

## **Maddie's<sup>®</sup> Pet Rescue Project in Alachua County Mid-Range Project Report Funding Period: July 1, 2002 through June 30, 2009**

Maddie's<sup>®</sup> Pet Rescue Project in Alachua County is pleased to submit this Mid-Range Project Report covering the funded portion of our community's long-range initiative to provide an adoption guarantee for every healthy and treatable cat and dog in Alachua County by June 30, 2015.

### **Project Background**

Maddie's<sup>®</sup> Pet Rescue Project in Alachua County is a community collaborative effort to end the killing of healthy and treatable shelter dogs and cats in the city of Gainesville and the surrounding rural communities of Alachua County, Florida by June 30, 2015.

In June 2002, Maddie's Fund awarded a Year One grant to the Alachua County Humane Society as lead agency for the project to support activities designed to increase adoptions, increase spays and neuters, and reduce euthanasia in Alachua County. The participating organizations in the Alachua project are:

**Alachua County Humane Society** (lead agency; adoption guarantee agency)

**Gainesville Pet Rescue** (adoption guarantee agency)

**Puppy Hill Farm** (adoption guarantee agency)

**Haile's Angels Pet Rescue** (adoption guarantee agency)

**Helping Hands Pet Rescue** (adoption guarantee agency)

Our partner in the project is **Alachua County Animal Services**, a traditional open-intake animal control agency and shelter.

The goals of Maddie's<sup>®</sup> Pet Rescue Project in Alachua County are:

**Goal 1:** Increase the number of dogs and cats adopted from the Participating Organizations each year as measured against baseline year 2000 statistics and against previous project years.

**Goal 2:** Increase the total number of dogs and cats adopted from the Participating Organizations plus the Alachua County Animal Shelter each year as measured against baseline year 2000 statistics and against previous project years.

**Goal 3:** Eliminate the euthanasia of all healthy dogs and cats by Alachua County Animal Shelter and the Participating Organizations.

**Goal 4:** Eliminate the euthanasia of all treatable dogs and cats by Alachua County Animal Shelter and the Participating Organizations.

During the funded portion of our project (Years One through Seven), Maddie's<sup>®</sup> Fund has supported our work towards the attainment and sustainability of these goals by providing funds, technical assistance and other resources. During future years of our project, we will build on the successes and lessons learned to reach and sustain our goal of an adoption guarantee for all healthy and treatable pets in Alachua County.

## **Maddie's<sup>®</sup> Funding Received**

Since project inception, Maddie's Fund has provided the Alachua County Project with **approximately \$3.56 million** in total direct project funding over seven annual grant periods.

By maintaining these funds in interest-bearing accounts and CDs until needed, the lead agency was able to generate an additional \$31,128 in interest, which has been added to \$19,598 generated through project-level fundraising and donations to yield **\$50,726** in project income. We have also been able to set aside **\$262,774** in unused project funds accumulated during Years One through Seven. Project income and set-aside funds will be used to continue project activities beyond the seven-year Maddie's<sup>®</sup> funding period.

## **How Maddie's<sup>®</sup> Funding Was Used**

The majority of Maddie's<sup>®</sup> funding received, \$2.15 million, or **60%** of total funding, was paid directly to the five nonprofit project partners and to Alachua County Animal Services in the form of above-baseline adoption stipends.

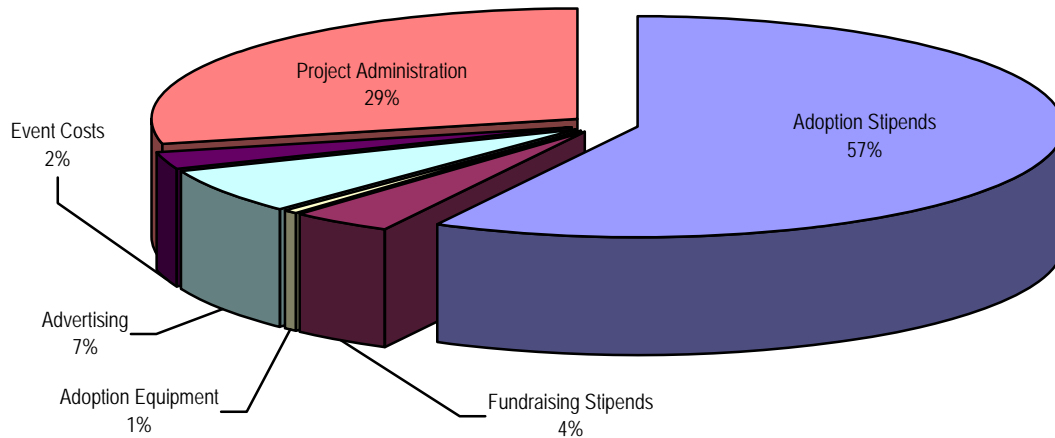
An additional **4%** of funding (\$139,852) also went directly to the partners as annual fundraising allowances to help the adoption groups develop their sustainability strategies.

Grant funds in the amount of \$20,289 (**1%** of total funding) were used early in the project to purchase equipment – cages, portable kennels, digital cameras, etc. – that was given directly to the project partners to support their expanded adoption programs.

The project paid for \$228,950 (**6%** of total funds) in advertising over the seven-year period to promote adoption events and community adoption in general.

The cost of producing the major adoptathon events – Home for the Holidays, Lucky Pet and others – used **2%** of total grant funds (\$86,223).

The lead agency, Alachua County Humane Society, utilized \$987,115 – **28%** of project funding – to administer and support the project. These funds were used to pay project staff and contractors, to pay for project equipment, postage, printing and other supplies, and to pay for overhead/indirect costs of the project.



## Funding Period Accomplishments

The Alachua County Project is grateful for Maddie's<sup>®</sup> investment in our vision of a no-kill community, and we hope that the Maddie's<sup>®</sup> board is as proud as we are of the lifesaving gains made during the initial project funding period:

### Permanent, Positive Impact on our Community:

- Alachua County has become a Zero Healthy Death community:** Since January of 2009, no healthy dog or cat has died at Alachua County Animal Services. The partners communicate daily and have learned to work together and plan ahead to quickly transfer any healthy pet that is in danger of euthanasia at ACAS due to lack of space. Overall deaths are down almost 60% as the partners have begun the difficult task of saving all treatable pets, with treatable deaths down 34% by the end of Year 7.
- Our Community Live Release Rate has risen from baseline 29% to 62%; the Live Release Rate at Alachua County Animal Services has risen from baseline 27% to 56%.** These LRR numbers are based on the annual results at the end of Project Year 7. The LRR fluctuates during the course of the year, and has been as high as 74% community/69% ACAS as recently as the third quarter of Project Year 7.
- A collaborative approach to pet rescue is the new norm in Alachua County:** The early road was often rocky as our community's typically independent pet rescue organizations learned to work together with an eye toward the greater good, but after seven years of working as a team, the project partners have learned that collaboration yields long-term success for the overall mission of saving lives. The five participating nonprofit organizations and ACAS continue to learn new ways to cooperate and communicate as we work on the difficult goal of saving all treatable pets.
- Improved accountability and transparency:** Thanks to the reporting requirements of the Maddie's<sup>®</sup> Project, all of our project partners are now skilled at collecting and analyzing shelter and community data and understand the importance of publicizing this information to the community. They are able to use data to project goals, make mid-course adjustments, and assess the effectiveness of their strategies. The Maddie's<sup>®</sup> Project reporting process has helped to transform our nonprofit rescue leaders into skilled business and public policy decision makers.

- **The focus is on ACAS animals:** The participating organizations have changed their intake strategies to ensure that the pets most at risk of euthanasia – the ones already at ACAS – are the ones that receive first priority for rescue. In baseline year 2000, more than half of all intakes at the participating organizations came from the public; by the end of Project Year 7, that number had dropped to about a third, with the majority of slots devoted to animals transferred from ACAS.
- **Intake at Animal Services is down by one third:** Far fewer dogs and cats are ending up at Alachua County Animal Services as compared to the baseline year. Intake at ACAS was 11,034 in Year 2000, but since Project Year 3 has fallen consistently each year, with only 7,560 animals taken in during Project Year 7. Our semiannual Year 8 statistics show this trend continuing, with ACAS intakes down 31% as compared to the same period in 2000.

We believe that this outcome is the combined result of several community and project strategies: increased public awareness of the fate of homeless animals; increased number of spayed/neutered pets due to public awareness and low-cost sterilization initiatives; and removal of the night drop boxes at ACAS that made it easy for people to abandon their pets.

- **Community sheltering capacity has increased:** Maddie's® investment in the nonprofit participating organizations through above-baseline adoption stipends has resulted in increased capacity to save animals, as evidenced by the jumps in annual intakes at the adoption guarantee organizations since the start of the project. Overall intakes increased 442% by the end of Year 7 as compared to the baseline year, with individual partner capacity increasing by as much as 1500%.
- **Adoptions are up by 78%.** The participating organizations have become experts at transferring, rehabilitating, marketing and re-homing large numbers of animals quickly and efficiently. They have learned techniques for monitoring length of stay and intervening to prevent harder-to-place pets from becoming long-term residents or sanctuary animals. They have abandoned old-school attitudes that were barriers to adoption, and have adopted new customer service approaches to engage more people in adopting, fostering and volunteering. Adoptions at the individual organizations have increased exponentially as compared to the baseline year, from a 125% increase at Gainesville Pet Rescue to a staggering 1369% increase at Helping Hands Rescue. We are pleased that these gains have been maintained in Year 8 as we move out of the Maddie's®-funded period of our project.

### **Increased Capacity and Sustainability of our Partners:**

Each of our project partners has experienced positive change as a result of their participation in Maddie's® Project. All have become stronger, more effective and more sustainable organizations as they met the increasingly challenging goals and expectations of the project. The following pages describe how the partners used their stipend funds to support their achievements in organizational development, effectiveness, accountability and sustainability.

## Alachua County Humane Society

Stipend Funds Received: \$664,953

*"We are thankful that Maddie's Fund recognized the potential for Alachua County to become an adoption guarantee community. After seven years of funding, the partners have developed working relationships and strategies that will allow us to reach that goal. As the lead agency for the project, ACHS is grateful to Maddie's Fund for believing in and supporting this project. We are also grateful to the partners for being committed to taking the difficult, but necessary steps that have brought us to the point where we can accomplish our goal." – Eric VanNess, Operations Manager*

<b>Organizational Development</b>	<ul style="list-style-type: none"> <li>• Transitioned from a social club-type board dominated by animal care volunteers to a board made up of dynamic, high-profile community leaders. The board has led efforts to professionalize ACHS operations, including instituting an annual independent financial audit, meaningful fiscal planning and direction, and long-term strategic plans.</li> <li>• Replaced an ineffective and divisive Executive Director with two EDs who provided visionary leadership that allowed ACHS to fill its role as the project's Lead Agency. Becky Goodman quickly moved ACHS's adoptions program from a couple hundred animals per year to over 1,000 adoptions per year. After she was recruited away to lead a pet rescue organization in Nevada, ACHS hired Kirk Eppenstein, who is leading ACHS's acquisition of a new facility that will more than double the organization's capacity to quickly transfer and re-home pets from Alachua County Animal Services.</li> <li>• Expanded and professionalized the Volunteer Program, including a computerized volunteer management system and partnerships with the University of Florida, Alachua County Community Service Program, and Florida Works, the state workforce development agency.</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• Increased adoptions from a total of 99 in the baseline year to more than 900 adoptions per year.</li> <li>• Instituted communications and procedures to facilitate quick transfer of healthy and treatable pets from ACAS. Developed a long-term residents tracking system.</li> <li>• Provided leadership in the community's successful Zero Healthy Death initiative.</li> <li>• Maintained open communication and support for project partners and facilitated collaboration, resulting in continued participation and success of all partners that started the project in 2002. ACHS is particularly proud of our community's ability to work through areas of contention and distrust by utilizing community partners as outside mediators.</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Gathered and published statistics in the areas of intakes, adoptions, euthanasia and health status in compliance with Asilomar Accords definitions. Statistics were shared on ACHS's website, in newsletters, in press releases and at speaking opportunities.</li> <li>• Provided leadership and technical assistance to the other project partners in their data collection and publication activities.</li> <li>• Learned to use data collected to inform changes to programs and procedures to improve long-term effectiveness.</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Moved from an annual operating budget of \$237,000 in 2000 to become a \$725,000 per year operation by 2009.</li> <li>• Implemented a comprehensive sustainability plan that incorporates fundraising events, planned giving, mail campaigns, memorial donations, online giving and business income from our thrift/pet supply store.</li> <li>• Increased fundraising revenue from \$70,756 in the baseline year to \$212,671 in 2009.</li> <li>• Increased Thrift/Pet Supply Store revenue from \$84,766 in the baseline year to \$228,105 in 2009.</li> </ul>

## Gainesville Pet Rescue

Stipend Funds Received: \$495,470

*"The Maddie's® grant has given Gainesville Pet Rescue the opportunity to be the kind of rescue organization we always dreamed we could be. To be able to care for our animals in an actual treatment area, to showcase our cats and dogs in their own comfortable rooms and to allow the public to enter a rescue facility and feel welcomed and happy rather than depressed, are all reasons we are so grateful for what Maddie's® has done to help GPR grow into the organization we always knew we could be."* – Cheryl Gibson, Executive Director

<b>Organizational Development</b>	<ul style="list-style-type: none"> <li>• Increased paid staff from two in the baseline year to six in Project Year Seven. New positions include Foster Coordinator, Volunteer Coordinator and animal care staff.</li> <li>• Increased days and hours open to the public for adoptions by 50% compared to baseline year.</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• Increased adoptions from a total of 355 in the baseline year to more than 800 adoptions per year.</li> <li>• Developed a system to track long-term residents and improved marketing of these pets.</li> <li>• Moved twice during the seven-year project period to facilities that would better support GPR's increasing adoption performance and higher adoption goals. These moves culminated in GPR's acquisition in Project Year Six of a permanent facility that was renovated specifically to support GPR's foster-based model of operations.</li> <li>• Expanded the Foster Program and Volunteer Program by 50% as compared to the baseline year to support increasing adoption goals.</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Gathered and published statistics in the areas of intakes, adoptions, euthanasia and health status in compliance with Asilomar Accords definitions. Statistics were shared on GPR's website, in the newsletter, in press releases and at public speaking opportunities.</li> <li>• Learned to use data collected to inform changes to programs and procedures to improve long-term effectiveness.</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Moved from an annual operating budget of \$100,500 to become \$281,386 in 2009.</li> <li>• Implemented a Board Fundraising Committee to lead efforts to expand fundraising.</li> <li>• Expanded the mail-based fundraising program in bring in \$18,000 in 2009 as compared to \$3,000 in the baseline year.</li> <li>• Implemented a new annual signature event, Putt for Pets.</li> <li>• Increased fundraising revenue from \$46,500 in the baseline year to \$144,000 in 2009.</li> </ul>

## Puppy Hill Farm

Stipend Funds Received: \$406,183

*"Puppy Hill Farm is very grateful to be a Maddie's® Pet Rescue Project partner in Alachua County. This partnership has given us a tremendous opportunity over the last seven years to help increasing numbers of animals rescued through capacity building, increased operational sustainability, greater adoption opportunities, and enhanced visibility of the plight of homeless animals in the community. We are committed to truly achieving and maintaining no-kill status through our on-going relationship with Maddie's. We look forward to helping even more animals in the coming years."* – Laurie Trenholm, Executive Director

<b>Organizational Development</b>	<ul style="list-style-type: none"> <li>• Progressed from an all-volunteer organization to hire an Executive Director/Adoptions Coordinator.</li> <li>• Developed a business partnership with PetSmart to become a PetSmart Adoption Partner with twice-weekly adoption hours.</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• Increased adoptions from a total of 105 in the baseline year to over 700 adoptions per year.</li> <li>• Improved kenneling facilities and increased shelter capacity by 80% as compared to the baseline year. Developed a long-term-resident tracking system and created a separate system for sanctuary animals.</li> <li>• In late 2009, PHF used Maddie's set-aside funds as a large down payment to purchase a commercial property in their hometown of Melrose. The property is currently being renovated to become the Puppy Hill Farm Pet Center. The building is approx. 3100 ft and sits on 1.4 acres on a major highway. The building will serve as an adoption, grooming, and retail operation. This will be the only formal adoption facility between Gainesville and Orange Park (approx 75 mi. NE of Gainesville) and will serve a large, although rural, population that has driven to Gainesville or Orange Park over the years to adopt from us or other agencies. The building will house a large cat adoption area and will also provide full-time housing for cats, which will significantly enhance our cat and kitten capacity. There will be a large dog adoption area inside and out and the facility will feature adoption friendly get-acquainted areas for both cats and dogs. Adoptions will initially be Fri-Sun in this facility. We will also continue to do adoptions at Petsmart Sat-Sun. Eventually, adoptions will shift to 4-5 days a week in the new facility.</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Gathered and published statistics in the areas of intakes, adoptions, euthanasia and health status in compliance with Asilomar Accords definitions. Statistics were shared on Puppy Hill's website and at public speaking opportunities.</li> <li>• Learned to use data collected to inform changes to programs and procedures to improve long-term effectiveness.</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Moved from an annual operating budget of \$35,000 in 2000 to \$240,000 in 2009.</li> <li>• Implemented a new annual signature event: For the Love of Animals.</li> <li>• Increased fundraising revenue from \$3,000 in the baseline year to \$10,000 in Project Year 7.</li> </ul>

## Haile's Angels Pet Rescue

Stipend Funds Received: \$126,356

<b>Organizational Development</b>	<ul style="list-style-type: none"> <li>• Became incorporated as a Florida Nonprofit Corporation.</li> <li>• Attained federal tax exempt 501(c)(3) status.</li> <li>• Developed a formal board of directors.</li> <li>• Developed the position of Adoption Coordinator. This position is subsidized by Haile Plantation Animal Hospital so that all adoption and fundraising revenue from the pet rescue operation can be used directly for the animals.</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• More than quadrupled adoptions from a total of 68 in the baseline year to over 300 adoptions per year.</li> <li>• Developed a Foster Program so that treatable and hard-to-place animals can be sheltered in a loving environment while they wait for their adoptive homes.</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Gathered and published statistics in the areas of intakes, adoptions, euthanasia and health status in compliance with Asilomar Accords definitions. Statistics were shared on Haile's Angels' website.</li> <li>• Learned to use data collected to inform changes to programs and procedures to improve long-term effectiveness.</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Implemented a new annual signature event, Haile to the Pets.</li> </ul>

## Helping Hands Pet Rescue

Stipend Funds Received: \$291,197

*"The statistics about the success of the partners saving lives are staggering – however, the impact of the Maddie's® in our community is more than can be represented by an algorithm on a spreadsheet. The presence of Maddie's has allowed us a unique opportunity to develop solid and sustainable coalitions that will persist. Before Maddie's we did not know our own strength. Now we have been empowered to be the force behind the social change that will one day stop the killing."* – Andrea Brower, President

<b>Organizational Development</b>	<ul style="list-style-type: none"> <li>• Became incorporated as a Florida Nonprofit Corporation.</li> <li>• Attained federal tax exempt 501(c)(3) status.</li> <li>• Developed a formal board of directors.</li> <li>• Developed a business partnership with PetSmart to become a PetSmart Adoption Partner with twice-weekly adoption hours.</li> <li>• Implemented a Cat Coordinator position to expand and improve cat adoptions.</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• Increased adoptions from a total of 65 in the baseline year to almost 1,000 adoptions per year.</li> <li>• Increased and improved kennels and housing.</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Gathered and published statistics in the areas of intakes, adoptions, euthanasia and health status in compliance with Asilomar Accords definitions. Statistics were shared on Helping Hands' website.</li> <li>• Learned to use data collected to inform changes to programs and procedures to improve long-term effectiveness.</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Developed a business model that utilizes revenue from public-intake adoptions of small, highly-adoptable dogs to subsidize the transfer, rehabilitation, treatment and re-homing of harder-to-place animals.</li> </ul>

## Alachua County Animal Services

Stipend Funds Received: \$8,262

*"Although I didn't have the opportunity to participate in the entire seven years, Alachua County Animal Services has witnessed a decline in animal intakes during the first seven years of the project. I believe that the decline was the result of the community accepting the Maddie's® partners as "the place" to adopt an animal. Since all of the partner pets were spay/neutered, ACAS began seeing a reduction in our pet surplus as a result of more sterile animals going into homes. I think the greatest accomplishment during the seven years was the opportunity for the partners to come together and work jointly to solve our community's pet problems; our thanks to Maddie's for creating an environment for this to happen." – David Flagler, Director, Alachua County Animal Services.*

<b>Organizational Development</b>	<ul style="list-style-type: none"> <li>• Added an Adoption Coordinator position and assigned dedicated staff to work with Maddie's® Project partners to facilitate transfers of healthy and treatable pets.</li> <li>• Provided ongoing training for ACAS staff on working with community partners and implementing the Asilomar Accords for accurate health status reporting.</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• Streamlined and facilitated the process for pet transfers to community partners, resulting in a 600% increase in shelter transfers as compared to the baseline year.</li> <li>• Implemented the Paws on Parole program to improve the adoptability of hard-to-place larger dogs by providing Canine Good Citizen certification and extra community awareness of these pets. Paws on Parole dogs live for six weeks with inmates at the Alachua County Jail who are taught positive reinforcement dog training methods under the supervision of certified instructors as part of their rehabilitation and job skills training. The dogs are socialized and trained, and become local celebrities. 100% of Paws on Parole graduate dogs have been placed in permanent adoptive homes.</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Gathered and published statistics in the areas of intakes, adoptions, euthanasia and health status in compliance with Asilomar Accords definitions. Statistics were shared on ACAS's website and with local government officials.</li> <li>• Learned to use data collected to inform changes to programs and procedures to improve long-term effectiveness.</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• While funding for ACAS has been cut along with all other local government services in the current economic recession, our County Commission remains committed to the vision of a no-kill community by 2015. As our community adoption partners continue to build their capacity for adoptions and spay/neuter services, we are exploring the possibility of outsourcing some of these services for a public/private partnership approach to animal welfare.</li> </ul>

## What's Next for Alachua County?

As the Alachua County partners move forward into Project Year 8 and beyond, we are continuing to refine our approaches and strategies with our eyes on the ultimate goal of a no-kill community by 2015. We have been able to maintain our Zero Healthy Death status and are currently saving approximately 30% of the treatable pets, with annual goals to increase the treatable save rate to achieve an adoption guarantee for all healthy and treatable pets by the target date.

Thanks to project level set-asides and fundraising, we have money in the bank earmarked to sustain our efforts for the next three years, with resources to cover monthly above-baseline adoption stipends, event coordination and project administration through June 30, 2012. Although annual funding from Maddie's® under the initial grant has ended, we still consider ourselves an active Maddie's® Project and are continuing to submit monthly statistical and stipend reports to Maddie's®, along with other data as requested.

We are excited about the expansion plans of two of our partners: Alachua County Humane Society and Puppy Hill Farm. Each plans to open adoption, treatment and shelter facilities in 2010 that will more than double the capacity of the adoption guarantee partners to transfer animals from Animal Services. Thanks to the last two years' focus on long-term residents, the partners have become expert at moving animals rapidly through the system to adoption and intervening quickly with innovative marketing strategies when it becomes apparent that a pet may be harder to re-home.

At the mid-point of Project Year 8, our current concerns are:

- **The status of cats in Alachua County:** unfortunately, cats have not fared as well as dogs in our project's mid-term outcomes. Intakes of cats at ACAS have fallen only 15%, compared with a 43% drop in dog intakes against the baseline year. While euthanasia of dogs at ACAS has decreased 70% since the baseline year, cat deaths have only dropped 35%. Some of this differential in outcome is due to the prevalence of feral and stray cats in our community. While innovative programs like Operation Catnip work to reduce the population of ferals and strays through sterilization, if these cats are picked up by Animal Control due to resident complaints, there is no opportunity for them to make it out of the shelter alive. Due to the strong support of feral cat advocates in Alachua County, our community does not define feral cats as unhealthy/untreatable simply on the basis of their feral status. We will be working with our community partners, including Operation Catnip and Alachua County Animal Services, to develop innovative solutions to the feral cat issue that will allow these community cats to live out their lives in peace while reducing the free-roaming cat population through spay/neuter initiatives. We are studying the successful "Feral Freedom" project in Jacksonville and hope to begin a similar project in Alachua County during 2010.

Because feral cat intake at ACAS has remained relatively stable at around 700 cats per year, it is clear that the feral cat issue is not the only factor causing us to lose traction in saving Alachua County's shelter cats. We will continue to closely monitor our statistics and work to develop special strategies to increase cat adoptions during Project Year 8 and beyond.

- **Project momentum and sustainability:** As the project partners begin to address the challenges of saving treatable pets that may need longer or more costly rehabilitation, we are aware that our resources will be taxed. Our continuation project funds will be depleted by June 30, 2012, just as we are ready to make the final push toward no-kill status in 2015. Each partner has ramped up their fundraising programs in preparation for the end of the stipend program, but in the current economy they are struggling just to maintain donations at the current level. The partnership will also explore other grant opportunities with funders such as PetSmart Charities to continue the project. Our community is committed to maintaining the lifesaving gains we have made since 2002, and we are optimistic about the impact of the high-volume spay/neuter clinic and the Humane Society's new facility on our community statistics over the next few years.

## Conclusion

While the Alachua County partners are proud of our community's achievements during the first seven years of the Maddie's® Project, there is still much work to be done. We are grateful to Maddie's® Fund for challenging us to change the status quo for cats and dogs in our county and move to a community standard that does not accept euthanasia as a means of population control. Maddie's Fund's gifts of resources, expert assistance, support and encouragement, as well as your high expectations, have put us on the road to success.

We hope that the Maddie's Fund board and staff agree that the Alachua County Adoption Project has been a wise investment. We look forward to providing ongoing reports that will demonstrate the permanent, long-term outcomes of the Maddie's® grant. We are also anxious to share our experiences and lessons learned with other communities interested in implementing an adoption guarantee.

We have made incredible gains, but the fight has really only just begun, and failure is not an option. The animals and our community are depending on us.

**LOGIC MODEL: Maddie's® Alachua County Project Outcomes**

Inputs	Activities	Outputs ( <i>annually</i> )	Mid-Term Outcomes	Long-Term Outcome
<p>Maddie's® Funding</p> <p>Community Involvement &amp; Volunteering</p> <p>Communication</p> <p>Local donations &amp; support</p>	<p>Adoptathon events</p> <p>Innovative marketing strategies</p> <p>Organizational development strategies</p> <p>Collaboration meetings</p> <p>Shelter transfers</p>	<p>Increased adoptions</p> <p>Decreased euthanasia</p> <p>Data reports &amp; analysis</p> <p>Reduced length of stay for shelter pets</p>	<p>Zero Healthy Deaths: an adoption guarantee for all healthy dogs and cats</p> <p>Improved community collaboration</p> <p>Stronger, more sustainable community organizations</p> <p>Improved accountability</p>	<p><b>A No-Kill Community:</b> An adoption guarantee for all healthy and treatable dogs and cats in Alachua County</p>