

Maddie's[®] Pet Rescue Project in Alachua County Project Year Eleven Annual Report

Maddie's[®] Pet Rescue Project in Alachua County is pleased to submit this report summarizing program activities, achievements and lessons learned during Project Year Eleven.

Background

Maddie's[®] Pet Rescue Project in Alachua County is a community collaborative effort to end the killing of healthy shelter dogs and cats in the city of Gainesville and the surrounding rural communities of Alachua County, Florida by July 1, 2006, and treatable pets by July 1, 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 spay/neuter component of the project was dropped in January 2002 and taken over by the Alachua County VMA. All adoption and euthanasia goals for Years One and Two were achieved or exceeded. In Years Three and Four the partners began to struggle with the increasingly high adoption goals of the project, but exceeded reduction of euthanasia goals by a significant margin. In Project Year Five, the partners were successful in achieving and maintaining zero healthy deaths throughout the year. Reduction of overall euthanasia also exceeded goals for the year. During Project Year Six, the partners dealt with a distemper outbreak, leadership turnover and overcrowding issues, resulting in a temporary loss of Zero Healthy Death status. By February of Year Seven, the partners once again achieved Zero Healthy Deaths while expanding their lifesaving targets to increase the number of treatable pets saved. Project Year Eight saw partners maintaining Zero Healthy Deaths (with the exception of the death of one healthy pit bull late in the year) and a continued decrease in shelter intakes, while struggling with declining adoptions in a down economy. Project Year Nine seemed to mark a turning point for the project, as euthanasias began a better-than-predicted decreasing trend and reduced community public intakes even though adoptions continued to decline. During Year Ten, adoptions began to increase again, with some partners breaking previous records for total annual adoptions, while the euthanasia total plummeted to its lowest point ever.

Project Year 11 was the final year that Maddie's[®] stipend funds were available at the reduced level. We are delighted to report that total animal deaths were halved as compared to Project Year 10 and *we exceeded our goal performance in reduction of treatable deaths by almost 40%*. Adoptions increased 16% against the previous year and the Adoption Guarantee Organizations exceeded their annual adoption goal for the first time. Community intakes dropped almost 4% against Year 10, with ACAS intakes down 7% against previous year. Collaborative efforts between the partners increased and became more efficient, and our participation in the 2013 Maddie's[®] Pet Adoption Days made our community even more determined to achieve our vision of an adoption guarantee community by 2015!

The adoption guarantee 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 for Year Eleven of Maddie's® Pet Rescue Project in Alachua County were:

Goal 1: Increase the number of dogs and cats adopted from the Participating Organizations by at least 3,074 over the baseline of 692, to achieve a total of at least 3,766 Participating Organization adoptions for Project Year Eleven. **Performance: Exceeded goal by 8 adoptions more than predicted.**

Goal 2: Increase the total number of dogs and cats adopted from the Participating Organizations plus the Alachua County Animal Shelter by at least 3,074 over the baseline of 2,551, to achieve a total of at least 5,625 adoptions for Project Year Eleven. **Performance: Missed goal by 936 fewer adoptions than predicted.**

Goal 3: Decrease the number of healthy dogs and cats euthanized by Alachua County Animal Shelter and the Participating Organizations by at least 2,219 below the baseline of 2,219 to maintain the Adoption Guarantee for all healthy pets in Project Year Eleven. **Performance: Missed goal by 7 more healthy deaths than predicted.**

Goal 4: Decrease the number of treatable dogs and cats euthanized by Alachua County Animal Shelter and the Participating Organizations by at least at least 3,797 below the baseline of 4,714 to achieve a one-year total of not more than 917 deaths for Project Year Eleven. **Performance: Exceeded goal by 348 fewer treatable deaths than predicted.**

Goal 5: Decrease the number of total dogs and cats euthanized by Alachua County Animal Shelter and the Participating Organizations by at least 7,046 below the baseline of 8,063 to achieve a one-year total of not more than 1,016 deaths for Project Year Eleven. **Performance: Exceeded goal by 198 fewer total deaths than predicted.**

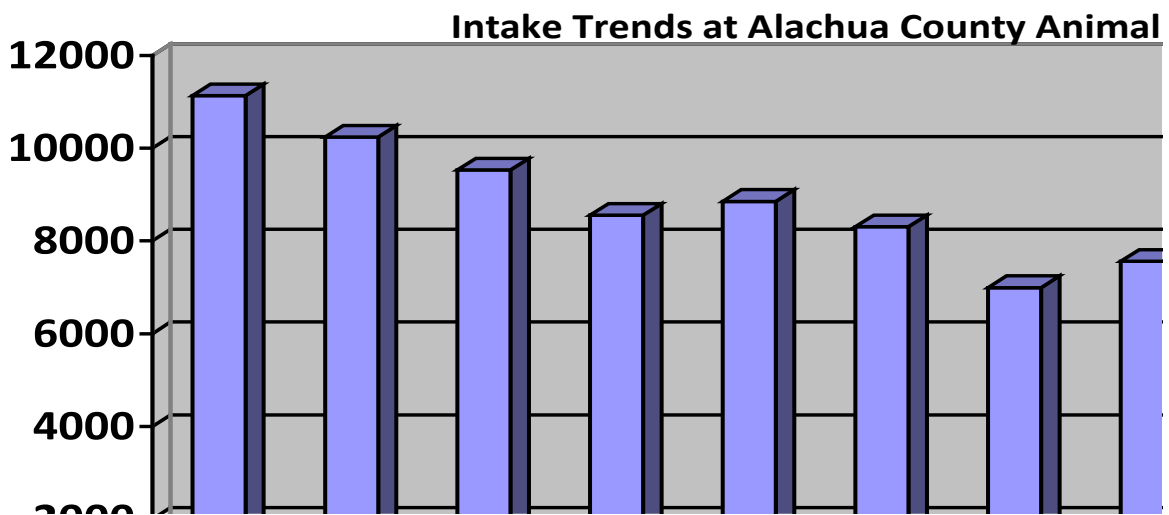
Year 11 Results Summary	Baseline (2000)	Year 11 (2012/2013)	% Change
Intake At ACAS	11,034	5,739	- 48%
Intake at Adoption Guarantee Organizations (From public)	353	1,704	+ 383%
Intake at Adoption Guarantee Organizations (Shelter transfers)	338	1,943	+ 475%
Total public intake (to ACAS and Adoption Guarantee Orgs)	11,387	7,443	-35%
Adoptions at Adoption Guarantee Organizations	692	3,774	+ 545%
Total Adoptions	2,551	4,689	+ 84%
Euthanasia of Healthy Pets	2,219	7	- 99.68%
Total Euthanasia	8,063	825	- 90%

Statistical Analysis

Intakes

During Year Eleven, overall intakes at Alachua County Animal Services dropped 48.44% as compared to the baseline year, and decreased 6.83% as compared to Project Year Ten. There were 421 fewer animals taken in at ACAS in Year Eleven than in Year Ten. Overall intake at the adoption guarantee organizations (public intake plus shelter transfers) increased 1.6% as compared to Year Ten and 428% against the baseline year. The net result was an overall decrease in community intake of approximately 20.6% as compared to the baseline year, and a decrease of 3.75% as compared to Year Ten.

Intakes at the individual rescue organizations decreased during Year Eleven as compared to Year Ten with the sole exception of Gainesville Pet Rescue, which increased intake almost 10% with 52 more intakes.

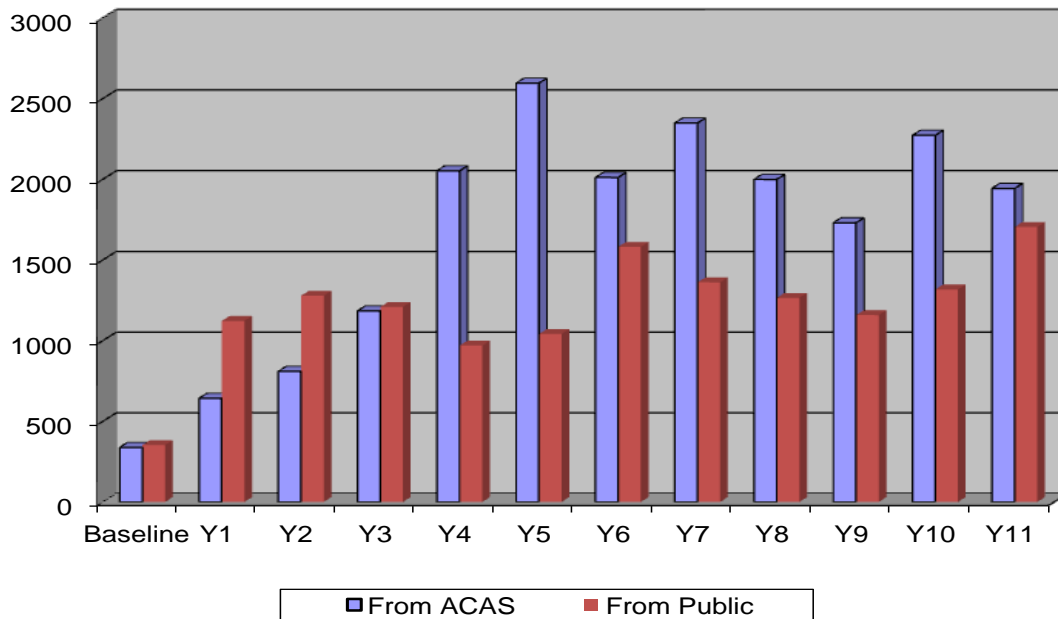


Effect of the Stipend Payment Model on Intake Patterns

In previous project years, the Alachua County project had implemented a strategy of applying a five-to-one stipend differential designed to incentivize transfers from Alachua County Animal Services. Over a four-year period, this strategy resulted in an increase in transfers from ACAS to become the majority of intakes at the Adoption Guarantee partners, as opposed to intakes directly from the public. This strategy was designed to ensure that Adoption Guarantee shelter space was targeted to those pets most in danger of euthanasia.

In Year Eight, the Alachua County partners entered the three-year, unfunded project continuation period. Using project funds stockpiled during Years One through Seven, the project was able to commit \$5,500 each month during Project Years Eight through Eleven to continue paying stipends to the partners for above-baseline adoptions. In order to continue focusing project resources on the pets most in need of intervention, the partners agreed that the monthly stipend bank would be divided based on the percentage of shelter transfers each partner was responsible for in that month.

Intakes at Adoption Guarantee Groups by Origin

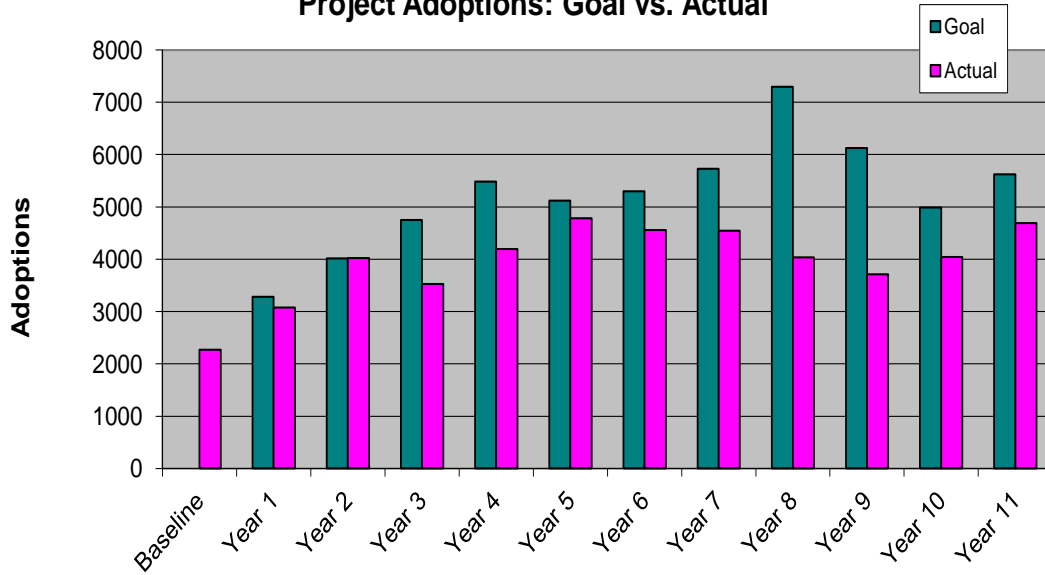


Adoptions

In Project Year Eleven, Alachua County had the opportunity to participate in Maddie's® Pet Adoption Days for the first time ever, and this amazing event helped some of our partners post significant adoption increases over the previous year. Total project adoptions were up almost 84% as compared to the baseline year, and up 16% as compared to Project Year Ten, and we finished with the highest total adoptions since Project Year Five. The project ended the year 936 adoptions short of goal.

Total Project Adoptions By Organization													
Total	Baseline Adoptions	Year 1 Adoptions	Year 2 Adoptions	Year 3 Adoptions	Year 4 Adoptions	Year 5 Adoptions	Year 6 Adoptions	Year 7 Adoptions	Year 8 Adoptions	Year 9 Adoptions	Year 10 Adoptions	Year 11 Adoptions	Project Total To Date
ACHS	99	385	264	521	948	960	986	896	879	615	990	971	8514
GPR	355	578	761	957	813	849	700	801	563	489	472	609	7947
PH	105	272	376	468	484	544	776	690	625	671	797	845	6653
HA	68	123	280	249	240	259	341	318	383	360	269	299	3189
HH	65	334	257	256	223	543	747	955	814	753	737	1050	6734
ACAS	1859	1675	2087	1520	1486	1625	1008	886	774	826	779	915	15440
Total	2551	3367	4025	3971	4194	4780	4558	4546	4038	3714	4044	4689	48477

Project Adoptions: Goal vs. Actual



Year 11 Goal vs. Actual Above-Baseline and Total Adoptions By Organization

Organization	A/B Adoption Goal	A/B Actual Adoptions	Total Adoption Goal	Actual Adoptions
Achua County Humane Society	951	872	1050	971
Gainesville Pet Rescue	211	254	566	609
Puppy Hill Farm	795	740	900	845
Haile's Angels	282	231	350	299
Helping Hands	835	985	900	1050
Achua County Animal Services	0	-944	1859	915
Total Project	3074	2138	5625	4689

Adoption Stipends

Project Year Eleven was Alachua County’s fourth and final year in the non-funded project period after seven years of generous grant support from Maddie’s Fund. As in Project Years Eight through Ten, the partners worked to earn adoption stipends paid from funds stockpiled at the project level during earlier years of the project. Partners continued to earn stipends for above-baseline adoption performance from a total monthly stipend pool of \$5,500. This amount was distributed to the five project partners based on the percentage of each month’s shelter-originating above-baseline adoptions that each partner was responsible for. Subsidy payments were calculated each month using the “Alachua County Subsidy Table” developed by Maddie’s Fund. In Project Year Eleven, the Alachua County project divided a monthly stipend bank of \$5,500 among the five Adoption Guarantee partners based on the percentage of shelter transfers for which each partner was responsible for in that month.

Organization	Project Year Eleven				
	Total Adoptions	Above B/L Adoptions	Above B/L from ACAS	Above B/L from Public	Total Stipends Received
Alachua Cty. Hum. Soc.	971	872	735	137	24,401.41
Gainesville Pet Rescue	609	269	256	13	8,498.99
Puppy Hill Farm	845	740	298	442	9,893.36
Haile’s Angels	299	231	28	203	929.58
Helping Hands	1050	985	671	314	22,276.66
Alachua Cty. Animal Svcs.	915	-944	-944	0	0.00
TOTALS	4689	2153	1044	1109	66,000.00

Organization	Since Project Inception		
	Total Adoptions	Above Baseline Adoptions	Total Stipends Received.
Alachua County. Humane Soc.	7543	6079	\$761,914
Gainesville Pet Rescue	7338	3450	\$523,006
Puppy Hill Farm	5808	4528	\$458,422
Haile’s Angels Pet Rescue	2890	2233	\$134,320
Helping Hands Pet Rescue	5684	4985	\$370,496
Alachua County. Animal Services	14,525	-5527	\$8,262
TOTALS	43,788	15,748	\$2,256,420

Euthanasia:

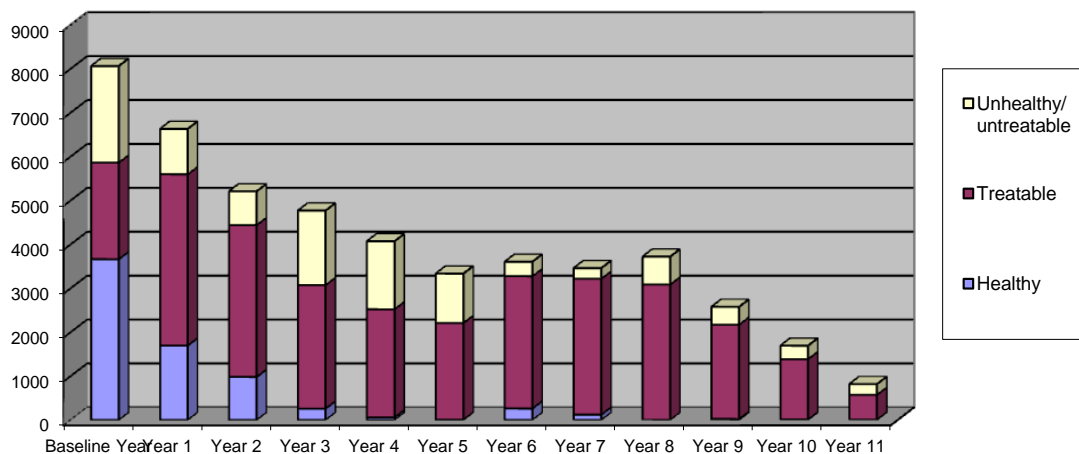
During Year Eleven, we unexpectedly accelerated our progress toward ending euthanasia of healthy and treatable animals. We ended the year with a total of 825 deaths, almost 20% less than our predicted year total of 1,016. Year Eleven total euthanasia was down 90% against the baseline year and 52% against Year Ten.

Treatable deaths comprised 70% of total Year Eleven euthanasia, and unhealthy/untreatable animals comprised 30% of the total. The project was able to maintain Zero Healthy Deaths during eight months of Project Year Eleven, with a total of 7 healthy deaths for the year.

	Healthy Deaths	Treatable Deaths	Total Deaths
Year 11 Goal	0	917	1016
Year 11 Actual	7	569	825

Health Status	Baseline Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 11 Change Compared to Baseline
Healthy	2219	1696	981	260	61	5	262	123	1	24	11	7	Down 99%
Treatable	4714	3901	3460	2815	2462	2206	3014	3095	3087	2149	1377	569	Down 88%
Unhealthy/Untreatable	1130	1034	768	1745	1548	1124	419	241	633	406	320	249	Down 78%
Total	8063	6631	5209	4820	4071	3335	3695	3459	3721	2579	1708	825	Down 90%

Euthanasia By Health Classification



Zero Healthy Deaths Initiative

Alachua County has committed to saving every healthy pet at Animal Services since Project Year Five. During Year Eleven we achieved eight months of Zero Healthy Deaths and the lowest total number of healthy deaths for the year since 2010.

Project Year	Total Healthy Deaths
Year Five: 2006/2007	5
Year Six: 2007/2008	262
Year Seven: 2008/2009	123
Year Eight: 2009/2010	1
Year Nine: 2010/2011	24
Year Ten: 2011/2012	11
Year Eleven: 2012/2013	7

Maddie's® Pet Rescue Project in Alachua County 11-Year Project Summary

“Partnership • Planning • Patience”

As we move into Year Twelve of our Maddie's® Community Collaborative Project, Alachua County is more determined than ever to achieve and maintain no-kill status. We believe we will achieve our goal of an adoption guarantee for every healthy and treatable pet *before* the June 30, 2015 target date.

Our project has survived and thrived through multiple waves of partnership dissension, community criticism, operational crises, and leadership turnover. We have come to realize that these issues will continue to crop up as a natural part of the process of social change and collaboration, and that there are opportunities for improvement in each of these perceived barriers. With the perspective of more than a decade working together on this project, we realize that the most important principles we have integrated are **Partnership, Planning and Patience**; all of the lessons we have learned can be aligned under these philosophies.

Partnership

- Probably the most important cultural change in our community has been the recognition and acceptance that *we are all responsible for every pet at Alachua County Animal Services*. None of us can claim to be no-kill until our entire community is no-kill. By clearly articulating the focus of this project on eliminating euthanasia of healthy and treatable pets at ACAS, Maddie's® has taught us to work together toward a meaningful goal that will have a permanent, positive impact in our community.
- Collaboration can mean different things at different times. At some points in our project, all partners worked closely on events and planning; other times over the course of the eleven years, they drifted apart and worked more independently. Our partners became experts at balancing the needs of the community with the requirements of their own operations, and alternated in lead roles.
- Our long-term partnership and results set an example for the community and attracted attention and investment. Because we proved that we could work together productively in a no bash/no trash environment, and could quantify our progress, organizations such as the locally-based Wagmore Foundation became interested in investing in our results. As the Maddie's® stipend funding phased out, we were able to continue our partnership activities thanks to the additional funding that our proven partnership attracted.
- There are many circles of partnership. Although our participating organizations and ACAS formed the core of the Maddie's® Project partnership, we are conscious of and grateful to the many additional pet rescue and animal welfare organizations working in our community. Some of them may focus on issues other than reducing euthanasia at ACAS, but they all add to our community's cumulative success.
- Institutional memory can be short in animal welfare organizations where there is frequent burnout and turnover. There should be ongoing training about the history, goals and accomplishments of the partnership so that incoming board members, staff and leadership can understand their organization's role in the greater community.

Planning

- We have learned from Maddie's[®] the crucial role of data in planning for and measuring success. Each of our partners continues to submit detailed monthly statistics to help the group identify service gaps and potential upcoming problems or bottlenecks in the system. With twelve solid years of statistics in our arsenal, we can confidently celebrate our progress, monitor how new approaches or strategies affect the community, and make course changes to address troubling trends before they become insurmountable issues. The chart attached shows how we have used monthly euthanasia information to anticipate annual peaks and plan ahead to implement additional strategies at times of highest need.
- We set and publicize concrete monthly performance goals for adoptions and euthanasia reduction. We consider this to be our contract with the community: in return for their support, we commit to achieving these measures. We don't always hit our goals, but we spend a lot of time and effort analyzing our performance, and we share this information with our community as well to show that we are adjusting our approach as necessary to adapt to changing conditions. We believe this kind of transparency and accountability is important to support our credibility with our funders, our local donors, and other stakeholders.
- We understand that flow is more important than shelter capacity. Our partners are focused on moving dogs and cats through the system with a target turnaround time from intake to adoption of 90 days or less; after 90 days, our pets go on the Long Term Residents list and receive priority marketing attention to find them homes. We realize that adding shelter space to our community pool is not helpful if dogs and cats end up getting warehoused rather than quickly re-homed.

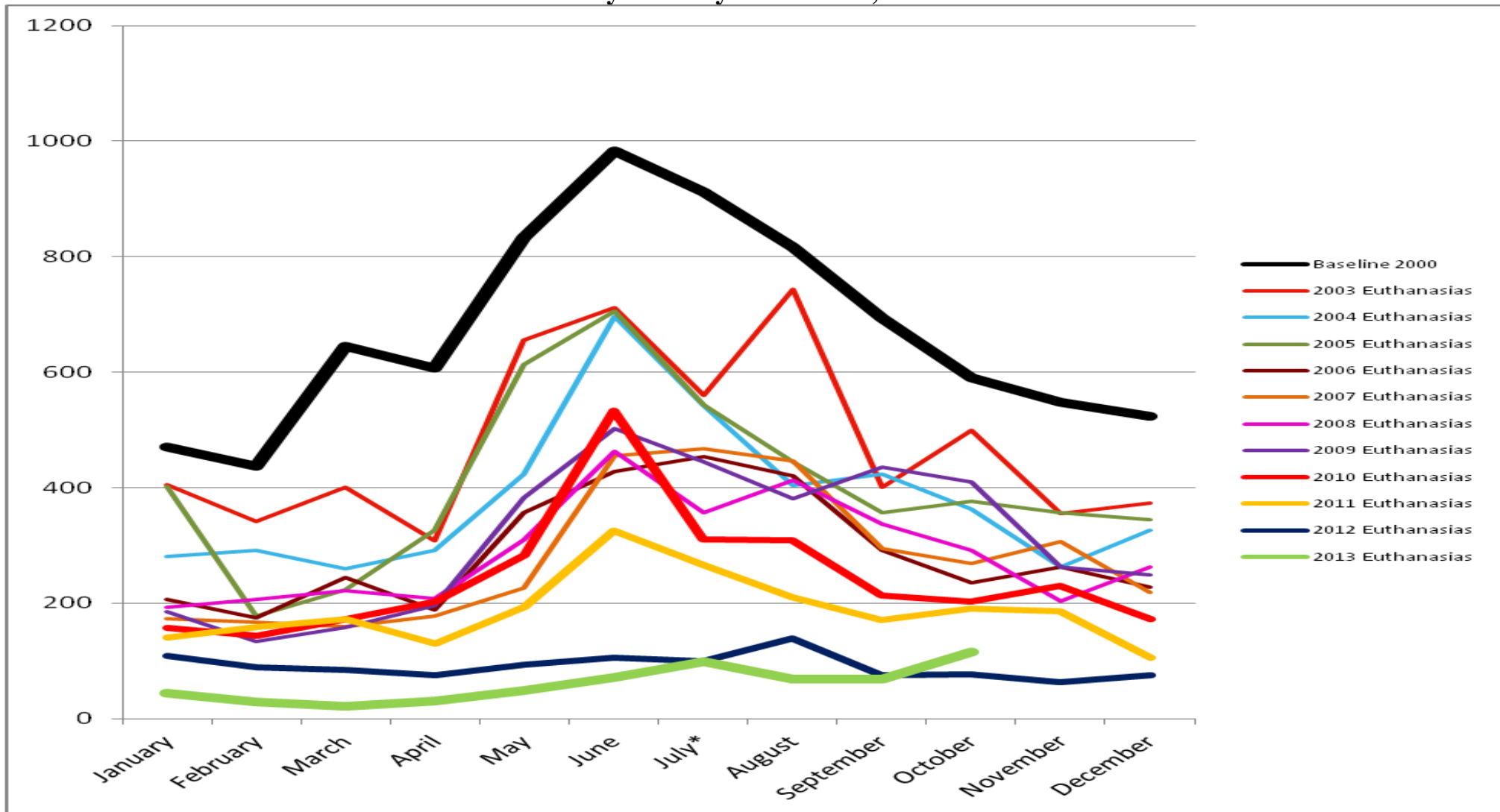
Patience

- If there was only one insight we could share with other communities seeking to move toward no-kill status, it would be this: *Social change takes time*. It has taken us more than a decade to move from 8,063 pet deaths per year to 825 per year. In Alachua County, a promise to become no-kill overnight, or even within five years, would just not have been realistic. We are as anxious as anybody for the needless deaths to stop right now, but we believe the systemic, cultural and attitudinal changes our community has developed over time are sustainable. We also understand that maintaining no-kill status will require unflinching vigilance and continued partnership, and we are committed to the long journey ahead of us.
- Collaboration is hard, but the Maddie's[®] Project gave us the motivation and guidance to keep pushing to resolve conflicts and work together even when our egos and emotions told us to walk away. Too much was at stake for our community and for our organizations to allow personal feelings to dictate our actions. It takes time for partners to learn how to work together and build trust, and that trust is easily shattered. We have developed patience with each other and we work hard to maintain a culture of respect and collegiality.

Thank you, Maddie!

We are conscious in Alachua County of the debt we owe to Maddie's Fund[®], and we will always consider ourselves to be a Maddie's[®] Community, regardless of where our future funding comes from. We are so grateful to the Duffield family and to the Maddie's Fund staff who provided us with unending technical assistance and moral support. Rich Avanzino, Mary Ipolitti-Smith, Shelly Thompson and Joey Bloomfield have been generous with their time and counsel, and patient when our partnership struggled. Maddie has changed things forever here...for the animals, for the organizations, and for the people.

Alachua County Monthly Euthanasia, 2000-2013



Financial Reports

Financial reports previously submitted include:

- Maddie's[®] Project Balance Sheet as of June 30, 2013
- Project Year Eleven Budget-to-Actual Report
- Income Statement: July 1, 2012 through June 30, 2013
- List of payments to project partners: July 1, 2012 through June 30, 2013

Data Reports

Electronic versions of the following Year Eleven reports have been previously submitted:

- Monthly Reports for July 2012 through June 2013
- Quarterly Summary Reports
- Semiannual Reports
- Annual Summary Report