



Maddie's® Pet Rescue Project In Alachua County

Project Continuation Plan

**Project Years 8, 9 and 10
July 1, 2009 through June 30, 2012**

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- I. Project Vision and Mission:** The long-term vision of the partners of the Maddie's[®] Pet Rescue Project of Alachua County is to create a community that guarantees a permanent home to every healthy and treatable shelter dog and cat.

Our Mission Statement: We will provide an adoption guarantee to every healthy dog and cat in Alachua County, and will eliminate deaths of treatable dogs and cats by June 30, 2017.

We will accomplish our mission through increasing adoptions, reducing shelter euthanasia, and implementing strategies to ensure the sustainability of the adoption guarantee.

II. Coalition Demographics

Background: The Maddie's[®] Pet Rescue Project in Alachua County is a collaborative effort of six project partners, supported by Maddie's[®] Fund, working to end the euthanasia of healthy and treatable dogs and cats at Alachua County Animal Shelter.

The coalition consists of five adoption guarantee organizations (AG) – Alachua County Humane Society (ACHS), Gainesville Pet Rescue (GPR), Puppy Hill Farm, Haile's Angels Pet Rescue, and Helping Hands Pet Rescue – partnering with Alachua County Animal Services, the only open-intake shelter in the county. Alachua County Humane Society has served as the lead agency since the inception of the project.

Our project was implemented in July of 2002. As we move toward the end of our seven-year Maddie's funding period, we have achieved and are working to sustain an adoption guarantee to all healthy pets*. We have reduced overall euthanasia by 54% and increased adoptions by 179% as compared baseline year 2000.

Geographic Area: Our project covers all of Alachua County, Florida, which includes the City of Gainesville, 15 small rural towns, the University of Florida and Santa Fe Community College.

Human Population: 227,120 total; 120,919 in Gainesville; 50,785 University of Florida students; 15,855 Santa Fe community College students (27% college student population).

*except pit bulldogs and pit mixes

Coalition Member Profiles

- **Alachua County Humane Society – Lead Agency**

Alachua County Humane Society, Inc. was established as an all-volunteer organization more than 34 years ago. We have, with the help of Maddie's Fund[®], grown to an organization of more than 19 employees, 300 volunteers, and 55 foster homes. With this exponential growth we have also maximized our life-saving ability, increasing performance from 99 adoptions in 2000 to almost 1000 adoptions in Project Year 6. We house more than 100 animals daily between our off-site and on-site locations. In addition to our adoption activities we offer important community support programs such as Pet Meals on Wheels for elderly pet owners. Our Gallenkamp Low Cost Spay Neuter Program has sterilized more than 45,000 animals since it was established in the early 1990s. Our organization also handles horse adoptions and humane educational programs for local schools and camp groups.

- **Alachua County Animal Services – Open-Intake Shelter**

Alachua County Animal Services, located in Gainesville, Florida, provides animal control and animal welfare services for all of Alachua County. In addition to providing services to the citizens in unincorporated areas of the county, services are provided by Interlocal Agreements to the residents of Alachua, Archer, Gainesville, Hawthorne, High Springs, La Crosse, Micanopy, Newberry, and Waldo cities.

The John M. Snyder Animal Shelter is an open admission facility receiving 7,000 to 12,000 animals annually. Approximately 97% of all intakes are domestic cats and dogs. The shelter also receives a wide variety of domestic, wild, and exotic animals each year. Slightly more than half of the animals are received over-the-counter (owners surrendering their animal or individuals who have found stray animals). The shelter is open for public access Tuesday through Saturday and closed on Sunday, Monday and Holidays.

The shelter has a staff of thirty-five (35) full time equivalent positions. In addition to the Animal Services Director, there are: one full time shelter veterinarian, fifteen (15) individuals in the Field Operations area, twelve (12) individuals working in Kennel and Clinic Operations, five (5) individuals assisting customers in Administrative Services, and two (2) individuals working in the Adoption Program. Professional veterinary services are supplemented through an Interlocal Agreement with the University of Florida's Maddie's Shelter Medicine Program. Emergency and after-hours veterinary services are available through most all of the practicing veterinarians within the community on as-needed basis.

- **Gainesville Pet Rescue – Adoption Guarantee Partner**

Gainesville Pet Rescue, Inc. is a not for profit, volunteer-based pet adoption service providing education on humane and responsible pet ownership. All of the pets made available for adoption are unclaimed or unwanted animals that would otherwise have been euthanized at the Animal Shelter. We have an extensive and unique foster care program designed to provide each rescued pet with a quality home environment while waiting for permanent adoption.

Gainesville Pet Rescue works cooperatively with the Alachua County Animal Services in an effort to find permanent and responsible homes for unclaimed and unwanted pets. As with shelters nationwide, our shelter has time and space constraints that prevent them from housing animals indefinitely. This is due to the large number of animals the shelter receives every year (thousands). This is where GPR intervenes. Representatives from GPR visit the shelter each week and inquire about animals that could be taken into the GPR foster program. Since the inception of this relationship between GPR and the shelter in September of 1993, thousands of animals scheduled to be euthanized have instead gone to live happy and comfortable lives.

With the support of Maddie's Fund[®], Gainesville Pet Rescue has grown considerably over the past seven years. In baseline year 2000 GPR was adopting out approximately 40-45 animals per month. As of 2009, GPR currently averages anywhere from 60-100 adoptions per month.

GPR has a strong board of directors that actively works on ways to strengthen the infrastructure of the organization. GPR currently employs an executive director, a foster coordinator, and a well care coordinator, as well as a part-time staff person. Last year we moved into a new, high-visibility facility. Our goal is to one day make this facility the premier adoption agency in Gainesville.

- **Puppy Hill Farm – Adoption Guarantee Partner**

Puppy Hill Farm incorporated in 1999 and has increased capacity and adoptions yearly since then. We differ from many other local pet rescue organizations in that we have developed a shelter facility on our property to house the majority of our animals. We currently have capacity to house 50-60 dogs and 15-20 cats at the farm.

Animals reside in a large kennel facility with indoor areas that open up to large fenced areas. We have 14 individual pens that cover a total of approximately 1 acre total. We additionally have 4 separate isolation pens for puppies or new dogs. We have increased foster home capacity and currently have 6-7 active foster homes.

We hold adoption events at the Gainesville Petsmart every Saturday and Sunday and generally place anywhere between 10 – 25 animals every weekend. We work to promote spay and neuter and responsible pet ownership in our public outreach efforts.

We currently have one full time employee in charge of care of the animals, facility maintenance, and animal logistics. We have a strong corps of volunteers who assist in record-keeping, promotions, fund-raising, and adoption events. In Project Year 6 we placed a total of 776 animals, as compared to 105 animals placed in baseline year 2000.

- **Haile's Angels Pet Rescue – Adoption Guarantee Partner**

Haile's Angels Pet Rescue has been operating for more than 12 years. Established by Dr. Linda McCullough, DVM at Haile Plantation Animal Clinic, we have the ability to care for both medical and behavioral issues of our sheltered pets. Currently we are able to house 15 cats and between 15 to 17 dogs.

Haile's Angels is a small organization, currently staffed by a part time adoption coordinator, part time volunteer care technician, and part time volunteer veterinarian.

Even though we are a small rescue, we are processing between 25-35 adoptions per month. We have various fundraising events through out the year, publish a quarterly newsletter and are heard on a bi-weekly radio broadcast to promote rescue animals for adoption. We have very little volunteer commitment and rely mostly on clinic employees to assist with adopt-a-thons and fundraisers.

Our sponsoring clinic, Haile Plantation Animal Clinic, actively participates in the Maddie's[®] Spay/Neuter Project in Alachua County, as well as the Gallenkamp Spay/Neuter program administered by Alachua County Humane Society.

- **Helping Hands Pet Rescue – Adoption Guarantee Partner**

Founded in 1999, Helping Hands Pet Rescue has remained a relatively small, but very successful adoption agency. Run by one full-time volunteer and a handful of part-time volunteers, Helping Hands handles between 75 and 125 adoptions every month.

We have frequent adoption events at Petsmart as well as scheduling adoptions by appointment throughout the week. We have no formal business hours. We mainly focus on dog and cat adoptions, but also rescue a few exotics.

In 2005 we expanded our facilities and now have nearly twice as many runs to house dogs. In 2008 we added a new cat housing area. Many of our healthy cats are housed at an animal hospital on display for the public. We look forward to continuing our expansion and placing as many animals into new homes as possible

III. Lessons Learned During Project Years 1-7

As the Alachua County partners move forward, we will build our project strategies on the achievements and lessons learned during our first seven years. These include:

- Project partners will focus on the shared goal of zero health deaths and reduced treatable deaths at ACAS, rather than on individual adoption goals. We learned that the competitive drive to secure adoption stipend funds did not foster a collaborative approach to the real project mission. Our Continuation Plan approach will provide stipend money to the partners *only* in months when zero healthy deaths occur at ACAS.
- We will increase efforts aimed at community engagement. Our project has done a poor job at publicizing and reinforcing our dream of an adoption guarantee community. This is a truly inspirational project, and Alachua County residents haven't been given meaningful opportunities to take ownership of the mission in order to sustain lasting community impact.
- We have had mixed results with our advertising efforts. Advertising aimed at generally promoting adoptions does not appear to have any measurable impact on the number of animals adopted in our community over the long term. A year-long campaign promoting "Mixed Breeds: Florida's New Pedigree" was not considered a success. However, classified ads, news and feature stories about individual animals or about specific needs within the organizations seem to generate immediate action from Alachua County residents. Some of the project partners have had excellent results with Craig's List and social networking sites. During our project continuation period we will focus on low-cost/high-impact outreach including frequent press releases, submitting feature stories, and holding press conferences. The partner organizations will continue to utilize classified ads, Craig's List, MySpace, Facebook and other innovative advertising strategies to highlight specific animals.
- The Adoption Guarantee organizations have learned that their fundraising efforts need to be more efficient, ambitious, and part of a long-term development strategy. All groups will work to directly engage their Boards of Directors with the work of ensuring the sustainability of their organizations.
- We have learned what is possible! Over the past seven years, we have cut our community's euthanasia rate by more than half, and increased adoptions exponentially at the Adoption Guarantee organizations. We have achieved, lost, and re-achieved Zero Healthy Death status, and we understand what is required to keep saving every healthy pet. We realize this task will require ongoing focus and dedication. We are ready to build on these successes and continue forward towards our dream of a no-kill Alachua County.

IV. Project Plan for Years 8, 9 and 10

Maddie's[®] Project is a ten-year community collaborative project. Maddie's Fund[®] has provided generous financial support for seven of the ten years. In return, our Coalition is expected to meet annual goals to increase adoptions and reduce shelter euthanasia (total, healthy, and treatable) and to raise extra funding to cover any shortfalls and to sustain the project in future years.

As we reach the end of our Maddie's funded period on June 30, 2009, the Alachua County partners have established the following Project Continuation Plan to maintain and build upon the lifesaving milestones achieved thus far. The Continuation Plan will serve as our road map as we move toward our ultimate goal of providing an adoption guarantee for every healthy or treatable cat and dog in Alachua County.

This plan will cover the post-Maddie's-funded period of Project Years 8, 9 and 10. Our project year runs from July 1 through June 30.

Project Goals for Years 8-10:

Goal 1: During the three-year Continuation Plan period, the Alachua County project partners will ensure that all healthy cats and dogs at Alachua County Animal Services are guaranteed a home.

Goal 2: During the three-year Continuation Plan period, the project partners will decrease the number of treatable cats and dogs euthanized by participating organizations and Alachua County Animal Services on a progressing annual schedule to achieve zero treatable deaths by the beginning of Project Year 15. *(See below for annual treatable death reduction targets.)*

Goal 3: During the three-year Continuation Plan period, each project partner will continue to submit detailed monthly statistical reports, and will post their annual statistics on their agency websites.

Goal 4: During the three-year Continuation Plan period, each Adoption Guarantee project partner will continue to develop its capacity for organizational sustainability.

Goal 5: During the three-year Continuation Plan period, the project partners will develop and document a track record of success to support a future application to Maddie's Fund for a Phase 2 Maddie's Project to achieve and maintain an adoption guarantee for all healthy and treatable cats and dogs in Alachua County.

Beyond Year 10:

During Project Years 11 through 15, the partners will work to maintain zero healthy deaths and continue progress toward zero treatable deaths. We hope to achieve zero treatable deaths and an Adoption Guarantee for all healthy and treatable pets by June 30, 2017.

Annual Healthy Death Reduction Targets

Measured against Year 2000 baseline of 2,219 healthy deaths

| | | |
|-----------------------------|--|-------|
| Project Year 8 | Reduction in Healthy Shelter Deaths Target | 2,219 |
| Project Year 9 | Reduction in Healthy Shelter Deaths Target | 2,219 |
| Project Year 10 and ongoing | Reduction in Healthy Shelter Deaths Target | 2,219 |

Annual Treatable Death Reduction Targets

Measured against Year 2000 baseline of 4,714 treatable deaths

| | | |
|---|--|------|
| Project Year 8 2009/2010 | Reduction in Treatable Shelter Deaths Target | 2574 |
| Project Year 9 2010/2011 | Reduction in Treatable Shelter Deaths Target | 3034 |
| Project Year 10 2011/2012 | Reduction in Treatable Shelter Deaths Target | 3454 |
| Project Year 11 2012/2013 | Reduction in Treatable Shelter Deaths Target | 3874 |
| Project Year 12 2013/2014 | Reduction in Treatable Shelter Deaths Target | 4294 |
| Project Year 13 2014/2015 and ongoing | Reduction in Treatable Shelter Deaths Target | 4714 |

Approach: How we intend to achieve our goals

The most important key to success over the long-term for Alachua County's project partners will be to institutionalize a sense of collaborative responsibility for maintaining zero healthy deaths at Alachua County Animal Services. Therefore, primary strategies will support this approach.

| Project Area | Year 8-10 Strategy | Timeline |
|---------------|--|--|
| Stipends | \$5,500 will be available for stipend payments each month, to be divided among the five project partners. | Monthly |
| | Stipends will only be paid in months when ACAS reports zero healthy deaths. | Monthly |
| | The total monthly stipend pool will be distributed to the five project partners based on the percentage of that month's total shelter-originating adoptions that each partner was responsible for. <i>(See distribution example below)</i> | Monthly |
| Reporting | Project partners will continue to submit detailed monthly data reports using the Maddie's format. | Monthly |
| | The project will continue to submit monthly, quarterly, semiannual and annual data and narrative reports to Maddie's Fund. | Monthly Quarterly Semiannually Annually |
| | The project partners will continue to post, at a minimum, their annual shelter data on their organization websites and in their newsletters. | Annually |
| Communication | The project partners will continue to meet at least bimonthly to monitor project performance, adjust strategic approach, plan events and share information. | Bimonthly |
| | The project partners will work to continuously improve communication between ACAS and the Adoption Guarantee organizations to facilitate timely transfer of healthy pets in order to maintain zero healthy deaths. | Daily/weekly |
| Events | The project partners will continue to collaborate on the production of two multi-day adoptathons each year. | March and December of each year |
| | The project partners will take on increasing responsibility for adoptathon costs each year. | |

| Project Area | Year 8-10 Strategy | Timeline |
|----------------------|---|------------------------------------|
| Community Engagement | The Lead Agency will hold a press conference in July 2009 to update the community on progress made during Project Years 1-7, plans for Years 8-10, and to renew the community's excitement about and commitment to the goal of becoming an adoption guarantee county. | July 2009 |
| | The project will issue press releases at least quarterly highlighting a hard-to-place pet and connecting the story to the long-term project goal. | Quarterly |
| | The project will notify Alachua County service organizations and other community groups about the availability of speakers from the Maddie's Project for group meetings. The project will send a speaker to a minimum of two community organizations each quarter. | Ongoing/ Twice Quarterly |
| Sustainability | The project partners will develop and implement long-term sustainability plans, including concrete fundraising goals and strategies. | Updated annually |
| | The Lead Agency will implement a capital project that will increase no-kill shelter capacity for long-term support of the adoption guarantee. | Ongoing; completion by June 2012 |
| | The project partners will work with Maddie's Fund to identify long-term strategies for achieving and maintaining the adoption guarantee for all healthy and treatable dogs and cats. | Ongoing; updated plan by June 2012 |

Stipend Distribution

Stipends will be distributed ONLY for months that ACAS reports zero healthy deaths. The total monthly stipend pool of \$5,500 will be distributed to the five project partners based on the percentage of that month's shelter-originating above-baseline adoptions that each partner was responsible for. Using actual statistics for July 2009 as an example:

There were 141 total ACAS-originating above-baseline adoptions at the partner organizations, and Zero Healthy Deaths:

| Organization | # of a/b adoptions From ACAS | Divided by total a/b from ACAS | = % of total stipend pool earned | times stipend pool total | Stipend payment |
|----------------|------------------------------|--------------------------------|----------------------------------|--------------------------|-----------------|
| ACHS | 81 | 141 | 57% | \$5,500 | \$3163.50 |
| GPR | 13 | 141 | 9% | \$5,500 | \$499.50 |
| Puppy Hill | 15 | 141 | 11% | \$5,500 | \$610.50 |
| Haile's Angels | 8 | 141 | 6% | \$5,500 | \$333.00 |
| Helping Hands | 24 | 141 | 17% | \$5,500 | \$943.50 |

Partner Roles

Functions of the Lead Agency (Alachua County Humane Society)

- Provide leadership to coalition partners
- Oversee distribution and use of project funds
- Work with Project Coordinator, ACAS and project partners to ensure that annual project goals are met
- Manage Project Coordinator contract
- Organize and coordinate coalition events
- Produce and distribute all Maddie recognition materials for coalition members
-

Functions of the Contracted Project Coordinator

- Collect and monitor monthly shelter statistics from animal control and adoption guarantee organizations
- Issue stipend checks in zero healthy death months
- Gather, process and submit monthly, quarterly, semiannual and annual reports to Maddie's[®] Fund
- Facilitate bimonthly project partner meetings
- Serve as Maddie's[®] Pet Rescue Project spokesperson
- Coordinate speaking engagements for public and private organizations
- Coordinate all project media
- Develop and submit future grant applications
-

Functions of the Adoption Guarantee Partners

- Communicate daily/weekly with ACAS and other project partners to ensure that every healthy animal is transferred from ACAS in timely manner.
- Report shelter statistics to lead agency monthly
- Report successes and challenges at bimonthly partner meetings
- Participate in coalition events
- Continue to develop fundraising programs
- Build up reserves to support future years of the project
- Continue to develop new adoption strategies
- Promote and recognize Maddie[®] and Maddie's[®] Fund
- Participate in the long-term strategic planning process and in preparation future grant applications

Functions of Alachua County Animal Services

- Communicate daily/weekly with the project partners to ensure that every healthy animal is transferred from ACAS in timely manner.
- Report shelter statistics to lead agency monthly
- Report successes and challenges at bimonthly partner meetings
- Participate in coalition events
- Continue to develop new adoption strategies
- Promote and recognize Maddie[®] and Maddie's[®] Fund

- Participate in the long-term strategic planning process and in preparation future grant applications

V. Projected Project Budget Years 8-10

This projected budget shows how data collection, reporting and project administration will be supported after Maddie's® Funding ends. As project responsibility for event costs and advertising steps down, the partners and local sponsors will take on increasing shares of those costs.

Direct payments to the partners account for 75% of each year's total budget.

| Project Year | 8 | 9 | 10 |
|--|------------------|------------------|-----------------|
| RESERVE FUND | | | |
| Reserve fund at beginning of year (includes carry-forward of unspent Maddie's® grant funds from Project Years 1-7) | \$250,000 | \$167,400 | \$84,800 |
| INCOME | | | |
| Project Donations | \$2,000 | \$3,000 | \$4,000 |
| Interest | \$4,000 | \$3,000 | \$1,500 |
| TOTAL INCOME | \$6,000 | \$6,000 | \$5,500 |
| TOTAL FUNDS AVAILABLE | \$256,000 | \$173,400 | \$90,300 |
| EXPENSES | | | |
| Adoption Subsidy Payments | \$66,000 | \$66,000 | \$66,000 |
| Project Admin Services | \$15,000 | \$15,000 | \$15,000 |
| Event Costs | \$4,000 | \$4,000 | \$4,000 |
| Adoptions & Event Advertising | \$2,000 | \$2,000 | \$2,000 |
| Postage | \$80 | \$80 | \$80 |
| Office supplies | \$500 | \$500 | \$500 |
| Other operating costs | \$1,020 | \$1,020 | \$1,020 |
| TOTAL EXPENSES | \$88,600 | \$88,600 | \$88,600 |

| | | | |
|---|------------------|-----------------|----------------|
| FUND BALANCE TO BE CARRIED FORWARD | \$167,400 | \$84,800 | \$1,700 |
|---|------------------|-----------------|----------------|

VI. Maddie Recognition

We will continue to recognize Maddie and Maddie's Fund® throughout the length of the project and beyond, both at the project level and at the individual organizational level. Recognition strategies will include inclusion of Maddie's recognition language in all press releases and on all websites; use of the Maddie mascot costume at events; continued use and posting of Maddie's materials at project partner facilities, and other recognition opportunities. A detailed listing of Maddie recognition activities will appear in each year's project annual report.

VI. Partner Commitments

The six project partners of the Maddie's Pet Rescue Project in Alachua County affirm their support and commitment to the long-term goal of providing an Adoption Guarantee to all healthy and treatable cats and dogs in Alachua County, and agree to work together toward that goal as described in this Project Continuation Plan for Project Years 8-10.

David Flagler, Director
Alachua County Animal Services

Kirk Eppenstein, Executive Director
Alachua County Humane Society

Cheryl Gibson, Executive Director
Gainesville Pet Rescue

Laurie Trenholm, Executive Director
Puppy Hill Farm

Dr. Linda McCullough, President
Haile's Angels Pet Rescue

Andrea Brower, Executive Director
Helping Hands Pet Rescue