

Potter League for Animals

Board Meeting Agenda

4/20/21

Welcome

Consent Agenda

Update of Strategic Plan

Requested Action: Vote to accept updated plan

Banfield Report on Future of Veterinary Care

Update on PIN Clinic

Development Report

Feedback on in-person events

New Business

Adjourn



Potter League
Enriching Lives

The Potter League Strategic Plan – 2021 to 2024

Approved

April 2021

Planning facilitated by
CAUSE & EFFECT
INC.

Table of Contents

Strategic Planning Team.....	1
Strategic Planning Process	1
Our Mission Statement	2
Values and Philosophy	2
Critical issues	3
Program Goal 1: Animal care	4
Program Goal 2: Education and outreach	5
Program Goal 3: Community support.....	7
Program Goal 4: Veterinary and wellness care.....	8
Capacity needs to achieve these goals	10
Revenue strategies supporting these goals.....	11
Income and expense projection	Error! Bookmark not defined.

Strategic Planning Team

Board members

Joan Johnson-Freese, Board President
David Enstone, Board Vice President
Elena Kissel, Board member
Patricia Leonard, Board member
Howie Naugle, Board member

Planning facilitators, Cause & Effect, Inc.

Jonathan Howard
Alex Howard

Staff members

Brad Shear, Executive Director
Amy Chamard, Director of Operations
Dr. Margee Roberts-Levy, Director of Veterinary Medicine (through July)
Kara Montalbano, Director of Marketing and Communications
Erin O’Gara Dollard, Director of Development
J. Nancy Wrathall, Director of Finance and Administration

Strategic Planning Process

- 2018 - Sustainability Practices Assessment 2018
- February through October 2019 - Planning Team meetings,
- March 2019 - Board and staff survey
- April – June 2019 - 22 Key Informant interviews
 - Animal welfare colleagues and veterinarians
 - National leaders and experts
 - Funders and donors
 - Community and nonprofit leaders
- July 2019 Team agreement on Values, Critical Issues and Program Goals
- August 2019 - Staff work on detailed Program Objectives, subgroup work on revised Mission Statement
- September 2019 - Team agreement on Mission, Program Goals and Program Objectives
- September 2019 - Staff projection of capacity, resource needs and revenue strategy.
- October 3 - Team recommends draft plan for Board consideration –
- October 15 -Team presents Draft Strategic Plan to the full Board
- December 17 - Board decision
- March 2021 – committee meets to update the plan based on changes due to COVID and the addition of PIN

In March 2020 the plan was suspended due to COVID-19. In February of 2021 the board committee reconvened to update the plan in light of continued COVID restrictions.

An updated interim plan will be presented to the board on April 20, 2021

Our Mission Statement

As the heart of a compassionate community, we enrich lives and promote the humane treatment of animals.

How we pursue our mission

- *We shelter unaccompanied companion animals and place them in safe and healthy homes.*
- *We educate the community to embrace humane principals and provide the best care for their pets.*
- *We provide community support programs which help all pet owners provide better lives for their pets.*
- *We expand access to essential veterinary care for companion animals.*

Values and Philosophy

We are guided by these values and beliefs:

- Animals' lives have intrinsic value.
- Relationships between animals and people enhance animals' lives and enrich the human experience.
- Everyone should have the opportunity to form and sustain relationships with companion animals.
- Relationships between animals and people must be founded upon respect, kindness and compassion.
- All people are obliged to meet the standards of the Five Freedoms for all animals in their care.
- We achieve impact through tangible action to care for animals.

The Five Freedoms for Animals

First articulated by the United Kingdom's Farm Animal Welfare Council in 1979

1. Freedom from hunger and thirst

by ready access to fresh water and diet to maintain health and vigor.

2. Freedom from discomfort

by providing an appropriate environment including shelter and a comfortable resting area.

3. Freedom from pain, injury or disease

by prevention or rapid diagnosis and treatment.

4. Freedom to express normal behavior

by providing sufficient space, proper facilities and company of the animal's own kind.

5. Freedom from fear and distress

by ensuring conditions and treatment which avoid mental suffering.

Critical issues

- The success of the humane movement's spay and neuter strategy has greatly reduced the number of wild, stray and abandoned animals in Rhode Island. A majority of rescued pets now offered for adoption by shelters here are transported from other states and disaster areas.
- Reliance on transported animals for adoption creates surges of intake and in the volumes of pets needing behavioral or veterinary care before being made available for adoption. These surges strain our capacity and could compromise the quality of care.
- The future of interstate transport of rescued animals for local adoption is uncertain. It appears likely to continue as a chief source of animals for adoption, but it is also likely to become more and more expensive and difficult to sustain.
- The number and percentage of households with pets is rising, yet many pet owners lack the knowledge, time or means to provide good care and good lives for their pets.
- The lack of accommodations and services for pets can be a major barrier to human access to critical services such as housing, health care, food supplements, domestic violence prevention and other services.
- As many as 75% of all pets receive no veterinary care, largely due to unaffordable costs for lower income pet owners. As a result, animals needlessly suffer and die, while human health is threatened. We estimate that there are at least 45,000 low-income households with pets in Rhode Island in need of supports to ensure animal well-being.
- Our statewide RI Spay and Neuter clinic is close to its maximum capacity. We expect marketing and outreach to underserved communities will create more need and demand for spay and neuter services than we can meet in that facility.
- Rhode Island's veterinary and animal welfare services are geographically fragmented and uncoordinated, leaving major gaps in the statewide network of services and protections for animals.
- There is a shortage of veterinarians and technicians, especially those experienced with HVHQS/N. This shortage will require us to be creative with our recruitment strategies and retention efforts which could increase our expenses significantly.

Program Goal 1: Animal care

Improve animal care and avoid strains on our capacity by ensuring a more consistent flow of rescued animals through our shelter and standardizing our procedures.

Objective 1A: More evenly distribute our intake of rescued animals over time by July 2020*

- Collaborate with other area shelters to split intake from high volume transports.
- Diversify our transport partnerships to reduce the impact if one partner can no longer supply us.
- Explore RI and New England sources for new animals.

Objective 1B. Reduce the average stays in our shelter by 10% by the end of 2023

- Establish intake, triage and limits of care guidelines for behavioral (and veterinarian?) interventions.
- Use paid trainers and/or trained volunteers to speed behavioral progress toward availability for adoption.
- Develop a network of qualified community foster care for animals in need of certain kinds of care before they can be available for adoption.

*** NOTE: All Strategic Plan objectives will be measured from 2019 baselines.**

Program Goal 2: Education and outreach

Increase the impact that our education and outreach programs have on the well-being of animals in Rhode Island.

Assumption is that we might get back into schools in the Spring semester of 2022.

Objective 2A: Expand our school-based programs to one new district beyond Aquidneck Island *by September 2023.*

- *Return to school/shelter based in-person programs in January 2022*
- Survey other humane education school programs in RI.
- Reach out to new schools and districts to understand their needs and processes.
- Determine priority communities.
- Work with receptive schools and districts to adapt existing program to their needs.

Objective 2B: Leverage our veterinary outreach clinics to research, develop and share animal care education for underserved pet owners *by December 2021*

- Conduct an intake assessment of visitors to our outreach clinics at housing and social service sides to understand their knowledge, learning needs and interests in animal care and animal behavior.
- Develop educational methods and media appropriate to this audience and their needs, considering videos in the waiting area, one-on-one coaching, customized classes or other programs.
- Refer visitors to additional Potter League programs and activities for pet owners.
- Use and adapt the Pets for Life Model from Humane Society of the US. *Hire Community Navigator to connect with people in the communities most in need of services.*
- *Work on a relationship with the Newport Health Equity Zone to integrate animal welfare into the HEZ*
- *Establish a regular (monthly or more often) “popup” presence in outreach sites and communities between clinic days to build familiarity, trust and participation by pet owners.*
- *Build partnerships with human service agencies for referrals and to help deliver support services to lower-income pet owners.*

Objective suspended until a return to in person clinics. Visitors to our drive thru food pantries have received surveys, but it has been a small sample to date.



Objective 2C: Create and offer a series of professional education offerings to enhance the quality and unity of purpose among animal care providers in Rhode Island by June 2022.

- Base training content on best practices used at Potter League and needs assessment among provider community.
- Prioritize training for shelter staff at private and municipal shelters in Rhode Island.
- Offer training for secondary audiences such as rescue organizations, groomers, vet techs.
- Engage participants to build consensus and collaboration around animal welfare strategies for Rhode Island.
- Evaluate our ability to invite other shelter personnel to attend Potter League's internal staff training.
- Offer at least two programs per year.

Objective 2D: Increase our positive impact on statewide legislation priorities identified by our Advocacy Committee by January 2020.

- Empower the Advocacy Committee as active volunteers for legislative advocacy on behalf of companion animals.
- Develop a Potter League advocacy network from our wider constituency of clients, volunteers and donors.
- Use contacts with peers and providers to generate a statewide network supporting animal welfare policies.

2E. Improve the volunteer experience and the value of volunteer support by July 2023.

- Improve the long-term participation rate (4 hours X 6 months) of newly trained volunteers from 14% to 25%.
- Continue to individualize the onboarding orientation and assignment process for selective assignment and better matching of volunteer skills and preferences to available volunteer roles.

Preparations have begun for volunteer onboarding will change when volunteers can return in large numbers. This has been delayed due to limitations on the number of people allowed in the building.

Program Goal 3: Community support

Expand our community support programs to help all pet owners provide better lives for their pets.

Objective 3A: Complete an assessment of pet support needs among visitors to our outreach clinics by December 2021.

- Determine what people need and want for their relationships with their companion animals, and what their obstacles are to achieving this (for example vet care, pet behavior, pet care needs).
- Identify which services can have the greatest impact on the quality of companion animals' lives and the most common barriers to access.
- Identify priority services and the channels and methods of service delivery that will be most readily used by underserved pet owners.

~~Objective 3B: Expand access to Potter League community support programs for lower income pet owners by December 2021.~~

- ~~• Establish a regular (monthly or more often) “popup” presence in outreach sites and communities between clinic days to build familiarity, trust and participation by pet owners.~~
- ~~• Develop or expand programs as needed to respond to the assessment findings.~~
- ~~• Build partnerships with human service agencies for referrals and to help deliver support services to lower income pet owners.~~

Combined
with 2C

Objective 3C: Test and develop new models for short- and medium-term foster care for pets who are temporarily unable to remain with their owners by December 2021

- Explore existing models for temporary foster care in private homes and develop and test a pilot foster care program.
- Recruit and train volunteer foster care providers and pilot-test the program.
- Expand and grow the program to meet the need.
- Rely on referral partnerships with human service agencies to verify the need and circumstances of people seeking foster care services.
- Expand the duration of our PetSafe program to meet the typical needs of homeless people and others affected by indeterminate separations from their pets, using foster care as often as possible.
- ~~• Develop foster recruitment strategies that include War College and other student outreach.~~

Program Goal 4: Veterinary and wellness care

Expand access to essential veterinary and wellness care for those unable to pay for the cost of private care.

Objective 4A: Increase the number of people and pets served at our outreach clinics by 20% ~~June of 2022~~

- Add volunteer and staff capacity to handle larger numbers of pets.
- Add sites or frequency as needed to meet demand.
- Engage a Community Navigator to connect to the community and improve consistency.

Objective 4B: Increase the Care Fund expenditures for subsidized veterinary care and services by 40% by ~~June of 2021~~.

- Explore the potential for additional foundation support and pursue increased funding.
- Seek more cost sharing from veterinarians
- Encourage users to choose lower cost providers
- Review CARE Fund guidelines and revise if needed to fit new goals

Objective 4C: Ensure that our subsidized spay and neuter services are meeting the needs of all communities by ~~Oct 2022~~.

- Maximize volume at our current facility through process efficiencies and, if needed, added support staff.
- Assess the demographics of people now served by the Spay and Neuter Clinic and identify underserved groups and communities.
- Promote and facilitate the use of our spay and neuter services among pet owners visiting Potter League outreach clinics.
- Reach out to RI municipal animal control offices to collaborate in meeting their residents' needs for subsidized services.
- Prepare to expand or relocate our Warwick facility to meet additional needs at the end of our current lease (Oct. 2022).

Objective 4D: Increase client count at PIN clinic

- Shift all spay/neuter of healthy animals to spay/neuter clinic to free up appointments at PIN
- Connect PIN staff to clinics providing similar services that have created protocols to cut cost with efficiency/volume (ex:Emancipet)
- Integrate PIN, Shelter and Spay/Neuter clinical staff to minimize downtime and improve culture
- Create internship program that brings together an educational experience at all three sites and includes Ocean State Veterinary Specialties
- Change makeup of support staff to include Veterinary Assistants as client count grows

Program Goal 5: Facilities Planning

Objective 5C: Evaluate long term facility capabilities and future needs Fall 2021-complete December 2021

- Engage a consultant to create a facility plan that takes all three facilities into consideration
- Consider what we have learned from COVID and how that might guide future needs
- Update the system replacement plan with new data that considers updated estimated equipment lifecycles and costs.

Capacity needs to achieve these goals

Goal 1: Shelter	Staff capacity needs	Other capacity needs
A. Distribute intake over time	Increased Volunteer Manager hours, shift foster responsibilities to VM Made Volunteer Manager full time 2020	Will shift some animals to foster homes pre-adoption
B. Reduce average stay	Volunteer Manager full time in 2020	Expand volunteer training program/restructure shelter staffing
Goal 2. Education	Staff capacity needs	Other capacity needs
A. Expand school programs	.5 FTE Education Assistant added 2024 \$25,000	Added Supplies & Mileage \$3100 (2024)
B. Outreach education	1 FT Community Navigator \$75,000/yr.	Start late 2021 (2022 fiscal year)
C. Professional education		Outside presenters \$2,000/year
D. Legislation/ advocacy network	Volunteers	(Possible) Paid Lobbyist \$5,000
E. Volunteers		Volunteer survey/new volunteer mgmt. system
Goal 3 Community	Staff capacity needs	Other capacity needs
A. Needs assessment	Volunteers	
B. Expand outreach	Community Navigator noted above	
C. Foster Care		Food/supplies for foster animals \$5,000/yr
Goal 4 Veterinary	Staff capacity needs	Other capacity needs
A. Outreach clinics	Outreach/Education Assistant noted above	
B. Referrals for care		Funding for CARE fund referrals add \$10,000/yr.
C. S/N service growth		Added surgical costs/subsidies \$15,000/yr
<u>D. PIN Clinic Addition</u>	<u>Add Veterinary support staff \$50,000/yr start 10/21</u> <u>Add PT Veterinarian 10/21 \$60,000/yr</u>	<u>Moved to larger space \$30,000/yr starting 6/2021</u>
Goal 5: Facilities		
	<u>Facility Plan Consultant</u>	<u>Discussions currently in process to determine cost</u>
Administration and Fundraising	Staff capacity needs	Other capacity needs
	Hired Chief Mission Officer to free CEO's time for fundraising.	

Revenue strategies supporting these goals

1. Increase annual fundraising income from \$1.44 million in 2020, to about \$1.9 million in 2023

- Add Chief Mission Officer in order to free CEO from operational oversight to focus on major donors
- Continue to expand our very successful direct mail program to build a statewide donor base.
- Foundations –expand grants research and/or grant applications to find support for innovative programs and initiatives.
- Meeting fundraising targets will eliminate operating deficits by FY23.
- Invest in a paid statewide brand awareness campaign in fiscal 2022

2. Grow total program revenues from \$1.6 million in 2020 to about \$2.5 million in 2024

- Increase Spay/Neuter Clinic volume and related revenue.
- Shorter shelter stays should increase the number of adoptions and the amount of shelter revenue
- Assumes municipal contracts will remain at current level, with agreed inflation adjustments
- Assumes transfers from investments remain at current levels.
- PIN Clinic revenues remain stable at 80% of expenses while total client count increases in new space

3. Carefully evaluate commercial enterprise opportunities to build new revenue streams.

- The commercial kennel concept was reviewed by a team from Fidelity and found it unlikely to be profitable on Aquidneck Island. They suggested that we might be successful in a more densely populated area, but our brand might not be as strong off the island.
- Reconvene committee focused on this to look at other options. Begin 2022
- Potential enterprises must be judged based on their net revenue potential and how long it will take to achieve break even.
- Projected net revenue should be compared to alternative investments in the market, in fee-generating programs and in fundraising.
- Projected enterprise costs must include all costs of management.

	FY20	FY21
Revenue		
Shelter Services & Fees	\$277,217	\$386,400
Behavior/Training	\$56,970	\$70,500
Clinic	\$616,805	\$1,573,300
Education & Volunteer	\$28,269	\$70,700
Contracted Services	\$204,513	\$216,300
Fundraising Revenue	\$1,439,875	\$1,625,700
Other Income/ Investment transfers	\$77,266	\$151,700
Total Revenue	\$2,700,915	\$4,094,600
Expenses	FY20	FY21
Program Expenses		
Shelter Ops/Adopter Svs	\$62,298	\$85,700
Veterinary Expense	\$140,090	\$189,500
Clinic	\$260,690	\$627,800
Behavior/Training	\$21,833	\$43,300
Education & Volunteer	\$68,880	\$87,200
Total Program Expenses	\$553,791	\$1,033,500
Administrative/Fundraising		
Administrative	\$99,994	\$112,200
Fundraising	\$169,349	\$222,800
Total Administrative/Fundraising	\$269,343	\$335,000
Personnel		
Wages & Taxes	\$1,690,280	\$2,477,000
Benefits	\$200,408	\$240,800
Total Personnel	\$1,890,688	\$2,717,800
Occupancy	\$193,874	\$223,300
Total Operating Expenses	\$2,907,696	\$4,309,600
Net Operating	(\$206,781)	(\$215,000)
SRP Transfer	\$36,900	\$38,800

Add	FY22	Add	FY23
1.50%	\$392,200	1.50%	\$398,100
1.50%	\$71,600	1.50%	\$72,700
1.75%	\$1,600,833	1.75%	\$1,628,847
1.50%	\$71,800	1.50%	\$72,900
1.50%	\$219,500	1.50%	\$222,800
10%	\$1,788,300	10%	\$1,967,100
	\$151,900		\$152,000
	\$4,296,133		\$4,514,447

Add	FY22	Add	FY23
1.50%	\$87,000	2.00%	\$88,700
2.50%	\$194,238	2.50%	\$199,093
2.80%	\$645,378	2.80%	\$663,449
1.50%	\$43,900	2.00%	\$44,800
1.50%	\$88,500	2.00%	\$90,300
	<u>\$1,059,016</u>		<u>\$1,086,342</u>

2%	\$114,400	2%	\$116,700
2%	<u>\$227,300</u>	2%	<u>\$231,800</u>
	\$341,700		\$348,500

3%	\$2,551,310	3%	\$2,627,849.30
5%	<u>\$252,840</u>	5%	<u>\$265,482</u>
	\$2,804,150		\$2,893,331

7%	\$238,931	7%	\$255,656.17
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\$4,443,797	\$4,583,830
(\$147,664)	(\$69,383)
\$40,700	\$42,800

Potter League Board Meeting – March 2021
Development Activities Report
Submitted by Erin O’Gara Dollard

No Bash for Animals

View items and register to bid; <https://lovebashforanimals.com>

As of 4/5 we have raised \$42,357. This includes proceeds from the photo contest \$14,986, underwriters \$11,000, and general donations \$16,371. We have 111 registered bidders of which half are currently bidding, the other half waiting for the excitement to build as we approach the close on 4/14 at 4pm. We are increasing our social media presence and email in the week ahead as well as using the broadcast tool within Handbid to alert bidders about the close and any special closing deals we may have to promote items with no bids. Currently we are seeking two donors and their pets to be featured on our Walk Cover and the LoveBash cover for 2022. If you know anyone who would enjoy this unique opportunity, please jet them an email or better yet a phone call and encourage them to bid. If you have not already, please join in the fun as we enter our final week in the auction. A full report of income and expenses will be submitted in next month’s report.

Grant & Foundation Update

Upcoming grants include Prince Charitable Trusts (\$20k general operations), The Gruben Charitable Foundation (\$15k general operations, new funding opportunity), The Rhode Island Foundation (\$40k and \$10k Coyote Smarts) and Pet Smart Charities (\$10k Pet Safe)

Third Party Fundraisers

Stoneacre Dog Show

Saturday, May 22 Rain Date: Sunday, May 23.

Stoneacre Outdoor Terrace, 151 Swinburne Row, Newport, 1:00 to 4:00 p.m.

A public dog show on the terrace at Stoneacre. Please visit their website at

<https://Stoneacrebrasserie.com>. All are welcome to participate and enter your dog. The fee is \$25 and limited to 30 dogs. This is a public event and COVID19 social distance protocols will be in place. Three judges will be on hand to determine who wins one of 10 categories. The organizers are looking for a board member to be a judge. Interested parties can contact Susan or Erin for more information. Proceeds to benefit the Potter League.

Portsmouth High School Donation Drive

Portsmouth High School, April 24th during school hours

A senior at the high school is doing a pet food donation drive for her National Honor Society project. She will be also sharing our donation page and “Wish List” with her classmates and encouraging donations of our most needed items as well as monetary donation.

Planned Giving Update / Forever Friends Society

We received a sizable bequest from the estate of Deborah A. Owen in the amount of \$283,770.66. Ms. Owens did not have a strong giving history but was a possible adopter of ours and loved

her dogs “Pebbles and Bam-bam”. We are currently working with the executor of her estate to gain some more information on her for our files. She will be added to the Forever Friends Society list in memory of her late son, husband and herself posthumously.

We have received notification that eight people have named us in their Will. Four of the new Forever Friend Society member indicated that they utilized Free Will and it was very user-friendly. Two others said they didn’t use the tool but saw the email and it reminded them to “get their Will together”. We will be sending quarterly emails to donors. The next email is scheduled for early May and will be included in the May Paw Print Press.

Board Commitments & Giving Statements

On-going process. Letters are mailed weekly to board members. We have had success in both calls and scheduled meetings. Thank you for the first few board members who have replied and made their commitments known. We will continue to plan for either Zoom calls or personal visit or calls through the spring. As you recall, this initiative is a direct outcome of our participation in the VBCF Cohort in which we have been advised to secure multi-year commitments from our closest and strongest supporters. All commitments will be kept confidential and payments can be made in installments over the course of the year.

These meetings will also serve as a ‘one-time ask’ of board members barring any unforeseen emergencies similar to the pandemic or National Grid outage of 2019.

\$500+ Donors / March 2021

Name	Soft Credit	Amount	Type	Fund	Address		
Silva, Thomas, Martland & Offenberg, LTD.	Deborah A. Owens	\$283,770.66	Donation	(4705) Bequest - Unrestrict	1100 Aquidneck Ave	Middletown	RI
Stifel	Barbara A. Hassan	\$3,000.00	Donation	(4600) General		St. Louis	MO
Portsmouth Veterinary Clinic		\$5,000.00	Donation	(4540) Corporate / Business	944 East Main Rd	Portsmouth	RI
Marilyn Kanter		\$500.00	Donation	(4600) General	92 Burchard Ave	Little Compton	RI
People's Credit Union		\$3,000.00	Donation	(4540) Corporate / Business	858 W Main Rd	Middletown	RI
Sharon K. Wood Prince		\$2,500.00	Donation	(4655) LoveBash	2 Kane Ave	Middletown	RI
PDQ Printing, Inc.		\$1,000.00	Donation	(4676) Third Party Fundraiser	176 Broadway	Newport	RI
BankNewport		\$1,500.00	Donation	(4540) Corporate / Business	PO Box 450	Newport	RI
BankNewport		\$2,500.00	Donation	(4655) LoveBash	PO Box 450	Newport	RI
Schutz Engel Trust		\$25,000.00	Donation	(4585) Grants/Temp Restrict	c/o Oliver Buckley		
Combined Federal Campaign		\$671.42	Donation	(4570) Workplace	4699 Murphy Canyon Rd	SanDiego	CA
Francis J. Furtado		\$500.00	Donation	(4560-09) News 2 - Direct	2513 NE Turtle Creek Dr	Lawton	OK
Facebook		\$3,077.00	Donation	(4600) General			
Anne L. Hume		\$1,000.00	Donation	(4655) LoveBash	233 Lepes Rd	Portsmouth	RI
Josephine B. Brownell		\$500.00	Donation	(4655) LoveBash	25 Philips Ave	Middletown	RI
Josephine B. Brownell		\$500.00	Donation	(4560-09) News 2 - Direct	25 Philips Ave	Middletown	RI
Anthony G. Kutsaftis		\$1,000.00	Donation	(4600) General	152 Kay St	Newport	RI
Fidelity Charitable Gift Fund	Sue Metzger	\$2,800.00	Donation	(4655) LoveBash	PO Box 770001	Cincinnati	OH
Fidelity Charitable Gift Fund	David J. Ferkinhoff	\$500.00	Donation	(4600) General	PO Box 770001	Cincinnati	OH
Elizabeth A. Leslie		\$500.00	Donation	(4655) LoveBash	3 Sunset Hill Rd	Middletown	RI
Edward T. Harvey Jr.		\$500.00	Recurring Donation	(4560-01) Sustainer	527 College Ave	Haverford	PA
LoveBash for Animals		\$14,986.00	Donation	(4655) LoveBash			
The Rhode Island Foundation	George M. & Barbara H. Sage Fund	\$2,500.00	Donation	(4655) LoveBash	One Union Station	Providence	RI
Facebook		\$4,132.00	Donation	(4600) General			
United Way of Rhode Island		\$2,923.00	Donation	(4570) Workplace	50 Valley St	Providence	RI
The Benevity Community Impact Fund		\$584.64	Donation	(4570) Workplace	1521 Georgetown Rd	Hudson	OH
		\$364,444.72					

Dogs

Cats

	Dogs								Cats							
	Mar-21	Mar-20	# chang	% change	YTD FY 21	YTD FY 20	# change	% change	Mar-21	Mar-20	# change	% change	YTD FY 21	YTD FY 20	# change	% change
Beginning Animal Count	12	14	-2	-14%	15	32	-17	-53%	23	38	-15	-39%	44	91	-47	-52%
Animal Intake																
Strays	10	9	1	11%	55	88	-33	-38%	4	11	-7	-64%	69	67	2	3%
Owner Surrender	12	12	0	0%	88	144	-56	-39%	17	11	6	55%	118	148	-30	-20%
Owner Intended Euthanasia	0	0	0		0	0	0		0	0	0		0	0	0	
Transferred In	36	23	13	57%	149	251	-102	-41%	46	5	41	820%	209	234	-25	-11%
Other Intakes	3	5	-2	-40%	24	35	-11	-31%	0	0	0		12	4	8	200%
Total Live Intakes	61	49	12	24%	316	518	-202	-39%	67	27	40	148%	408	453	-45	-10%
Live Animal Outcomes																
Adoption	26	35	-9	-26%	196	372	-176	-47%	36	31	5	16%	351	453	-102	-23%
Returned to Owner	11	9	2	22%	75	124	-49	-40%	8	2	6	300%	32	28	4	14%
Transferred Out	0	2	-2	-100%	6	7	-1	-14%	0	0	0		8	7	1	14%
Returned to Field	0	0	0		0	0	0		0	0	0		0	0	0	
Other Live Outcomes	0	0	0		2	3	-1	-33%	0	0	0		1	1	0	0%
Sub Total Live Outcomes	37	46	-9	-20%	279	506	-227	-45%	44	33	11	33%	392	489	-97	-20%
Other Outcomes																
Died in Care	0	0	0		0	0	0		0	0	0		4	3	1	33%
Lost in Care	0	0	0		0	0	0		0	0	0		0	0	0	
Shelter Euthanasia	3	5	-2	-40%	23	33	-10	-30%	1	3	-2	-67%	11	17	-6	-35%
Owner Intended Euthanasia	0	0	0		0	0	0		0	0	0		0	0	0	
Sub Total Other Outcomes	3	5	-2	-40%	23	33	-10	-30%	1	3	-2	-67%	15	20	-5	-25%
Total Outcomes	40	51	-11	-22%	302	539	-237	-44%	45	36	9	25%	407	509	-102	-20%
Ending Animal Counts	33	12	21	175%	29	11	18	164%	45	29	16	55%	45	35	10	29%

Length of Stay

Mar-21 Mar-20 YTD FY 21 YTD FY 20

Dogs	20	12	16	13
Cats	17	28	27	31

Animals in Foster Homes	Mar-21	Mar-20	YTD FY 21	YTD FY 20
Total Foster Days	398	473	3524	5625
Dogs	181	88	726	801
Cats	217	385	2798	4824

Pet Safe	Mar-21	Mar-20	YTD FY 21	YTD FY 20
New animals entering	6	6	43	28

	Mar-21	Mar-20	# change	% change	YTD FY 21	YTD FY 20	# change	% change
Animal Intake								
Strays	1	1	0	0%	12	26	-14	-54%
Owner Surrender	19	4	15	375%	155	132	23	17%
Owner Intended Euthanasia	0	0	0		2	0	2	
Transferred In	9	0	9		16	8	8	100%
Other Intakes	0	0	0		0	2	-2	-100%
Total Live Intakes	29	5	24	480%	185	163	22	13%
Live Animal Outcomes								
Adoption	18	10	8	80%	161	150	11	7%
Returned to Owner	0	0	0		5	10	-5	-50%
Transferred Out	0	0	0		2	4	-2	-50%
Returned to Field	0	0	0		0	0	0	
Other Live Outcomes	0	0	0		0	0	0	
Sub Total Live Outcomes	18	10	8	80%	168	164	4	2%
Other Outcomes								
Died in Care	1	0	1		3	12	-9	-75%
Lost in Care	0	0	0		1	0	1	
Shelter Euthanasia	0	1	-1	-100%	1	1	0	0%
Owner Intended Euthanasia	0	0	0		2	0	2	
Sub Total Other Outcomes	1	1	0	0%	7	13	-6	-46%
Total Outcomes	19	11	8	73%	175	177	-2	-1%