently being developed. The event will be heavily promoted using combined resources of the Mayor's Alliance and Best Friends.

- **Tabling**

Tabling events help build community awareness and form links with local community leaders as well as promote Maddie's<sup>®</sup> Project recognition. These events are often the first step in building a more substantial relationship resulting in a request for a Maddie's<sup>®</sup> Adoption and Pet Care Festival. In 2011, we anticipate expanding tabling events with the help of volunteers in an effort to reach additional NYC neighborhoods. In 2010, we participated in the following tabling events:

- Animal Cancer Foundation-Brooklyn, April 25
- JASA Volunteer Fair- Manhattan, June 16
- Seventh Heaven Street Fair - Brooklyn, June 20
- Atlantic Antic Community Fair, Brooklyn – October 4

- **Community Adoption Sites - (North Shore mobile adoption units).**

In 2010, the Alliance continued to encourage MPPs to work with their local communities and utilize North Shore mobile adoption units to host adoption events. The Alliance coordinated these van appearances for the MPPs every month, thereby ensuring we could achieve the maximum number of smaller scale adoption events throughout the city, and allow local rescue groups to continue to build new relationships and raise awareness about adoption in their neighborhoods.

Due to the difficulty of establishing and maintaining a local adoption presence in community parks, we shifted our strategy in 2008 to an adoption van model, with the use of North Shore Animal League America (NSALA) mobile adoption units. Based on the relationship formed with NSALA in 2007, and expanding on that relationship, this year 30 Organizations featured their animals for adoption on the NSALA adoption units. This initiative continues to be an important component of our overall adoption strategy. Among its benefits:

- Provides individual groups with resources they can't afford on their own.
- Provides groups with consistent exposure and opportunities to form community collaborations at local adoption sites (outside of pet supply stores, community banks, etc.).
- The resources NSALA provides are invaluable and move us closer to the goal of having MPPs develop their own relationships with available resources so they can sustain growth in their adoptions and build their own visibility within the community.

- In 2009, the mobile units resulted in over 1,132 additional adoptions compared to 662 adoptions in 2008.
- In 2010, we expect the number of adoptions from the mobile units to reach close to 1,300.
- This program has the highest cost/benefit ration, since there is minimal cost to the Alliance or participating organizations, NSALA covers all costs, including advertising.

Given the continued success of this program, NSALA has committed its mobile units to Mayor's Alliance groups through 2011, with bookings being made a month in advance. For 2011, NSALA and the Alliance will offer three groups an opportunity to create an entire 2011 calendar of confirmed events for their organization with the hope of increasing their already successful numbers. This will allow the groups a chance to advertise in advance, form new partnerships at different locations, gain a stronger following at their current locations, and guarantee them an adoption unit every month. Currently, only two MPPs have their own adoption vans (Animal Haven and the ASPCA).

Below is a breakdown illustrating the number of adoptions and events the NSALA mobile unit program has provided, comparing 2008, 2009 to October 2010. We expect these numbers will increase by at least 10% in 2011. The beginning of the year had a slower start than we expected due to weather problems and van maintenance issues. The second half of the year is exceeding prior years adoption numbers.

<b>Mayor's Alliance CAP Adoptions - North Shore Vans</b>						
	2008	2008	2009	2009	2010	2010
	adopt	# events	adopt	# events	adopt	# events
January			112	21	103	18
February	60	7	90	16	40	9
March	45	6	64	11	38	8
April	2	1	38	9	35	6
May	55	8	135	23	156	21
June	87	14	109	15	77	16
<b>YTD</b>	<b>249</b>	<b>36</b>	<b>548</b>	<b>95</b>	<b>449</b>	<b>78</b>
July	73	8	107	16	88	16
August	44	9	167	26	124	17
September	54	7	77	13	175	23
October	44	7	78	17	167	26
November	82	18	101	21		
December	116	19	54	15		
	<b>413</b>	<b>68</b>	<b>584</b>	<b>108</b>	<b>554</b>	<b>82</b>
<b>YTD</b>	<b>662</b>	<b>104</b>	<b>1132</b>	<b>203</b>	<b>1003</b>	<b>160</b>

In 2010 there were 28 participating organizations using the NSAL vans. The following groups and events are expected to reach 50+ adoptions through the Mayor's Alliance Community Adoption Program based on data through October 2010 below:

Anjellicle Cats	58
For Animals Inc.	87
In Our Hands	55
Linda's Ferals	45



Picasso Veterinary Fund	51
Posh Pets	48

MPPs with shelters have benefited even more with additional adoptions through mobile adoption programs as well as promotions and visibility to their storefront locations:

AC & C	44 (started using the vans late in year –Sept)
Bobbi & The Strays	100
Animal Center of Queens	37
Sean Casey Rescue	168
Social Tees	114

In early 2011 we will be meeting with NSAL staff to evaluate ways in which we can increase the adoptions numbers, researching best community locations, doubling up smaller groups, evaluating adoption policies impact on outcomes. We do expect adoptions to increase by a minimum of 10% next year with a goal of 1,500.

### Plans for Events in 2011

In 2011, we expect to continue our three-prong strategy for our events:

- Maintain the use of NSALA mobile adoption units to give MPPs and their animals good and consistent exposure within their communities;
- Partner with local businesses and dog run associations to feature microchipping clinics and adoptions at their local events; and
- Orchestrate (or participate in) large, high-visibility events with strategic event partners to increase adoption opportunities and provide additional services (spay/neuter, microchipping, vaccinations, etc.) as appropriate for the particular venue.

- **Capacity Building Grants**

This consists of grants made to APOs to upgrade, improve, and expand their adoption and sheltering spaces. This effort expands the capacity of the group to take in, hold, and adopt out more animals. Through October 2010 we provided two grants totaling \$15,000.

- A grant to Animal Adoption Network (AAN) for \$10,000 to pay for a cat quarantine space on their newly purchased 26,000 square feet facility on 5.5 acres. The quarantine space will allow AAN to take more cats from AC & C than previous years.
- A grant for \$5,000 to City Critters to purchase additional shoreline cat crates for expansion of their Petco adoption center. City Critters was also recently accepted as a PetSmart partner in their new store location in downtown Manhattan, which should help increase their adoption numbers in 2011.

In Year 6 (2009) we've designated \$20,000 in grants for MPPs 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.

- **Temporary Holding/Boarding & Medical**

Since the majority of Alliance Participating Organizations (APOs) continue to utilize foster networks, temporary boarding and quarantine facilities continued to be crucial to ensuring an increase in transfers of AC&C animals. In 2010, the Alliance continued to provide financial support for short-term boarding at kennels and veterinary hospitals, as well as in foster homes, to hold 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 animals euthanized at AC&C for lack of space or ability to transport due to timing issues and having enough vans available.

In 2010, the demand for assistance continued to grow as transfers from AC&C to rescue are expected to reach over 16,000 even though intake has decreased by over 12%. The Alliance expects to provide veterinary funds and assistance for more than 1,100 cats and dogs by the end of the year. Boarding and fosters accounted for close to 300 dogs and cats in 2010. Because of the Alliance's relationship with several veterinary practices and the volume of patients generated through the Alliance to local veterinary practices, we were able to continue to receive discounts of between 30% and 50% at local veterinarians. As more treatable dogs and cats are being taken by MPPs, the demand for assistance and support for treatable dogs and cats continues to increase.

Another factor for increasing requests is directly related to the continuing poor economy with more public requests for assistance than ever before. With unemployment rates close to 10% in NYC, people who can't afford the costs of often-routine veterinary care are being forced to choose between caring for their dog or cat and losing their homes. Without better care, these animals would more than likely be surrendered to AC&C. In many cases, we have been able to refer people to the HSUS supported Safety Net program. In other cases we have been able to facilitate low-cost veterinary care through relationships with local vets or programs. In 2010 we helped support the formation of the "Animal Relief Fund, which has been successful in getting food pantries to stock dog and cat food donated by Petco and other large suppliers. Additionally, we have dedicated a page on our website to resources for people and their pets: <http://www.AnimalAllianceNYC.org/services/assistance.htm>. In other cases, we have assisted on a case-by-case basis when all other avenues have been exhausted. The Alliance estimates that in 2010, this initiative resulted in over 1,500 dogs and cats being saved.

The additional NYCHA housing ban on dogs over 25 pounds required pooling resources of the AC&C, the Alliance, and the ASPCA. Through media, legal negotiations with NYCHA, and support from all three organizations, residents surrendering their dogs to AC&C because of fear of eviction are being referred for counsel to ASPCA legal and other pro-bono attorneys. Additional training and a legal rights fact sheet were provided to NYCHA housing residents as well as AC&C staff to assist and prevent unnecessary surrenders.

In 2011, as groups take on more treatable dogs/cats (2,400), we expect these costs to increase. Our goal for 2011 is to continue to limit the number of high-cost Picasso requests we accept, focusing on more treatable animals with less expensive medical needs, thereby saving more lives. Part of our challenge is that poor medical assessments made at AC&C result in many dogs/cats evaluated there coming out with many more medical problems than were anticipated. With a new Medical Director from the Maddie® Shelter Medicine program at Cornell Veterinary School in place, we have worked collaboratively and take on cases after discussing medical needs and prognosis for appropriate candidates and medical emergencies that AC & C does not have resources or equipment to handle.

- **Special Projects**

- **"Helping Pets and People in Crisis" - Domestic Violence, Homeless, and Hospital Program**

The program aims to (a.) assist individuals and families with developing emergency planning and offer short-term pet care, when necessary, thereby decreasing the number of owned pets relinquished or abandoned – and (b.) introduce and educate social service organizations responding to the health and welfare of the most vulnerable populations on issues related to animal welfare including access to low cost pet resources. Our goal, of course, is to establish strong partnerships and collaborations with social service

organizations willing to consider animal welfare and work toward safe and stable home environments where the needs of people and their pets can be addressed.

The mission of Helping Pets & People in Crisis is to help individuals and families who are at risk of giving up their animals due to domestic violence, illness, or housing crisis by offering a combination of human assistance and animal care to prevent the relinquishment of a beloved family pet. The goal is simple: keep people and pets together, if at all possible. In this regard, the Mayor's Alliance has extended itself beyond a traditional animal welfare agency and has offered counseling and assessment, referrals to legal advocacy, and linkages to a variety of social services including domestic violence, housing, Adult Protective Services and Guardianship. In addition, our pet care assistance has included emergency rescue and transportation, basic vetting (vaccinations and micro-chipping), spay and neuter surgeries, medical care, and temporary boarding. In many of the cases, we have also offered foster care for dogs and cats through our Foster Care Network of volunteers who have been recruited and trained to care for pets belonging to people experiencing crises.

In the last few years this program has been fully funded through grants from 2 foundations, both of which have accepted proposals for continued funding. The grant covers the cost of a full time MSW Social Worker. Since the beginning of this year, this program has responded to 68 crisis cases totaling 116 pets belonging to owners who were looking for help as an alternative to surrendering their animals to the City's Animal Care & Control. Cases have included fourteen domestic violence situations, including Rocky, a pitbull who was stabbed by the abuser in the family. As a result of the stabbing, Rocky was included on the Order of Protection and the Mayor's Alliance was able to offer temporary care while the family stabilized (and they have since reunified). To date, thirty cases accepted in our program have involved eviction and homelessness including a cat named Cherokee, owned by a mentally ill woman whose stability was threatened if she was separated from her cat. Through collaboration and advocacy with multiple social service organizations, Cherokee was successfully classified as an Emotional Support Pet through the ADA and, after a week in foster care, the cat was placed with her owner in temporary housing. Our program has also responded this year to additional situations when people have been ill and required hospitalization. For instance, Pepe, a mini-Papillon dog, was cared for by a foster home until his owner completed a rehabilitation program and could take him back. Without our program, it is very likely that these animals, and many others, would have been lost in the shelter system. Instead, we offered compassion, pet care and shelter, collaboration with a range of services, and hope for a possible reunification.

The Mayor's Alliance program recognizes that today's hard times are not easy, even for families previously considered relatively stable. As this program has developed, we have learned that the problems faced by the most vulnerable population are complex and responses must take into consideration multiple factors – including pets when they are present. Through our pilot effort, we have learned that by acknowledging the pets – instead of issuing blanket statements that restrict animals– provides individuals and families with a compassionate response that can lead them to make steps toward stability.

This program includes:

- a) Comprehensive Assessment and Response: overseen by a skilled social worker (MSW) well versed regarding the various human service programs that exist in New York City addressing victims of domestic violence, the homeless, and others in need. Requests are evaluated individually and depending upon the need, services include emergency rescue and transportation, pet care, short and long-term foster care, and referrals to legal assistance, housing programs, and additional social services. In addition, each case is assessed to determine is if an individual or family qualifies for the Americans with

Disability Act (ADA), that Orders of Protection have been secured for pets in domestic violence situations, emergency planning for pets has been implemented if possible, and animals are evaluated for possible abuse or neglect.

- b) Veterinary Care, Boarding and Transportation: Through our network of veterinary care providers, boarding facilities, and transport services, we provide care to pets ranging from vaccinations, spay/neuter surgeries, medical assistance and boarding.
- c) Foster Care Initiative: The Mayor's Alliance Foster Care Network has grown significantly since 2009 to a volunteer corps of nearly one hundred homes. Foster homes for the Helping Pets and People In Crisis Program are specifically identified, trained, and monitored to ensure volunteers understand the unique component that these animals already have loving owners but may need stability, reassurance, and special care for a period of time.
- d) Collaboration and Education: The Helping Pets and People in Crisis Program collaborates with human service providers to ensure that both pets and their owners receive help in times of need. To date, our program has educated more than two hundred social workers and case managers through in-service trainings. We have highlighted the link between human welfare and animal welfare and the various interventions that aim to keep people with their pets. The result of these presentations have led to successful collaborations with more than two dozen organizations and City agencies. In turn, we believe these linkages have led to fewer animals being surrendered to the overwhelmed Animal Care and Control by caseworkers previously unaware of other options for these animals. The organizations we now work with include the Bowery Residence Committee, Selfhelp, Sanctuary for Families, the Department for Aging, American Red Cross, NYPD, Safe Horizons, Post Graduate Center for Mental Health, Connect NYC, Visiting Nurse Services, Elmhurst Hospital ACT Team, Mt. Sinai's Visiting Doctor's Program, and the Doe Fund.
- e) City-Wide Planning and Advocacy: The Mayor's Alliance remains committed to the goal of developing a co-sheltering effort in the City. We are now working with the Humane Society and the ASPCA to advocate for a pilot effort that will consider pets in shelter.

In 2010 this program expects to handle over 100 cases representing and assisting close to 200 animals. We expect the needs to increase as the impact of unemployment in NYC continues to effect people and their pets.

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

The New York City Feral Cat Initiative is a program of the Mayor's Alliance 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 (TNR). The 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 FCI [e-newsletter](#), [web site](#), and [printed materials](#). In addition, the NYC FCI coordinates the efforts of organizations that work directly with stray community cats that provide TNR in New York City. FCI has two full-time consultants, two part-time trappers, seven TNR workshop instructors, and 26 TNR coaches. The total FCI budget in 2009 paid for four part-time field coaches and 18 volunteer instructors and coaches.

In 2010, we expect to provide close to \$160,000 in direct funds to support FCI which includes a grant to Neighborhood Cats for \$90,000, an additional \$36,000 for a consultant that handles training, fosters, and direct services and supports to caretakers and the public. The additional expenses of around \$30,000 have paid for colony shelters, emergency food costs and distribution and TNR projects like Ravenswood NYCHA Housing Project. NYCHA was preparing to close up the crawl spaces under all of the buildings, sealing in 100's of

cats and kittens. The media exposure to the situation provided an opportunity for the Alliance to meet with the Mayor's Office, resulting in the Mayor's Office instructing NYCHA at Ravenswood to work with a FCI trapper at Ravenswood, insuring that all cats and kittens were removed safely from the crawl spaces. The meeting in October 2010 resulted in the Mayor's Office discussing giving a green light for a pilot TNR program at a large NYCHA location like Ravenswood Housing. The FCI 2010 activities and data is summarized below and estimated based on data provided through June of 2010

**2010 Community Stray Cat Colony summary – Neighborhood Cats database:**

• **Registered Colonies data**

Number of Registered community cat colonies as of June 2010	944
Number of primary caretakers	632
Number of cats in the colonies	9,687
Number of friendly cats/kittens rescued/removed (60% of the cats in the colonies)	5,847
Number of cats S/N in the colonies (63% of cats in these colonies)	6,134
Number of colonies ended	20

Based on the above data:

- 37% (3,553) of the cats in these colonies are not S/N
- 38% (5,847 of 15,534) of the cats in these colonies were friendly or kittens that went to rescue or were adopted
- We estimate that if 95% of these stray community cats (3,375) had been S/N there would have been a minimum of 4,600 fewer cats/kittens that would have needed to go to rescue or adoption programs.

**2010 FCI Activities:**

Total # of Cats Spayed or Neutered  
(reported by community caretakers and Feral Cat Council organizations): 2,808  
(projected based on 1/2 year report)

Total # of Cats S/N & Returned to Their Colonies: 1,776  
Total # of Cats & Kittens Rescued for Adoption: 1,200

Total # of Phone & Email Requests: 13,420  
Total # of TNR Workshops Taught: 26  
Total # of Workshop Attendees: 596

Field Director's # of Days in the Field: 44

Total # of TNR Coach Days (Paid & Volunteer): 920  
TNR Coaches (Paid & Volunteer): 38

Brooklyn Trap Bank Equipment Loans: # of Traps: 510

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 stray community cat colonies and the public bringing in kittens from stray cats in their neighborhoods). Without expanded capacity and increased supports of TNR programs, it's unlikely that NYC will be able to keep up with the increasing cat overpopulation. We need to implement more extensive programs, provide needed support to stray community cat caretakers, and make free spay/neuter available to the organizations and certified individuals involved in TNR. In 2010, the ASPCA committed to increasing free S/N for stray community cats and provided two free spay/neuter clinics per month on a Sunday for TNR caretakers at its Bergh Memorial Hospital, with an average of over 100 cat surgeries. In 2011 the ASPCA is

planning to open a stand-alone clinic in Queens that will provide free and low cost S/N surgeries to low income residents as well as TNR community cats. This will provide enough capacity to handle several thousand additional S/N surgeries. While the ASPCA is committed to continuing the program, they can't expand capacity without adding resources to offset and/or reimburse for part of the costs associated with providing these S/N surgeries.

Through the continuing work of FCI, 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. Data collected over several years that demonstrates the success of TNR'd colonies illustrates that providing access to free spay/neuter to these groups is key to the sustainability of our progress. While we will continue to provide funding in 2011 to continue these efforts, we recognize that the next steps will require increased funding for operational costs and spay/neuter expenses and will again propose a MF Stray Community Cat S/N program which will also include private veterinary practices that provide S/N surgeries to TNR organizations and community cats caretakers.

#### **IV. Services**

##### **➤ Advertising, Public Relations, Marketing, and Media**

Raising awareness is one of the four core objectives stated in our Strategic Plan and, since our Project's inception, has been a cornerstone of our progress. In Year 6 we continued to put our greatest promotional thrust behind public relations efforts – harnessing the media to increase public awareness; promote adoptions, spay/neuter, microchipping, fostering, and other programs; and gain recognition for Maddie's Fund and its all-important contribution to our Project's success.

As we have done in the past, we will continue to place ads strategically, where we feel we can reach specific target audiences while maximizing our financial commitment. And we will continue to rely upon advertising placed and paid for by key APOs, which allows us to channel our promotional dollars to venues that provide us with maximum return on investment.

In Year 6, we continued to engage M. Silver Associates as our PR firm, and it appears that we hit our stride in gaining excellent media exposure for the Mayor's Alliance, its APOs, its messaging, and the Maddie's® Pet Rescue Project in NYC.

*A full description of this program including Maddie Recognition is provided in a separate document titled "Maddie Recognition, Advertising, Marketing & Media".*

##### **• Strength Training, Communication & Development**

As one of our four stated core 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 2010, we continued and expanded our series of educational / training sessions for Maddie's® Pet Partner staff and volunteers and other appropriate individuals and organizations within the community. These trainings, held on average of once a month, provide 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 face-time, present ideas, share resources, visit other MPP locations, problem solve, and network.

In 2010 (Year 6) Strength Training curriculum included 11 workshops and invitations went to all APO's as well as FCI members. We were surprised to find that many of the attendees were community cat caretakers and smaller TNR groups enthusiastic and appreciative of trainings that helped them focus on becoming more professional and building a fundraising base to more effectively fund their projects.

**Workshops in 2011:**

**JANUARY - Public Relations and Maddie's Fund Recognition**

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

**MARCH – Social Marketing**

Guest speaker: Diane Gauld, Mayor's Alliance for NYC's Animals  
Director of Fundraising and Marketing

**APRIL – How to Manage Your Organization's 501(c)(3) Status**

Guest Speaker: Beverly Jones, ASPCA  
Vice President and Corporate Counsel Legal Department

**MAY – Meet and Greet Julie Bank**

Guest Speakers: Julie Bank, Executive Director of Animal Care and Control of NYC

**JULY – Bats of NYC**

Guest Speaker: Dr. June Kasminoff, Big Apple Bats

**AUGUST – Fund Raising**

Guest Speaker: Michael Mountain, Former President of Best Friends Animal Society

**AUGUST – Strategic Planning**

Guest Speaker: Ellen Sahadi, Mayor's Alliance for NYC's Animals

**AUGUST – Non Surgical Spay and Neuter Options**

Guest Speaker: Joyce Briggs, President of Alliance for Contraception in Dogs and Cats

**SEPTEMBER – Key tools to sterilize more pets in your community/HSUS & the MF Shelter Pet Project**

Guest Speaker: Patrick Kwan, Humane Society of the United States

**OCTOBER – Bully Breed Identification**

Guest Speaker: Jacque Schultz, ASPCA Senior Director Community Outreach

**NOVEMBER – Grant Writing**

Guest Speaker: Diane Gauld, Mayor's Alliance for NYC's Animals  
Director of Fundraising and Marketing

In addition to our APO Strength Trainings, we also presented numerous training opportunities through the New York City Feral Cat Initiative:

**Kitten Palooza!** A Series of Four Workshops Sponsored by PetSmart Charities, including:

**April 6 - Bottle Feeding & Care of Orphaned Kittens**

*Instructors:* Dr. Tina Waltke, Manhattan Cat Specialists; Valerie Sicignano, NYC Feral Cat Initiative; and Iris Lugo, Volunteer, New York City Animal Care & Control

**April 11 - Socializing Feral Kittens**

*Instructors:* Mike Phillips, Licensed Veterinary Technician, Urban Cat League; Valerie Sicignano, NYC Feral Cat Initiative; and Nancy Alusick, KittyKind

**May 6 - Bottle Feeding & Care of Orphaned Kittens**

*Instructors:* Dr. Tina Waltke, Manhattan Cat Specialists; Valerie Sicignano, NYC Feral Cat Initiative; and Iris Lugo, Volunteer, New York City Animal Care & Control

**May 8 - Socializing Feral Kittens**

*Instructors:* Mike Phillips, Licensed Veterinary Technician, Urban Cat League; Valerie Sicignano, NYC Feral Cat Initiative; and Nancy Alusick, KittyKind

## **August 18 – FCI Feral Cat Caretaker Annual Summer Soire** (formerly Town Hall Meeting)

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 7 we will continue to host APO Strength Trainings on average of once a month, and provide individual consultation with APOs as needed.

The goal for our 2011 training curriculum will be to create sessions that act as building blocks for the next session. Our 2011 training curriculum is still being developed. Some of the key areas of supports will focus on:

- Non Profit status – preparing 990's and financials
- Board of Directors Development
- Infectious Disease Control
- Compassion Fatigue
- Getting, managing and keeping good volunteers

- **Other Activities & Programs**

- **City Government Relations**

Maintaining relationships with 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<sup>®</sup> 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 6, we:

- Attended and spoke at Mayoral Press Conference at City Hall
- Provided a TNR presentation to key staff at the Mayor's office with a proposal for a pilot TNR project at a city owned location or NYCHA property. The Department of Health has been a major barrier to NYC accepting TNR as a viable option. This meeting provided the groundwork for the Mayor's Office to consider supporting TNR and mandating DOH to accept TNR as the only viable solution that would include city properties, as well as NYCHA Housing locations
- Continued to try and work with NYCHA to resolve and address their new policies of limiting residents in public housing to dogs under 25 pounds. This policy resulted in increases of owner surrenders of their dogs for fear of eviction. Working with pro-bono attorneys and the ASPCA, advocacy efforts focus on providing residents with information on their rights, which include grandfathering many dogs, as well as providing legal assistance to residents willing to fight their eviction notices. Also with ASPCA and AC&C to produce, provide and present Responsible Pet Ownership information and training to NYCHA residents.
- 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, which the City launched as a "work-in-progress" in 2009. As a result of our role on the APTF, the Mayor's Alliance also is a member of Volunteer Organizations Active in Disasters (VOAD), primarily to gain access to cat and dog food stockpiled by NYC OEM in the event of a disaster in NYC which, within a few months of expiration date, is donated to the Alliance for distribution to Feral Cat Initiative, animal rescue groups, human food pantries willing to provide pet food to clients and kennels the Alliance works with.
- Joined the newly formed New York State Federation of Shelters
- At the request of the Mayor's Office met with staff of NYC Television and Broadcasting group to brainstorm and provide responsible pet ownership material for three minute interstitials during original programming on City owned TV station and messaging for use on 311 line while on hold and for NYC owned radio station



## ➤ **Out of Area Activities**

In Year 6, the Mayor's Alliance continued to provide information, documents, presentations, and guidance to other communities, helping them to explore ways in which they can replicate the Alliance model. Representatives of the Mayor's Alliance also spoke at a number of organizational and community functions in 2010:

- **January 28** – Jane Hoffman sat on a panel and made a presentation with AC&C interim director Risa Weinstock at the Shelter Reform Action Committee (SRAC) Rescue Group Meeting
- **April 12** – Jane presented to the Vermont Law School Student Animal Legal Defense Fund group
- **Tuesday, May 4** – Jane Hoffman presented to a Cardozo Law School animal law class
- **May 12-15 HSUS Animal Care Expo/Maddie's Fund Seminar** – Jane presented with Abigail Smith and others at the conference in Nashville, TN.
- **May 22 & 23** – Melissa Donaldson presented a workshop on bereavement issues in the shelter environment at the Association for Pet Loss and Bereavement (APLB) Fifth International Conference in Newark, NJ.
- **May 14** – Jenny Coffey presented a workshop on Animal Hoarding Intervention from a City Social Worker at the Veterinary Social Work Summit, University of Tennessee College of Veterinary Medicine in Knoxville, TN.
- **October 6** – Steve Gruber joined fellow Animal Planning Task Force members Robert Van Pelt (NYC Office of Emergency Management) and Pat Costello (NYC VERT) in presenting NYC's Disaster Animal Rescue Plan (DARP) at a meeting of the Veterinary Medical Association of NYC.
- **October 15 – 17** – Jane Hoffman presented, with Abigail Smith, a program on issues arising with volunteers in rescue organizations, and also served on a panel discussion with Bill Bruce, Bonnie Brown, and Brenda Barnett at the Best Friends Animal Society's National No More Homeless Pets Conference in Las Vegas, NV.
- **November 16** – Jane Hoffman will sit on a Careers in Animal Law panel for students presented by SALDF at Brooklyn Law School
- **November 29** – Jane Hoffman will sit on a panel re a multimedia piece about the Trials of Animals at John Jay College of Criminal Justice
- **November 30** – Jane Hoffman will present to a Brooklyn Law School animal law class

In Year 7, 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) Adoption Guarantee:** In Year Seven, you are required to have an adoption guarantee in place for healthy shelter dogs and cats (zero healthy deaths) and working towards an adoption guarantee for treatable dogs and cats by 2015. Please indicate how your organization will achieve this goal and detail the strategies you will put in place to reach this goal.

In Year 6 we achieved an adoption guarantee for healthy dogs. In Year 7 we will provide an adoption guarantee for healthy dogs and cats and continue to increase yearly an adoption guarantee for treatable dogs and cats. In Year 7 our goal is to reduce euthanasia of treatable dogs and cats by 2,400.

Strategies to maintaining zero healthy deaths in 2011 and reducing treatable euthanasia in 2011:

1. Continue to work with AC & C in providing alerts to Rescue and Shelter Organizations of all the animals available for transfer to eligible partners.

2. Continue to work on implementing an aggressive community cat S/N program to reduce the number of stray cats entering AC & C, as stray cat intake accounts for close to 75% of total cat intake at AC & C. Cat intake at AC & C in 2010 represented over 70 % of total intake. Cat euthanasia also represents close to 70% of all euthanasia.
3. Continue with aggressive media campaign promoting adoptions, fosters, and volunteers.
4. Provide advance notice to MPPs and AC&C staff of our goals each month.
5. Strategies also include supporting rescues & shelters in fundraising efforts to be able to take more treatable dogs and cats so that we reach our goal of reducing treatable deaths by 2,400 in 2011.
6. Support AC & C's effort in sending special alerts that a healthy or treatable dog and cat on the euthanasia list is at risk if transfer is not arranged within 48 hours and be prepared to transport directly to a rescue group or shelter. 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 have been providing reduced rates to help out.
7. Encourage AC & C to develop a stronger and larger volunteer program to help with pictures, alerts and New Hope program to insure that NYC budget cuts do not reduce staffing of the "New Hope" department. Both the Alliance and ASPCA have offered to help provide resources to develop AC & C's volunteer program.
8. Maintain transport services targeting the most challenging months in Spring, Summer and Fall.

## 21. YEAR SEVEN 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 Seven, 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 Seven, please indicate how much of the money will be used in Year Seven and how much will be set aside for future years of the project. Please identify the Year Seven 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.*

### **I. Summary**

*In Year 7 of the Maddie's® Pet Rescue Project in NYC, projected income includes:*

Maddie's Fund Adoption	\$ 3,060,000
ASPCA	1,000,000
Other Funding Sources	1,030,000
Anticipated Interest Income	20,000

Total Projected Income: \$ 5,090,000

#### **Projected Expenses in Year 7:**

Operating Personnel & Administration	\$ 976,077
MF Adoption Subsidies & Contingency	1,836,000
Grant to AC & C for transfer to Rescue	305,000
Other grants/subsidies	250,000

Initiatives: Tools, Programs, Services	1,622,923
<u>Total Expenses</u>	\$ 4,990,000
Year 7 Projected Set Aside/reserve	100,000
Year 1, 2, 3, 4, 5 & 6 Set Aside	3,000,000
<u>Total Set Aside toward future sustainability</u>	\$ 3,100,000

Request for set aside from MPPs: In Year 7 of our strategic plan we will continue to request MPPs receiving adoption subsidies of more than \$20,000 as projected in section “21B) Year Seven Adoption Goals by Adoption Guarantee (AG) Organizations” continue building a reserve fund. We will recommend that the amount to be set aside equal 30% of the adoption subsidies they receive in 2011 (a minimum amount of 10% will be required).

- 22 MPPs are expected to receive above baseline adoption subsidies of over \$20,000 totaling \$1,385,728 for a projected minimum set aside of \$138,000 and maximum potential for \$415,500.
- Total projected Year 7 amount to be set aside between the Alliance and MPPs is projected to be \$515,500.

As a community collaboration project, we have been successful in attracting foundation and public charity dollars in Year 6 (2010) and expect to continue to do so going forward in Year 7 (2011).

The tight economy continues in Year 6 (2010), but there will be a stronger potential to broaden corporate opportunities in Year 7 (2011) due to the economic recovery. The corporate trend to align with causes to be viewed as “good citizens” will continue, providing increased sponsorships and/or partnerships.

In Year 7 (2010), fundraising event income has been boosted through several initiatives. The Alliance fundraising affiliate, Tails, organized in Year 6 (2010) two private fundraisers to tap into the young wealthy and socially connected community raising over \$20,000. We will continue to explore how best to utilize targeted fundraising events through TAILS. The group has started a fundraising drive called Pet-U-Cation to raise \$50,000 for a new Wheels of Hopes van. The on-going Pet-U-Cation project will have a humane education program part, geared to wealthy, private middle school children.

Public relations & marketing efforts continued to generate awareness in Year 6 (2010), favorably impacting and expanding our fundraising opportunities. The Mayor’s Alliance was the beneficiary of Nature’s Variety new product introduction, ice cream for dogs. Special events in five Manhattan based pet stores were held and Nature’s Variety donated \$3,000 to the MA. We raised \$7,700 in conjunction with a NYC based photographer to photograph dogs and cats from NYC’s shelter and rescue groups for a new private label brand of cat & dog food for Stop & Shop.

Continue our successful strategy with the Wheels of Hope vans to provide branding/sponsorship of our vans as a fundraising tool to generate additional sources of income to cover the cost of replacing old vans and acquiring new vans.

A fulltime Marketing & Development Director was hired, and in Year 6 (2010), their focus was on developing the infrastructure and tools for fundraising.

Our first annual report will serve as a vital marketing and fundraising document to increase our awareness in the business community and will be essential in our fundraising efforts with high-income individuals, corporations and foundations. Another fundraising tool is a

donor database provided by the Taproot Foundation via a Donor Database Service Grant. This will aid tremendously in maximizing our fundraising efforts providing ease of donor cultivation. Lastly, the redesign of our website will help boost individual donor opportunities with a greater focus on donations as well as targeted email campaigns.

## **II. 2010 Fundraising Initiatives**

### **Foundations:**

- A Kinder World is expected to provide continued support through two grants totaling \$100,000 in 2010 to fund our Pets & People in Crisis Program and the Not Home Alone (Hospital) Program
- The Frankenberg Foundation committed to two years of annual funding for \$150,000 each year beginning in 2009 through 2010
- We also received annual support from The PETCO Foundation of \$50,000 toward the purchase of a replacement van
- The Max, Malie, & Dr. Laub Family Foundation provided a \$50,000 grant in February, which helped, fund the purchase of a second replacement van
- Other Foundations contributed \$24,500 through October 2010 and we expect that to reach \$50,000 by year-end.

Along with a full-time Marketing Development position being filled in 2010 by Diane Gauld, we are fortunate to have a volunteer fundraiser in 2010. We expect she will continue to work on a volunteer basis working with Dane on submitting grant proposals.

### **Individual Giving/Major Gifts:**

- Maximized online fundraising, which despite a poor economy increased from \$4,445 in 2005 to \$36,495 in 2009. In 2010 we expect to at least match the same level as 2009, despite donations decreasing nationally
- Expanded our fundraising efforts through Facebook and Twitter with Facebook's "Cause" section to maximize online donations. With increasing numbers of subscribers/members, we are hopeful that this will help increase access to potential donors in 2010
- Continued to build strong relationships with our constituent base via our "Out of the Cage" monthly newsletter as well as our Picasso Veterinary Fund monthly e-mailings that feature a dog or cat helped by the Fund
- Expanded end-of-year "asks" in our two monthly publications and include donation requests in our Feral Cat Initiative quarterly newsletter "Eartips"

### **Events:**

- Broadway Barks – Continued to leverage Pedigree relationship to increase revenues generated. (Annual event).
- Partnered with local businesses for fundraising opportunities such as White House Black Market a clothing retailer, 15% of retail sales for the evening went to the MA.
- Fall fundraiser at SPOT, a Chelsea doggie daycare center to present a screening of My Dog – An Unconditional Love Story produced by Daryl Roth, with goal to raise \$5,000 for the MA.
- Penny Harvest (on going).
- Approved charity in the 2010 ING/NYC Marathon had five runners raising money as well as increasing awareness. Projecting \$5,000 to \$10,000 to be raised.

### **Sponsorships:**

In the current economy, we don't expect huge increases in corporate sponsorship funding – though we did better than expected in 2010 with over \$70,000 of income generated from 10 sources by the end of October.

**Earned Income:**

Executed small-scale initiatives to determine viable items to sell at special events and potentially online.

**III. Fundraising 2011 Objectives & Strategies****Objectives:**

- Establish fundraising goal of \$1.0M (exclusive of Maddie's Fund and ASPCA grants).
- Broaden constituent base by targeting multiple audiences.
- Diversify funding mix to ensure long-term sustainability.
- Establish a more aggressive fundraising plan and calendar.

**Strategies:**

- Incorporate a fundraising component/opportunity into all initiatives.
- Build relationship and fundraising potential with Tails and other affiliate groups.
- Collaborate with individuals/organizations outside animal welfare to fundraise.
- Cultivate relationships to attract corporate sponsorships.
- Increase emphasis on major gift (individual donor) contributions.
- Maximize online individual giving.
- Explore earned income opportunities.

**IV. 2011 Fundraising Initiatives****Foundations:**

- Submitted a grant proposal to Frankenberg to fund 2 new vans, one to replace a van that has over 350,000 miles on it and another much needed van (total 5) to respond to increasing transport requests.
- Continue to cultivate our relationships with PETCO, PetSmart, A Kinder World, and Aime's Place to explore increased supports.
- Explore other foundation sources for targeted programs like Feral Cat Initiative, Wheels of Hope, targeted support for AC & C such as a volunteer coordination program to manage lost and found and a volunteer transport driver and field operation program to fill in gaps in services implemented in the latest Department of Health (DOH) budget cuts and reduced services at AC & C
- Recruit additional volunteers for fundraising research to expand our list of foundations and corporations to solicit

**Individual Giving/Major Gifts:**

- Develop an all year fundraising campaign as well as expanding our year-end fundraising campaign to maximize giving.
- Continue to build and cultivate our donor list throughout the year via special events and fundraising events.
- Develop a major gift strategy and campaign targeting high profile passionate animal lovers in the entertainment and fashion industries.

**Events:**

- Continue to maximize fundraising potential at major events such as Adoptapalooza, Adopt A Cat/Pet via donations or accumulation of email addresses to build and cultivate a stronger donor base.
- Pursue an opportunity to be the beneficiary of Blue Hill Troupe's 2010/2011 seasons. Our Tails group will be responsible for the execution of the ticket sales and advertising. Grant amount will range from \$46,000 to \$220,000 with average being \$133,000.
- Spring industry fundraising event in conjunction with business leaders from Design/Architectural Field who are committed to helping NYC's shelter animals.

- Continue participation in the ING/NYC Marathon and request to increase the number of runners to maximize fundraising potential.
- Strengthen relationship with TD Bank to maximize adoption events and fundraising opportunities throughout the year and expand February's "NYC Love's Pets Month" event to include HSUS as a paying sponsor.
- Explore fundraisers/charity events in conjunction with wealthy NYC private middle schools via our Tails group's education program.
- Penny Harvest (on going).

**Sponsorships:**

- Approach corporations and law firms that support animal welfare for special event sponsorships as well as our Wheels of Hope program.
- Capitalize on the increase number of upscale NYC pet friendly hotels use as fundraising venues.

**Earned Income:**

- Create a program offering picture frame magnets and event specific t-shirts for sale at major special and fundraising events. Depend on response may add online.
- Continue testing small-scale initiatives to determine viable items to sell at special events and potentially online.

**22. YEAR SEVEN BUDGET**

Provide a Year Seven Budget for the project. The Year Seven 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 Seven Programs and Services [Section 20] and Year Seven 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:*

	<b>2011 Projected Budget</b>
<b>Income</b>	
Maddie's Pet Rescue Project Fund NYC - Adoptions	3,060,000
ASPCA Operating Project	1,000,000
Picasso Veterinary Fund	225,000
Special Projects/Pets & People, Not Home Alone	100,000
S/N Clinic- Free	-
General Fund	
Foundations/Charities	350,000
Corporate	70,000
Individuals	80,000
Events	120,000
Interest	20,000
Other	65,000
<b>Total Income</b>	<b>5,090,000</b>
<b>OPERATING - PERSONNEL &amp; ADMIN.</b>	
<b>Salaries</b>	
Executive Director	121,000

APO Development & Fund Director (PT)	70,000
Coordinator - Trainings and Events	48,400
Director of Communications	69,527
Coordinators - Animal Care & APO's Oversight (2)	116,000
Director of Administrative Services/Grants	65,000
Administrative Coordinator P/T	15,000
Transport Coordinator	80,000
Interns	5,000
<b>Sub-Total</b>	<b>589,927</b>
<b>Health Benefits</b>	68,000
<b>403 ( b)</b>	11,300
<b>Employer Payroll Taxes</b>	46,000
<b>Sub- Total</b>	<b>125,300</b>
<b>Consulting</b>	
Professional Fees	48,000
HR/Finance Consulting	24,000
Outside consulting	15,000
<b>Sub- Total</b>	<b>87,000</b>
Insurance	
Liability D & O	2,000
Liability Business	1,000
Liability Volunteers	600
NYS Workmen's' Comp Insurance	2,400
NYS Disability	300
<b>Sub-Total</b>	<b>6,300</b>
General & Administration	
Office equipment	3,000
Office equipment Rental	1,200
Office Supplies	14,000
Office Repair & Maintenance	3,500
Printing-Stationary	1,000
Computer Supplies	5,000
Tel/Fax/Email	20,000
Postage & Messenger	9,000
Conference/meetings/travel	6,000
T & E Employees	12,000
Lic/Per/Fees/Tax Prep/Bank Fees	14,000
Rent/utilities	52,000
Storage	7,500
Consulting Grant Administration	12,000
Consulting /IT	5,750
Miscellaneous/Bank fees	1,600
<b>Sub-Total</b>	<b>167,550</b>
<b>Total Personnel &amp; Admin.</b>	<b>976,077</b>
<b>INITIATIVES - GRANT SUBSIDIES</b>	
<b>Maddie's Pet Rescue Adoption Incentives</b>	1,741,664
<b>AC &amp; C Adoption subsidies</b>	82,336
Contingency Fund - Overage	12,000

<b>ACC Intake/Transfer</b>	300,000
ACC/Other Grants	5,000
<b>Picasso Veterinary Fund</b>	250,000
<b>Sub-Total</b>	<b>2,391,000</b>
<b>INITIATIVES - TOOLS</b>	
<b>Transport</b>	
Vehicle Cost	90,000
Garage Fees	16,000
Gasoline	75,000
Maintenance	32,875
Insurance & Registration	18,000
Drivers (5 per diems)	220,000
Transport Coordinator P/T per diems	35,666
Misc. trip fees/other transport	40,000
<b>Sub-Total</b>	<b>527,541</b>
<b>MF Adoption website</b>	
Adoption website updates	2,500
<b>Sub-Total</b>	<b>2,500</b>
<b>INITIATIVES - PROGRAMS</b>	
<b>MF Adoption &amp; Pet Care Festivals</b>	
Animal cost (adopt-me-vest)	2,500
Volunteer supplies	165
Entertainment	2,500
Advertising	1,250
Municipal services	200
Events Equipment/misc	500
<b>Special Adoption Events</b>	
Animal cost (adopt-me-vest)	1,000
Volunteer supplies	500
Advertising	15,000
Bway Barks Grants Restricted	50,000
Events Equipment/Misc.	5,000
<b>Community Events</b>	
Animal cost (adopt-me-vest)	-
Advertising	1,200
Events materials/Misc. fees/Park Permits	1,000
<b>Capacity Building Grants</b>	
Equipment cost	20,000
Advertising	
<b>Store Front Retail &amp; Adoption Ctrs</b>	
Investment in startup cost (25%)	10,000
<b>Temporary Holding/Boarding</b>	
Boarding/Foster	200,000
Other Medical	280,000
<b>Microchipping healthy/adoptable animals</b>	
	11,000
<b>Feral Cat Initiative Coordination (Grant)</b>	
<b>FCI Grant - Neighborhood Cats</b>	100,000
<b>FCI Targeted Community Projects</b>	40,000
<b>Special Projects</b>	
<b>Domestic Violence//Homeless</b>	65,000
<b>Not Home Alone ( Hospital )</b>	45,000
<b>Other Community Coordination</b>	8,067
<b>Sub Total</b>	<b>859,882</b>



<b>INITIATIVES - SERVICES</b>	
<b>Technical Support</b>	
Technology cost	500
Development cost	2,500
<b>Advertising &amp; PR</b>	
ADV/Branding & Awareness	25,000
Annual PSAs	25,000
PR/Marketing	180,000
<b>Sub Total</b>	<b>233,000</b>
<b>TOTAL EXPENSE - INITIATIVES</b>	
	<b>4,013,923</b>
<b>Total Expenses</b>	
	<b>4,990,000</b>
<b>Net Income</b>	
	<b>100,000</b>
<b>Previous Surplus</b>	
	<b>3,000,000</b>
<b>Total Surplus</b>	
	<b>3,100,000</b>

### 23. MADDIE RECOGNITION

For Year Seven, 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.

#### **Advertising, Public Relations, Marketing, and Media**

Raising awareness is one of the four core objectives stated in our Strategic Plan and, since our Project's inception, has been a cornerstone of our progress. In Year 6 we continued our strategy of channeling our greatest promotional efforts into public relations – harnessing the media to increase public awareness; promote adoptions, spay/neuter, microchipping, fostering, and other programs; and gain recognition for Maddie's Fund and its all-important contribution to our Project's success.

#### **Public Relations / Media**

In Year 6, we continued to engage M. Silver Associates as our PR firm, and it appears that we hit our stride in gaining excellent media exposure for the Mayor's Alliance, its APOs, its messaging, and the Maddie's<sup>®</sup> Pet Rescue Project in NYC. The First Half 2010 Media Coverage Report (two volumes) prepared by M. Silver Associates and provided to Maddie's Fund earlier this year, describes the coverage we received in First Half 2010 on television and radio, in print and online, and syndicated coverage of MSA-generated AP articles. Highlights of the media coverage we have received to date in 2010 include:

- I Love NYC Pets Month  
Fox 5 News, CBS 2 News Saturday, and numerous websites.
- Mayor's Alliance for NYC's Animals Remains on Track for 'No-Kill' City Goal  
This story received strong local and national coverage, in print and online, in more than 180 media outlets in mid-April. Among them: USAToday.com, Forbes.com, Los Angeles Business Journal, and more.
- Animal Relief Fund – Food Pantries

Susan Kaufman interviews on CBS Radio, Fresh 102.7 FM, LAST FM, and profile as New Yorker of the Week on NY-1, and multiple online coverage.

- May 22 “Adoptapalooza” in Washington Square Park  
Jane Hoffman interview repeated numerous times on 1010 WINS radio; Jane interview on WCBS News Saturday; also event mentions on WNBC Saturday Today in New York, WABC Eyewitness News, WABC Eyewitness News This Morning, *amNew York*, *The New York Times*, *New York Daily News*, TimeOutNY.com, NY1.com, and numerous other online mentions.
- Maria’s Pet Project/LX NY TV -Dogs for Adoption from Mayor’s Alliance Participating Organizations  
Each week since March 2010, dogs available for adoption from different Alliance Participating Organizations have been featured on Maria Sansone’s “Maria’s Pet Project” segment on WNBC-TV. The November 11th segment celebrated the 100<sup>th</sup> adoption by APO’s featured weekly on the show
- Broadway Barks! 12 in July received coverage in numerous theatre and online publications, including *Broadway.com*, *BroadwayWorld.com*, *TheatreMania.com*, *Playbill.com*, and more.
- September Adoptapalooza  
The event received numerous online mentions, including NYTimes.com, CBSNews.com, CBSNewYork.com, NY1.com, TimeOutNY.com, TimeOutNYKids.com, PeoplePets.com, CBS8.com, CNBC.com, Forbes.com, MetromixNY.com, and numerous other online mentions. Additionally. The event was mentioned in print in the *New York Daily News* and on New York Fox 5, WNYW-TV.
- New York Week for the Animals  
*New York Daily News*, WCBS-FM 101.1, and online mentions.
- Holiday Pet Adoptions  
*Not yet happened*
- Each month, *City Tails*, published by Tails Pet Media Group, with editions in large cities throughout the U.S., continues to feature a monthly column authored by the Mayor’s Alliance. Each 250-word column focuses on a key Mayor’s Alliance issue, such as pet adoption, spay/neuter, responsible pet ownership, and other important topics.
- Throughout the year, Mayor’s Alliance events were listed on numerous websites and publications.

We recognize that harnessing the media to increase awareness, to promote adoptions and our participating organizations, and to promote spay/neuter and responsible pet ownership is only part of the picture. We also can use the media to increase donations, particularly for our programs that have a tangible element to which the public can relate, such as saving lives through the Picasso Veterinary Fund, and transporting dogs and cats out of AC&C shelters through our Wheels of Hope transport van program.

In 2011, as we further ramp up our fundraising efforts (as described in the Fundraising section), we will leverage the progress we’ve made in gaining the media’s attention and public recognition, through activities such as Adoptapalooza and LXNY, to generate greater donations to the Mayor’s Alliance and its programs. The media attention we gain

each time we present Adoptapalooza is particularly valuable, and we expect to leverage that media interest to further brand Adoptapalooza as a Mayor's Alliance signature event – an event that not only results in increased adoptions, but also one that can significantly increase our fundraising capability and our ability to attract new sponsors.

As we develop our “Miles For Paws” marathon program in 2011, as described in the Fundraising section, we can expect to gain new opportunities for greater visibility through the media. Among the possibilities are media interviews with our runners or appearances by the Maddie mascot at marathons and other races.

With “Wheels of Hope” we can work to generate media interest by demonstrating the life-saving benefits of the program; by offering reporters immediate exposure by being on-board for a transport run and covering the happy scene at the transport's destination.

And while we understand that providing the media with on-the-ground opportunities to cover trap-neuter-return and other feral cat issues, there are indeed possibilities for gaining media exposure for this vital work, especially as we step up our efforts to reduce the number of cats entering our AC&C shelters.

## **I. Advertising**

### **Event ads**

- In Year 6, we continued to rely heavily upon media outreach, website listings, flyers and posters, and public relations and promotion by community partners to publicize our events – a strategy that is successfully engaging the communities in which we partner for events. This strategy allows us to channel more promotional dollars to our PR efforts, where we feel we gain our greatest promotional benefit.
- Van adoption events, which we schedule nearly every weekend throughout the year, feature AC&C and a range of other Alliance Participating Organizations (APOs). These events, where AC&C and other APO animals are featured on Mobile Adoption Units provided by North Shore Animal League America (NSALA), an APO, are supported by print advertising provided, at no cost to us, by NSALA. Additionally, occasional ads placed by other APOs, including the ASPCA, Bideawee, and others, helps increase awareness of our shared objectives among the general public.
- In year 6, we re-branded our annual Adopt-A-Cat event (normally held in October in conjunction with the Cat Fanciers Association New York event) as a Holiday Pet Adoption Event and will stage it the weekend of December 18-19 at a new venue – the Metropolitan Pavilion in Manhattan's fashionable Chelsea district. For this event, we are partnering with Best Friends Animal Society. We are excited about the prospects for this new event that will capitalize upon several important features: a convenient and high-traffic location; timing to coincide with the holidays; and combined resources (Mayor's Alliance and Best Friends) for promotion and event execution. Although advertising details have not been finalized, we expect to advertise on MTA (NYC) busses, on the Times Square Jumbotron, and in several NYC daily newspapers.
- In response to budget cuts imposed upon AC&C by the City, the Mayor's Alliance paid the production costs for two outdoor ads for AC&C. The ad space for both ads was donated, and the only costs were for printing.

In Year 7, we will likely increase our use of paid advertising to promote certain events, especially those for which we want to reach specific audiences. For example, neighborhood-specific, service-oriented events like Fall Fiesta and Pet Bull Palooza demand advance promotion to reach the desired audience, but these events aren't likely to receive media attention through PR and media outreach. On-the-ground

flyering and paid ads in carefully targeted publications are our most promising avenues for reaching those audiences.

Similarly, an event like this year's Holiday Adoption Event, which we are staging for the first time in collaboration with Best Friends (as described in the Events section under Programs), will be highly advertised in December to ensure that we get the attention of the adopting public at a time of year when many people are scattered and unfocused. For this event, strategically placed ads – on print and online – will be crucial to reaching the audience we need for this adoption event.

### **Adoption & Spay/Neuter Advertising**

- In Year 6, we began developing a new spay/neuter print campaign that targets lower-income pet owners. We are working with Rational Animal (the non-profit media organization that previously produced our adoption and spay/neuter TV campaigns which are currently running on several TV stations, including NY-1) to complete and launch the campaign in First Half 2011. Our efforts on this campaign have been greatly enhanced by the results of extensive research conducted by a Columbia University graduate student who partnered with the Mayor's Alliance for her graduate thesis, which explored, through in-depth, one-on-one interviews with low-income pet owners and those who provide services to them, the reasons why many low-income pet owners do not spay or neuter their pets.
- We placed two adoption ads, at no cost to the Mayor's Alliance, in local publications: the Upper West Side Dog Directory and *Gay City News*.
- Our four television PSAs (three English-language, one Spanish) that promote pet adoption, and the three spay/neuter PSAs – all produced by Rational Animal – continued to air (at no charge to us) throughout 2010 on WABC-TV and NY1.

### **Mayor's Alliance ads**

- We placed a Mayor's Alliance ad in APO North Shore Animal League America's benefit journal, and also in the *Playbill* for Broadway Barks 12 (not an APO but a closely related event with high APO participation). Both ads acknowledged the organization's support of Mayor's Alliance efforts.
- Again in 2010 we placed a targeted ad promoting the New York Breed Rescue Network of the Mayor's Alliance in the program for the 2010 Westminster Dog Show at Madison Square Garden.

Most of the above media were produced at cost or pro-bono by leveraging our volunteer base and resources, including Rational Animal for PSAs and graphic designers for advertising and marketing materials. North Shore Animal League America pays for all the advertising for its community van adoption events that involve APOs.

As we have done in the past, we will continue to advertise strategically, where we feel we can reach specific target audiences while maximizing our financial commitment. We also will continue to rely upon advertising placed and paid for by key APOs, which allows us to concentrate our promotional dollars with venues that provide us with maximum return on investment.

## **II. General Communications**

- Newsletters: In 2010, we reinstated the monthly publication of the Mayor's Alliance e-newsletter, *Out of the Cage!*. The current newsletter is shorter than the former newsletter featuring 3-5 targeted articles (including a monthly article that features AC&C) allowing us to ensure its publication in a timely manner. The number of *Out*

of the Cage! subscribers has risen from 2,833 at the end of 2009, to a current total of 3,382.

- Our two special-focus e-newsletters continue to generate awareness and support for two important Mayor's Alliance programs. Subscribers to our *Picasso Veterinary Fund in Action*, the monthly e-direct mail vehicle that features dogs and cats whose lives were saved as a direct result of our Picasso Veterinary Fund, climbed to 1,741 as of August 2010. *NYC Eartips*, our e-newsletter that reports on activities and accomplishments of the NYC Feral Cat Initiative, 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, achieved an increased readership now totaling 1,251 as of August 2010.
- Social Networking: After joining the community of social networking on the Internet by launching a presence on Facebook and Twitter in 2009, allowing us to promote our events and report on special news to a wider audience, we have grown our following significantly. As of September 2010, the Mayor's Alliance Facebook page has 1,267 Fans, and the number continues to grow – especially during periods when we are promoting an event. Our Adoptapalooza Facebook page currently has 879 fans; the Picasso Veterinary Fund page has 137 Fans; and the NYC Feral Cat Initiative page has 376 Fans. Additionally, we currently have 884 followers on Twitter, and 137 subscribers to our YouTube channel.
- Websites: In Year 6, we undertook a re-design of our Mayor's Alliance website to provide greater appeal and ease of navigation for potential funders, as well as our participating organizations and the general public. Recognizing the need to balance the demands posed by ever-increasing site content with our site visitors' desire to gain access to specific information quickly, we have enhanced and re-organized our site's content and are currently executing a new, streamlined design and navigation scheme. We expect to launch the new design by December 1, 2010. In comparing 2009 traffic with that of traffic through August 2010, we have achieved a 21 percent increase in daily website visits, from an average of 1,320 per day in 2009 to an average of 1,602 per day as of August 31, 2010. (Note: these numbers will be higher on October 1, when September totals for Adoptapalooza are included.
- Corresponding to our e-publications described above, our websites for the Picasso Veterinary Fund and the NYC Feral Cat Initiative continue to raise public awareness and provide useful information about their respective area of focus, as well helping to increase donations to these important life-saving programs.

In Year 7, we will continue to refine our websites' content and user interfaces to provide the most convenient access possible to the public, potential funders, and our Maddie's Pet Partners who look to our website as a primary source of information, resources, and tools.

### **III. Maddie Recognition**

#### **In Advertising**

In Year 6 we recognized Maddie's Fund in our print ads and our adoption and spay/neuter PSAs on local television stations.

#### **Maddie Mascot Appearances**

Our recognition efforts at Mayor's Alliance and other events continued to introduce the Maddie's Fund mascot throughout New York City. The Maddie mascot made appearances at these events in 2010:

**Feb. 3** – Sponsor TD Bank’s kick-off event for “I Love NYC Pets Month,” including coverage on FOX 5 News.

**Feb. 21** – “I Love NYC Pets Month” adoption event featuring APO Tavi & Friends at TD Bank, 8206 5<sup>th</sup> Ave., Brooklyn

**March 4** – Launch Party for Rational Animal’s newest Trails to Tails Maps at Doggy Style in Soho

**May 22** – Adoptapalooza in Washington Square Park, including photos with celebrities Tinsley Mortimer, Maria Sansone, Prince Marcello Borghese, and others.

**July 10** – Broadway Barks in Shubert Alley, including photos with event hosts Mary Tyler Moore and Bernadette Peters

**August 24** – Bark in the Park with the Brooklyn Cyclones at MCU Park in Coney Island. Although the game was rained out, The Maddie mascot greeted fans and adopters during the pre-game activities.

**September 12** – Adoptapalooza 2 in Washington Square Park

**October 2** – Fall Fiesta Adoption, Microchipping and Spay/Neuter event in Central Park

**October 23** – Pet Bull Palooza in Crotona Park, Bronx

**October 31** – Sean Casey Rescue Halloween Event, Brooklyn

**December** – Holiday Adoption Media event at Bryant Park, where last year we gained coverage on NY-1 television.

In Year 7, we will continue to offer the Maddie mascot to our MPPs for appearances at their events, and will feature the mascot at every media opportunity, including our highly visible events.

### **Maddie’s Fund Materials**

In 2010 we have distributed dozens of “adopt-me vests,” featuring the Maddie’s Fund logo, to MPPs, other APOs, and occasionally to organizations outside our geographic area that requested samples. We also distributed several dozen Maddie’s Fund adoption posters and several hundred copies of *Maddie’s Tail Wag* to our participating organizations for use at their events and to the public at Mayor’s Alliance events.

We continue to distribute 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, along with our adoption and spay/neuter PSAs (that also carry the Maddie’s Fund logo) continue to gain high Internet viewership on our YouTube page, 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 website, continue to carry dual branding for the Mayor’s Alliance and Maddie’s Fund.

### **Looking ahead to 2011 (Year 7):**

We will continue to seek out every available opportunity for greater Maddie’s Fund recognition in the media and at events. M. Silver Associates is always seeking potential media appearances where the Maddie mascot can participate. We’re looking at other possibilities for 2011, such as the ING New York Marathon; publicity events in high-traffic locations, such as Times Square; and other possibilities. We will continue working to secure more televised morning show appearances for the Maddie mascot in conjunction with Mayor’s Alliance events and initiatives. And we will continue in our efforts to involve more Maddie’s<sup>®</sup> 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 2010, which has become a traditional

new year training opportunity that focuses 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 Six;
- 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. **Updated Strategic Plan Years 7 – 10 Attached**

## 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".

### **Stray Community Cats (AKA Feral) 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](http://www.nycferalcat.org)). In 2005, the Mayor’s Alliance sponsored the Feral Cat Initiative and continues to support the initiative through 2011, 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, developed and began to institute a data collection process – to identify and 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. While AC & C makes every effort to return ear-tipped cats to their colonies, stray cat intake represent over 75% of all cat intake which demonstrates that many community cats (un-owned and not ear-tipped) are brought in to AC & C. All stray socialized cats and kittens are made available for adoption or transfer to rescue and shelters.

**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**



The Pet Rescue Foundation

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

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

**1. Organization Information**

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

**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.

	<b>2009</b>	<b>2008</b>	<b>2007</b>
<b>3a) Total Revenue</b>			
<b>3b) Total Expenses</b>			
<b>3c) Total Net Assets</b>			
<b>3d) Calendar Year or Fiscal Year (include month FY begins)</b>			

**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 7.
- 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 Seven goals for adoptions, reduction in total shelter deaths, and reductions in healthy shelter deaths.
- o A description of the Year Seven Programs and Services.
- o The number of baseline and above baseline adoptions to be performed by each participating adoption guarantee organization.
- o The Year Seven Fundraising Strategies.
- o Year Seven 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.