

Grant ID: 1678

**Title of Proposal:** Rural Spay-Neuter Expansion**Agency Type:** Non-Profit**Total Funding Requested:** \$25,000.00**Check Payable To:** Operation Catnip of Gainesville, Inc.

## Application Information

## Demographics

**Name of Applicant Agency:** Operation Catnip of Gainesville, Inc.**Website Address:** http://ocgainesville.org/**Person Submitting Proposal:** Audrey Garrison**Position:** Executive Director**Agency Head:** Suzan Shaw**Agency Head Email:** onepercent@cfl.rr.com**Organization Business Address:** P.O. Box 141023**City:** Gainesville**State:** FL**Zip:** 32614**Phone (xxx-xxx-xxxx):** 352-380-0940**Fax:****Cell:** 941-720-4539**Email Address:** audrey.garrison@ocgainesville.org

## Agency Details

**Dates of Last Fiscal Year: Begin:** 01/01/15 **End:** 12/31/15**Organization Income in Last Fiscal Year:** \$248,413.00**Organization Expenses in Last Fiscal Year:** \$292,524.00**Number of Paid Employees:** Full Time: 2 Part Time: 0**Number of Active Volunteers:** 200**Total Volunteer Hours per Week:** 200.00**How did you learn of the 2009 Florida Animal Friend grant competition?** Founder and Director was contributor to the FAF license plate legislative effort and also served as grant committee chair.**Year(s) of previous Florida Animal Friend grants (if applicable):****Previous Florida Animal Friend Applications:** Years Funded: 2010, 2012, 2014 Year(s) denied/incomplete:

## Describe your agency:

## Services Provided

- Unlimited Intake Shelter
- Limited Intake Shelter
- Foster Network
- Animal Control
- Spay/Neuter Services
- Other

## Organization Structure:

- City, county, or tribal agency
- Private nonprofit agency
- Other
- TNR Group
- Rescue Group

**List your current board of directors:**

Name	Title	Phone	Occupation	Email
Amanda Burks	Vice President	352-380-0940	Consultant, Animal Welfare	amanda.m.burks@gmail.com
Amy Barton	Treasurer	352-380-0940	Product Manager	amb1028@cox.net
Dr. Julie Levy, DVM	Director	352-380-0940	Professor, UF Shelter Medicine Program	levyjk@ufl.edu
Karen Scott	Secretary	352-380-0940	Senior Biologist	scottkc@ufl.edu
Suzan Shaw	President	352-380-0940	Partnership Manager, Found Animals	onepercent@cfl.rr.com
Sylvia Tucker	Director	352-380-0940	Biological Scientist	tuckers@ufl.edu

**Applicant Qualifications****For your organization, in the last complete fiscal year:****0 cats and 0 dogs were admitted.****0 cats and 0 dogs were adopted.****12 cats and 0 dogs were euthanized.****2951 cats and 0 dogs were sterilized.****Briefly describe your animal programs:****If your program performs adoptions, are all animals sterilized before adoption?**

No

**If not all, what percentage of animals are not currently sterilized before adoption?****If not all, how are animals selected for sterilization before adoption?**

Operation Catnip does not perform adoptions.

**If not all, describe your sterilization policies and procedures for assuring sterilization after adoption:**

N/A

**Give additional background information on your organization's programs as they relate to this application and the qualifications of the personnel who will be in charge of this program. Show that you have the ability to carry out this program.**

Operation Catnip's mission improves the lives of cats and the communities in which they live by spaying, neutering and vaccinating free-roaming cats; mentoring other groups and communities around the country; and training tomorrow's humane healers for their future roles in animal welfare wherever they establish their practices. Operation Catnip has grown and expanded its programs, but the original mission remains the same. We offer free spay-neuter clinics for free-roaming cats in Alachua County. During the last 15 years total cat intake in the only open admission shelter has decreased from 5,166 to 2,587 in 2015. Euthanasia has decreased from 3,977 cats to 389 in 2015. Operation Catnip provides a training platform for the veterinary students at the College of Veterinary Medicine at the University of Florida in community cat management and animal welfare. Our clinics have become the vehicle by which these young professionals are emerging from their studies with actual animal care and surgical experience not obtained elsewhere. Operation Catnip's monthly free clinics for stray and feral community cats are held at the University of Florida's College of Veterinary Medicine, during which volunteers have been spaying, neutering and vaccinating an average of 150 cats every month for the past several years. As part of our effort to increase this participation rate and provide more learning opportunities for our veterinary students, the average number of cats sterilized during each clinic has increased to approximately 200 since the beginning of this current school year. Even with this increased level of capacity at our monthly clinics, the need in Alachua County is greater. Reservations fill up weeks before each clinic, and dozens of cats that need our help have to be turned away. To meet the need for more TNR capacity and more flexible surgery scheduling, we have joined in alliances with other local spay-neuter clinics to provide caregivers the opportunity to have cats sterilized and vaccinated at no cost on a walk-in basis throughout the month. This program has become effective due to this partnership with our local low-cost spay-neuter clinic, No More Homeless Pets and Newberry Animal Hospital. These partnerships resulted in an additional 659 cats that were sterilized in 2015. Our use of these participating providers for these additional days during the month was instituted two years ago, thanks in great part to the initial funding provided by the Florida Animal Friends License Plate Grant and is now an established program in our services to the community. Operation Catnip also provides food for low-income colony caregivers from our Cat Food Pantry. The founder and current board member, Dr. Julie Levy serves at Operation Catnip's Medical Director. Dr. Levy is one of the most respected veterinary researchers in the country, is a nationally recognized leader in feral cat sterilization and humane care, and has published many articles about effective TNR and guidelines for its responsible implementation. She is also a professor of the Maddie's Shelter Medicine Program at the University of Florida. Our current president is Suzan Shaw who is professionally affiliated with the Found Animals Foundation as a Partnership Manager. The rest of the board is comprised of veterinary researchers from the University of Florida, and a local consultant and animal advocate. We are blessed to have leadership that is truly visionary with a solid base of educational and field expertise. It has led to the creation of an organization that cares passionately about the effectiveness of programs at the local level and how the programs can be used to enhance the education and training of the next generation of veterinarians, ensuring they are instilled with a sense of achievement and compassion.

**If you currently have a program for sterilization of cats and/or dogs, describe your current level of funding and productivity and why additional resources are needed?**

Operation Catnip relies on community donations and grant funding to sustain its lifesaving, community changing programs. Solving feral cat overpopulation is a huge undertaking and additional funding will allow us to expand our TNR programs into new, more rural areas. Additional resources are needed to continue to offer surgeries at no charge and to expand the number of cats sterilized. Operation Catnip sterilized 2693 cats in 2014. In 2015 we increased that to number to 2951 due to the partnerships that supplemented our monthly clinics. Now we propose to expand beyond our base and offer our high-quality services to three rural zip codes that have been totally underserved in the past. These three areas have never had a concentrated community cat population control effort and it will expand our reach. Additional surgeries will be provided through our increased productivity at our monthly clinics and with our community partners.

**Target Population**

<b>Geographical target area (name of city, county, etc.):</b>	3 zip codes on the outskirts of Alachua County: 32622, 32640 and 32643.
<b>Total human population in target area:</b>	22,815
<b>Percent of residents living below poverty in target area:</b>	17.6%
<b>Estimated number of pet cats in target area (human population divided by 3.3):</b>	6914
<b>Estimated number of pet dogs in target area (human population divided by 4.0):</b>	5704
<b>Estimated number of feral cats in target area (human population divided by 6.0):</b>	3803
<b>Number of cats admitted to animal control shelters in the target area last year (if known)</b>	1065
<b>Number of dogs admitted to animal control shelters in the target area last year (if known)</b>	426
<b>Number of cats euthanized in animal control shelters in the target area last year (if known)</b>	283
<b>Number of dogs euthanized in animal control shelters in the target area last year (if known)</b>	38
<b>Please explain if you believe your target area animal population is significantly different than above.</b> We have no reason to believe these animal population figures would be different.	
<b>Please explain what you believe are the most substantial sources of dog and cat overpopulation in the target area:</b> Unowned free-roaming cats represent a substantial portion of the total cat population in this region. Programs aimed at reducing cat overpopulation should include provisions for neutering unowned free-roaming cats, and efforts should target the general public, not only pet owners, because not all households that feed unowned free-roaming cats own pets.	
<b>What kinds of spay/neuter services are currently available in the target area and in what ways are these resources currently insufficient to meet community needs?</b> There are no low-cost clinics or programs currently in any of these three zip codes. There are also no private veterinarians in these zip codes who participate in either of the national voucher programs offered by Friends of Animals or SpayUSA. The closest veterinarians listed on these two sites are in Gainesville. The people in these zip codes are reliant upon the services available in Gainesville, either through Operation Catnip or at No More Homeless Pets, who also accepts feral cats and is one of our partners in this program. The only other low-cost program in the area is St. Francis House, but they restrict their services only to companion pets and they limit the number of pets per individual.	
<b>Florida Animal Friend is highly supportive of proposals that are focused on animal populations that are identified as substantial sources of dog or cat overpopulation rather than being diluted over too broad of a geographic area or diverse animal populations. Describe the specific target animal population of the spay/neuter project proposed for this grant:</b>  <input type="checkbox"/> Pets in low-income families <input type="checkbox"/> Pit Bull / large breed dogs <input checked="" type="checkbox"/> TNR managed colonies of feral cats <input checked="" type="checkbox"/> Community cats (free-roaming and/or owned) <input type="checkbox"/> Other	

**TNR Managed Colony Feral Cat Program/Community Cats (Free-Roaming and/or Owned) Program**  
**Define the precise boundaries of the colony or targeted area, including estimate of square miles.**

Operation Catnip would like to make our services more accommodating for residents in the outlying areas of Alachua County. There are three zip codes that have historically lagged all others within our areas of influence whose residents do not routinely use our free feral cat sterilization programs. They all share the same general characteristics in that they are quite rural and fairly distant from our services. The three zip codes contain 387 square miles of land area.

**What is the criteria used for determining the target area(s) and/or eligibility for this program?**

We know that these areas are underserved and are constantly fielding calls from residents there who are seeking help with their neighborhood strays. Our monthly mass, spay day clinics, are not always feasible for everyone and this program will give many trapping residents the option to either attend our monthly clinics or be able to go to one of our participating clinic partners at more convenient times during the month. Eligibility will require residency within one of these three zip codes.

**Describe whether the targeted area is rural, suburban, or urban. Is it commercial, residential, agricultural, or a designated special land use?**

Each of these zip codes is very rural, mostly agricultural and they all have a small town at their core.

**Estimated number of cats in the target colony area :** 3800

**Estimated number that are currently sterilized:** 2280

**Projected reduction after utilizing the grant:** 47

**For TNR program, describe the ability to maintain lifelong care for remaining cats, commitment level of volunteers/organizations, etc.**

Operation Catnip has been maintaining community support for its many programs for over 18 years through a combination of full-time staff and a huge roster of volunteers. Our staff is available to assist the public in all aspects of community cat management, including food subsidies.

**Detail any public education/outreach, adoption programs, etc.**

**Do current city/county ordinances address TNR or free-roaming cats?**

No

**Please explain what is allowed:**

**(NOTE: FAF will not fund any program this is inconsistent with local ordinances.)**

**For TNR program, list any groups or government agencies who support this TNR effort:**

The Alachua County Animal Services Division has supplied Operation Catnip with a letter of support and statement that TNR is allowed. We also partner with several local public and private clinics who provide services during the month to supplement our mass spay day clinics. They are listed in the provider section. And, the University of Florida, College of Veterinary Medicine provides surgical space for the monthly clinics. The vet students must have completed a surgical rotation at VCOP or a su

**Describe any effort to lessen the negative impact on local wildlife.**

One of our advisers is the former executive director of Alachua Conservation Trust and provides input on environmentally sensitive areas where the presence of cats would add unacceptable stress on wildlife populations. When there is concern about wildlife areas, cats are relocated rather than being returned to their original location. We do this in rare circumstances knowing full well it is not the best solution for the cats and it is done in accordance with nationally recognized guidelines.

**Describe efforts that will be made to mitigate current or potential nuisance issues.**

Nuisance mitigation is a primary concern at Operation Catnip and one that we have always taken seriously. Our staff is always available to help residents with this issue and we work in coordination with Alachua County Animal Services to reduce the number of calls that they have to respond to by offering alternatives to pick-up requests. The vast majority of these nuisances are controlled by sterilization, but we also offer deterrents and education to reduce cat attraction.

**Will the cats be ear-tipped? Yes**

**Will the cats be microchipped? No**

**Provide any additional information that will help the grant selection committee understand how this program will operate to achieve its goals.**

Operation Catnip is a fixture in the community. The program has sterilized more than 48,000 community cats since 1998. We believe that our comprehensive approach providing humane education, nuisance mitigation, and free access to spay-neuter services is the

key component to the reduction of cat intake and euthanasia in Alachua County. Our results have shown a dramatic reduction in the number of cats euthanized.

## Objectives

### What do you hope to accomplish with these funds (objectives should be specific and quantifiable)?

Our goal is to expand our reach and offer our services to outlying rural areas. We have enhanced our use of partnerships with participating clinics, thereby offering residents alternatives in addition to our monthly clinics. This program will bring a new approach to community cat management to areas that have been overlooked and underserved. We have learned that these outlying areas have a higher rate of cats entering the Alachua County municipal shelter. The statistics demonstrate that the numbers of cats euthanized from these three zip codes substantially outpace the number of cats euthanized in the rest of the county. This program will bring needed services directly to the communities most in need.

### How does this program increase the number of sterilization surgeries above the existing baseline?

Even though we expect that many of the cats coming to us during this expansion will be brought to our monthly clinics, the process of completion of colonies – harder to trap, more elusive cats – can be provided at one of our participating partners. This program will be convenient for the caregivers. We know from experience that the easier and more convenient a sterilization program is, the more people will use it. In 2015 our partners performed spay-neuter on 659 cats. This program will increase that number by approximately 200 cats at our participating clinics while an additional 600 cats will be sterilized per year at our regular monthly clinics due to our enhanced procedures.

## Methods

### What criteria will you use to determine eligibility for your program?

Cats eligible for the project are unowned, stray or feral, free-roaming community cats with a caregiver within the zip codes described. Part of our standard protocol at both our monthly clinics and at partners requires that caregivers sign a release attesting that the cat is unowned and that it will receive ongoing care following its return to the field. The only other eligibility requirement will be some demonstration of proof that they reside within one of these zip codes.

### How will you advertise the program? Explain how the advertising will reach the target audience.

One audience is the municipal employees at the Alachua County Animal Services. They will refer residents to our program who call with questions or complaints. We have had a productive collaboration with the Alachua County Animal Services and have created a procedure for identifying and referring cats for TNR and we will provide literature for officers and receptionists to distribute to residents. We will also provide literature to the small towns in these zip codes, much like the package we recently sent to the town of Archer.

### How will you address barriers to full use of the program such as transportation, illiteracy, and cultural hurdles?

Operation Catnip offers assistance to elderly and disabled caregivers who are unable to trap and transport cats themselves through a team of volunteer trappers.

### Does this project involve the transportation of animals by someone other than the client? If so, describe the vehicles, methods for confinement, personnel training, liability releases used to assure the safety of the animals and handlers.

Trained volunteers and staff use humane traps to capture and confine the cats, followed by transportation in climate-controlled vehicles. Liability releases are signed by the caregivers.

## Veterinary Services

### Objectives

#### What arrangements have you made with veterinarians to perform the surgeries?

Surgeries are performed primarily at our monthly mass spay day clinics staged by Operation Catnip. We have entered into sharing partnerships with both Operation Petsnip and the Newberry Animal Hospital for residents who have not been able to get to our monthly clinics.

Are they:  In-house  Private Vet(s)  Combination

### Veterinary Practices

Practice Name	Address	City	State	Zip	Phone	Lead Practice
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Newberry ANimal Hospital	280 S.W. 250th Street	Newberry	FL	32669	352-472-7035	<input type="checkbox"/>
Operation Catnip	2015 S.W. 16th Avenue	Gainesville	FL	32608	352-380-0940	<input checked="" type="checkbox"/>
Operation Petsnip (NMHP)	4205 N.W. 6th Street	Gainesville	FL	32609	352-376-6647	<input type="checkbox"/>

**Fee Range**

What is the fee range to be paid for spay and neuter and what is the distribution to be paid by the client vs. the grant program? Keep in mind that Florida Animal Friend grant funds may only be used for costs directly associated with sterilization surgery (including anesthesia and pain control) and not for other items such as vaccines, testing, licensing, and capital purchases.

	Amount Paid by Client	Amount Paid by Project	Total Amount
<b>Range for Male Cats</b>	<input type="text" value="\$0.00"/>	<input type="text" value="\$35.00"/>	<input type="text" value="\$35.00"/>
<b>Range for Female Cats</b>	<input type="text" value="\$0.00"/>	<input type="text" value="\$35.00"/>	<input type="text" value="\$35.00"/>
<b>Range for Male Dogs</b>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
<b>Range for Female Dogs</b>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>

Please check each item below to indicate additional services offered at the time of surgery, whether the client is required to pay for them, and if so what the fee is. For example, if an examination is required for surgery but is not charged to the client it would be marked: Required  Yes, Fee to client  No

	Required, Optional, or Not Offered	Fee to Client?
<b>Examination</b>	<input checked="" type="radio"/> Required <input type="radio"/> Optional <input type="radio"/> Not Available	<input checked="" type="radio"/> No <input type="radio"/> Yes
<b>Rabies Vaccination if Due</b>	<input checked="" type="radio"/> Required <input type="radio"/> Optional <input type="radio"/> Not Available	<input checked="" type="radio"/> No <input type="radio"/> Yes
<b>Other Vaccination if Due</b>	<input checked="" type="radio"/> Required <input type="radio"/> Optional <input type="radio"/> Not Available	<input checked="" type="radio"/> No <input type="radio"/> Yes
<b>Pain Medication</b>	<input checked="" type="radio"/> Required <input type="radio"/> Optional <input type="radio"/> Not Available	<input checked="" type="radio"/> No <input type="radio"/> Yes
<b>Parasite Medication</b>	<input checked="" type="radio"/> Required <input type="radio"/> Optional <input type="radio"/> Not Available	<input checked="" type="radio"/> No <input type="radio"/> Yes
<b>Testing</b>	<input type="radio"/> Required <input type="radio"/> Optional <input checked="" type="radio"/> Not Available	<input checked="" type="radio"/> No <input type="radio"/> Yes
<b>Licensing</b>	<input type="radio"/> Required <input type="radio"/> Optional <input checked="" type="radio"/> Not Available	<input checked="" type="radio"/> No <input type="radio"/> Yes
<b>Ear tipping</b>	<input checked="" type="radio"/> Required <input type="radio"/> Optional <input type="radio"/> Not Available	<input checked="" type="radio"/> No <input type="radio"/> Yes
<b>Other</b>	<input type="radio"/> Required <input type="radio"/> Optional <input checked="" type="radio"/> Not Available	<input checked="" type="radio"/> No <input type="radio"/> Yes

**If necessary, please explain the procedures and fees described above:**

Our cost to deliver each spay-neuter at our monthly clinic and at our participating clinics off-site is \$50. This includes vaccinations and parasite controls which are not part of this proposal to Florida Animal Friends. Operation Catnip will be assuming those costs at \$15 per cat as part of our shared responsibility with the grant. There are no caretaker co-pays or fees. The cost of \$35 per cat charged to the grant covers disposables, surgical equipment, injectables, anesthetics, pain meds, etc.

**Is this a voucher program?** No

**If so, how will you assure compliance with the program?**

**For your voucher program, how have you determined the capacity of the veterinarians listed above to handle the projected capacity?**

**Will you have the ability to report the number of vouchers issued and the percentage that result in S/N surgeries?**

## Community Collaboration

To assure the success of your program, are there any local groups (such as rescue groups, animal control agencies, TNR groups, local businesses, local media, social service agencies, etc.) other than your organization and your cooperating veterinarians who are committed to assist?

Yes  No

Please list them and detail their level of involvement with the proposed effort.

Name	Level of Involvement
Alachua County Animal Services	ACAS shelter staff will identify and refer cats for TNR services
Alachua County Humane Society	ACHS provides office space for Operation Catnip and serves as a rescue transfer partner for cats that are better served by adoption, such as kittens.
Helping Hands Pet Rescue	Foster based all-volunteer rescue organization. They occasionally pull kittens and friendly cats that are admitted for surgery.
Newberry Animal Hospital	Provides TNR services for community cats in the southwest area of the county.
Operation PetSnip	NMHP will provide contract services to increase the surgery capacity for the project.
UF College of Veterinary Medicine	The CVM provides access to a large surgical suite for the monthly TNR clinics. This benefits the college by enhancing the surgical experience of the students.

## Other Information

**Provide any additional information that will help the grant selection committee understand how the program will operate to achieve its goals.**

This project is the next logical step as Operation Catnip seeks to expand our impact locally. We have developed a dependable set of resources to deliver high-quality spay-neuter services during the week in addition to our monthly Sunday clinics. Your funding will allow us to capitalize on that momentum. We believe we have demonstrated our ability to undertake new initiatives and deliver measurable results that have exceeded expectations in the past.

## Budget

**Total number of sterilization surgeries projected:**

**Cats:** 715 **Dogs:** 0

**Total budget requested (Budget should not exceed \$25,000):** \$25,000.00

**Average cost/surgery projected:** \$35.00

**Describe any expenses that are not included in the grant and how they will be paid for:**

The additional costs not directly related to the surgical process will be absorbed by Operation Catnip's general fund. This \$15.00 per cat includes, rabies vaccinations, FVRCP vaccinations, and parasite control. Other costs including trap loan, trapping assistance, and additional medical care when a need is presented are also covered through general fundraising.

**Describe any expenses that are not included in the grant and how they will be paid for (for example, vaccines, microchipping, ear notching, etc.):**

The additional costs not directly related to the surgical process will be absorbed by Operation Catnip's general fund. This \$15.00 per cat includes, rabies vaccinations, FVRCP vaccinations, and parasite control. Other costs including trap loan, trapping assistance, and additional medical care when a need is presented are also covered through general fundraising.

**Describe any other funding sources for this program, i.e. other grants, targeted fundraising efforts, budget allocation, etc.**

A budget allocation of \$28,600 will be set aside from general fund to cover these expenses not included by this grant.

**What percent of the total cost of the program would this projected grant cover?**

47

## Timeline

**All projects must be completed within 12 months of receipt of funding. Any unexpended funds must be refunded to Florida Animal Friend within 30 days of the end of the project. Requests for time extensions must be made in writing at least 30 days prior to the end of the project. Funding for accepted projects will be available after August 1, 2009.**

**Projected start date:** 09/01/16/ **Projected end date:** 08/31/17

#### **Unexpended funds**

Any unexpended funds must be refunded to Florida Animal Friend within 30 days of the end of the project.

#### **Requests for extensions**

Requests for time extensions are discouraged and not often granted. If it is imperative to request an extension, such request must be made in writing at least 30 days prior to the end of the project. It is FAF's policy to seldom grant more than a 30-60 day extension.

Failure to submit reports and requests within the required time period will impact your agency's future grant applications.

### Future Funding to Sustain Public Spay/Neuter

**\*Explain how the organization plans to fund this program in the future. Having sustainable plans including other grants, local donations and other services generating revenue enhances the chances of receiving this grant.**

Operation Catnip has a 17-year history of success in raising community donations and submitting grant applications to support sterilization programs. We have a strong social media following in our local community and are able to mobilize our followers to give generously. Our Facebook site has over 9000 followers and they are constantly engaged with a continuing stream of useful and timely information on our programs, clinics and events. In addition, we have an active and continuing fund solicitation program, seeking support from individuals, corporations and grant making organizations.

### Promotion of Florida Animal Friend Spay/Neuter License Plate

**\*Applicants selected for funding are expected to publicize their grant in support of their spay/neuter program and promote the sale of the Animal Friend license plate via press releases, newsletters, website links, social media, etc. Please describe your plan to promote the Florida Animal Friend Spay/Neuter License Plate. Grantees are required to submit documentation of promotional endeavors.**

Operation Catnip will continue leverage its local media connections to assure the Florida Animal Friend Grant program is well recognized and promoted. Additionally we will launch a Facebook campaign in which our supporters show off their FAF license plates. This campaign will start with a display of Dr. Levy's own FAF license plate "TNRDR." FAF flyers and brochures are set up on display in the lobby of our office where trappers come during the month to borrow traps from our trap loan program, and return them after clinics. We will also display your posters on our entrance boards outside the veterinary college where our greeters help residents off-load their traps and check in the cats they have trapped. We continue to keep FAF information on our website.