



Maddie's
Fund

2019-2020

Annual Report

#THANKSTOMADDIE



“ ”

The unconditional love of a pet makes us all better people.

—
DAVE DUFFIELD



About Maddie's Fund

Maddie's Fund® is a family foundation established in 1994 by Dave and Cheryl Duffield and is the fulfillment of a promise to their inspirational dog, Maddie. She provided them much joy from 1987 – 1997 and continues to inspire them today.

The Foundation has awarded nearly \$250 million in grants toward increased community lifesaving, pioneering shelter medicine education and establishing foster care as a standard across the U.S.

Maddie's Fund proudly offers the industry a national voice, important funding opportunities for bold ideas, learning resources and access to collaborate and share lifesaving ideas. The Foundation invests its resources in a commitment to keeping pets and people together, creating a safety net of care for animals in need and operating within a culture of inclusiveness and humility.

[#THANKSTOMADDIE](#)

Maddie's Story

Maddie was a beloved Miniature Schnauzer whose unconditional love, loyalty and spirit inspired a revolution.

Dave and Cheryl Duffield founded Maddie's Fund® in 1994 to honor their delightfully feisty dog. While playing together in the living room one evening, they made her a [promise](#): If they ever had any money, they would use it to help companion animals and the people who love

them, so they could experience the same joy they had with Maddie. The rest, as they say, is history.

Dave and Cheryl made good on that promise after successfully launching several technology companies. In their lifetime, they have given more of their personal wealth to animal welfare than any other individuals. All thanks to Maddie.

Meet the Pack

FOUNDERS

Dave and Cheryl Duffield

BOARD OF DIRECTORS

Amy Zeifang
Board Chair

Laurie Peek, DVM
Board Member and Secretary

Michael Duffield
Board Member

Steve Hill
Treasurer

Mary Ippoliti-Smith
Executive Leadership Team

Valerie Stoltenberg
Vice President of Finance

EXECUTIVE LEADERSHIP TEAM

Amy Zeifang

Laurie Peek, DVM

Mary Ippoliti-Smith

SENIOR MANAGEMENT TEAM

Kim Domerofski
Manager of Partnerships & Collaboration

Sharon Fletcher
Director of Marketing & Communications

Jennifer Ortega
Human Resources Manager

Sheila Segurson, DVM, DACVB
Director of Research

Valerie Stoltenberg
Vice President of Finance

Shelly Thompson
Director of Grants

Lisa Ward
Director of Education

Letter from the Executive Leadership Team

Our year started with a fresh look at how we measure impact. Inspired by the book, *Measure What Matters* by John Doerr, we implemented a new management and planning system based on Objectives and Key Results, or OKRs for short.

Our Objectives pointed us in the right direction. Key Results made sure we got to where we were headed and we were making an impact along the way. Together, they focused our organization on what matters, while measuring progress toward our goals, creating alignment in groups, and allowing us to stretch to achieve things we wouldn't have thought possible. Our areas of focus were lifesaving practices, access to care and metrics - making measuring impact fun.

Then, the COVID-19 pandemic hit the world hard, and nothing has been the same since. The ongoing health crisis and its widespread fallout, along with the renewed emphasis on diversity, equity and inclusion have had a profound impact on us and the groups we serve.

So, what did that mean for Maddie's Fund®? We focused our efforts on foster programming and access to veterinary care. At the same time, we have recognized the urgent need to eliminate unconscious (and conscious) bias in animal welfare.

The pandemic quickly brought about new norms, from practicing physical distancing and increased handwashing to wearing face masks and personal protection equipment. Maddie's Fund became a remote workplace almost overnight. Technology helped us stay connected. We shared birthday wishes, tips for creative self-care and the latest Zoom backgrounds.

As we embraced the new reality an immediate need emerged to empty the shelters – and quickly. A call for pet fosters to communities throughout the U.S. was made, and the general public overwhelmingly answered the call.

Weekly COVID-19 calls became a lifeline for shelter leaders and professionals across the nation to share the latest information and new ways to keep staff and community safe. Using Zoom, hundreds of organizations joined together across the U.S. to collaborate and support each other.

The effects of COVID-19 will be felt for years, but there is a silver lining for the animal welfare community. Shelters emptied, more people than ever opened their homes to a foster or adopted pet and communities came together to support animals and people. Volunteers, unable to go into shelters, made masks for shelter employees to wear. Meet and greets and adoptions were conducted via FaceTime and Zoom. We are hopeful this will truly be the year that more shelters will be thought of as resource centers and that foster care is thought of as the norm.

Not only did communities come together to support these pets, but we pulled together as an industry. Hundreds of peaceful protests focused on racial inequality across our nation shone a light on the fact that the animal welfare field is not nearly as diverse as it should be and that adoptions are often tinged with a bias, whether conscious or unconscious.

With the introduction of the Human Animal Support Services project, Maddie's Fund is committed to support people and pets, and partner with communities that are working hard to keep them together. And more importantly, we are willing to challenge assumptions and each other in examining our own biases in order to move forward in a more inclusive and equitable way. Ann Dunn, the Executive Director of Oakland Animal Services, recently said “having the transformational love of a pet should not be a privilege.” And we couldn't agree more.

Stay safe and be healthy,
Amy, Laurie and Mary



Fiscal Year 2019-20
Maddie's Fund Gave:

381
GRANTS



TOTALING:
\$9,698,519

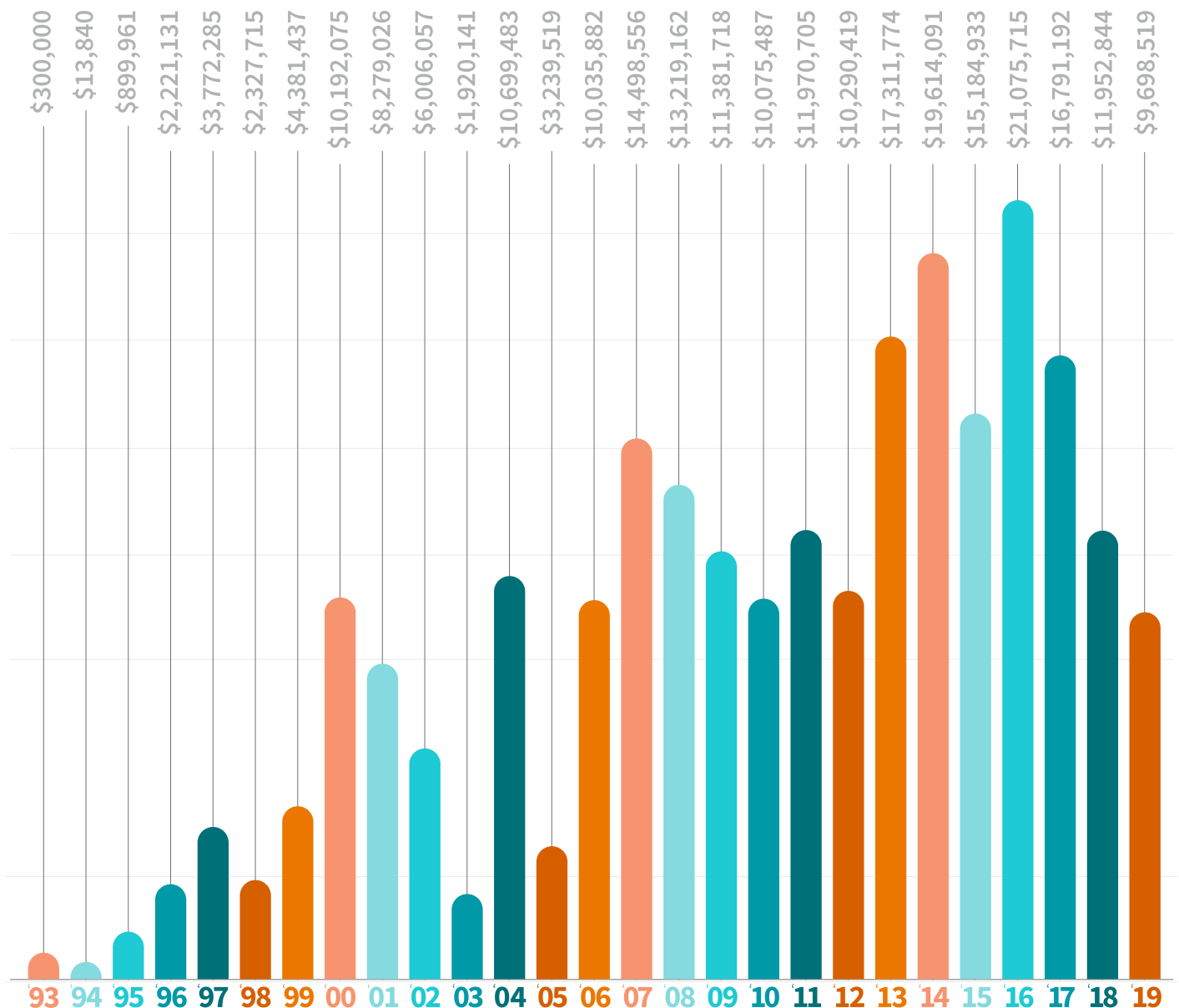
Grant Funding Overview

We're proud of the impact our funding and resources have helped make over the years – from support in the establishment of shelter medicine programs across the country to pioneering progressive sheltering practices.

Since our inception, Maddie's Fund has awarded animal welfare organizations and universities a total of 7,931 grants totaling \$247.3 million. Our grants are designed to benefit organizations that honor the foundation's core values of honesty, integrity and mutual respect.

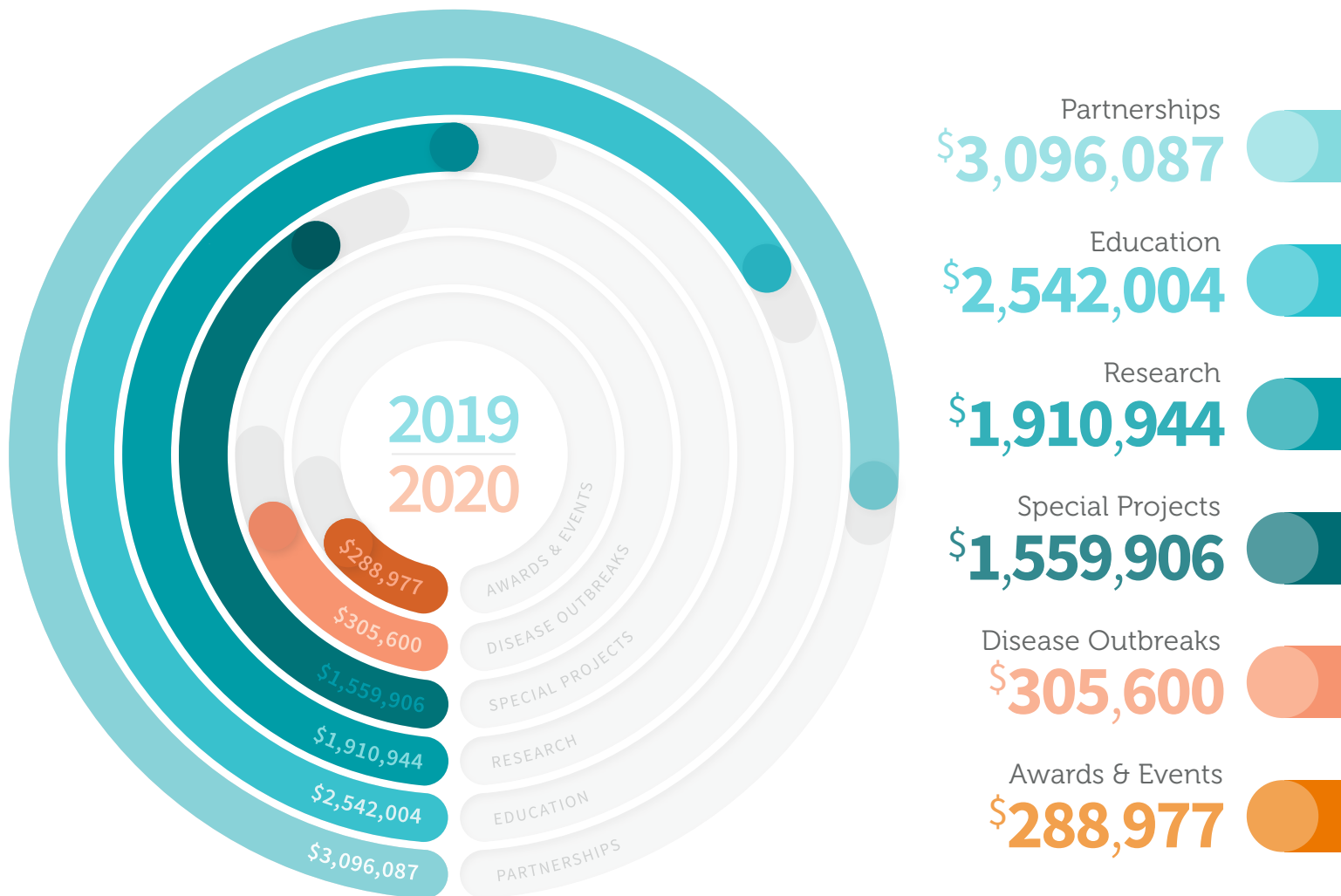
At a Glance: Total Grant Giving by Fiscal Year

FUNDING PERIOD: INCEPTION – JUNE 30, 2020



Total Grant Giving by Category

FISCAL YEAR 2019-20



Year in Review

Taking our inspiration from Doerr’s book, we jumped with both feet into the Objectives and Key Results (OKR) process to streamline and target our work. We approached strategic planning in a way that would help each member of our team understand and demonstrate directly how what they do matters, so collectively we will achieve our mission. Using the OKR process allowed us to create a culture shift and connection to tie what we do, even on a daily basis, to our mission and to each other.

Our process involved 100-day “sprints” where we focused a small group on each objective. We split functional teams into three groups focused on areas that would help our industry become lifesaving practice activists, be inspired to join the access to care bandwagon and make measuring impact fun.



Become a Lifesaving Practice Activist.

Sharing proven strategies and how to implement them with shelters and rescue organizations to further their lifesaving work was the goal of this objective. With this in mind, we provided opportunities for grants, education, research and a COVID-19 response.

Grant Opportunities

THE FOSTER EXPRESS CHALLENGE

Maddie’s Fund has advocated for foster care over the past four years and this year was no different. We have long believed foster care is the future – and the future is now.

During Fall 2019/Winter 2020, we created and launched our Foster Express Challenge. Focusing on short-term fostering programs, shelters were encouraged to launch or expand foster programs in their communities. These foster programs included the opportunity to foster a dog or cat for as little as a couple of hours up to two weeks, which resulted in scores of new people being brought into the fostering fold.

The Challenge resulted in 132 organizations participating, with 8,339 animals going out on a total of 11,115 foster trips. Cats were well-represented during the Challenge as well. They accounted for 2,667 short-term foster trips with 2,374 felines taking advantage of a little R ‘n R. Dogs enjoyed 8,580 field trips with over 6,000 pups participating.



We removed a lot of barriers for the community to join our foster team and in turn recruited a lot of new foster families and played a large role in our recent task of sending all shelter animals to foster.

—
KAYLA SAYLOR,
Foster Manager at Kentucky Humane



The best news of all for these foster participants – nearly 70% of all animals (4,179 dogs and 1,597 cats) were adopted with several shelters reporting 100% of their participating animals were adopted due to this Challenge.

And little did we know at the time, but this Challenge would lay the groundwork for animal shelters in preparation for the COVID-19 pandemic. This Challenge helped many shelters revamp their onboarding process, reduce and remove barriers they had in place, and engage their community in ways they had not done until now.

For this Challenge, a total of \$55,000 in grants were awarded to 19 organizations.



PARTNERSHIPS

This year, we invested \$3,096,087 in national partnerships that we believe are revolutionizing our field. We support collaboration as well as broker and nurture relationships for others. We continued to advance proven practices this year through our partnerships with national animal welfare organizations, including Best Friends Animal Society for its Maddie's® Shelter Embed Projects and the Million Cat Challenge for its Phase 2 project to achieve 2 million cat lives saved.

DISEASE OUTBREAK RESPONSE

We awarded a total of \$305,600 for disaster outbreak relief to organizations providing support for Canine Distemper Virus (DCV) and Canine Influenza Virus (CIV) outbreak responses nationwide. Grants went to Maddie's® Shelter Medicine Program at the University of Wisconsin-Madison and Tony LaRussa's Animal Rescue Foundation. Funds were used for diagnostics, testing, sample supply kits, along with guidance for affected shelters in establishing clean breaks and caring for infected dogs until healthy and adoptable or transferable.

AUSTIN PETS ALIVE! BIG DOG WELFARE PROJECT

Maddie's Fund provided a \$372,000 grant to Austin Pets Alive! (APA!) in December 2019 for the Big Dog Welfare Project. Big dogs can be at risk for behavioral deterioration or the development of complex behavior issues such as anxiety and aggression when in shelters. This problem becomes more complex when additional big dogs continue to arrive at the shelter. This research is designed to improve in-shelter welfare and reduce length of stay for these animals.

This project includes implementing a case management approach for dog management and research to evaluate the outcomes and behavior of dogs adopted from Austin Pets Alive!. As of June 30, 2020, the number of dogs in custody for more than 300 days decreased by 42%; and 98% of dogs in-care greater than 180 days had spent 7 or more days out of shelter within the past 6 months.

Educational Opportunities

ONLINE COURSES

Maddie's® University hosted over 7,000 verified users with more than 16,000 courses completed this year. Top courses included *Canine Body Language in the Shelter*, *Shelter Staff as Crisis Counselors*, *Disinfection and Disease Control in Animal Shelters*, *Feline Communications: How to Speak Cat*, and *Caring for Orphaned Kittens*.

WEBCASTS

In FY2019-20, Maddie's Fund offered 20 webcasts attracting over 22,000 viewers, providing more than 6,000 CE credits. The top three webcasts in viewership this year were: *New AAFP Guidelines for FeLV and FIV: 5 critical take-aways*, *Caring for Exotic Pets* and *How to Turn Orphan Kittens into Senior Cats (AKA Interventions and observations associated with survival of orphaned shelter kittens undergoing treatment for diarrhea)*.

ONSITE APPRENTICESHIPS

We provided \$614,550 in hands-on education programs in seven locations across the U.S. A total of 705 students participated in apprenticeships from Cat Town (Oakland, CA), to Maddie's Lifesaving Academy at Austin (Austin, TX), and Charleston Animal Society (Charleston, SC) to name a few.

CONFERENCE RECORDINGS

In an effort to help bring conference content to those who could not attend in person, Maddie's Fund recorded and published a total of 98 conference recordings on our website this

year from the ASPCA® Cornell Maddie's® Shelter Medicine Conference in Ithaca, NY and American Pets Alive! Conference held in Austin, Texas.

CONFERENCES

We provided \$80,500 to sponsor six conferences during fiscal year 2019-20. Additionally, we provided \$70,638 for 119 scholarships for conference attendance. Scholarship recipients participated in pre- and post-conference related courses and surveys hosted on Maddie's® University along with group discussions in a dedicated Maddie's® Pet Forum board. We paid \$67,000 in grants for booth game winners at the conferences we attended.



SHELTER MEDICINE EDUCATION

We funded a total of \$817,454 in shelter medicine education grants this year for the University of Wisconsin-Madison Shelter Medicine Program, Maddie's® Shelter Medicine Program at Cornell University and Maddie's® Shelter Medicine Program at University of Florida. Together, they're providing shelter consultations, fellowships and online certificates for veterinarians, and training veterinary students in shelter medicine.

“ ”

Scholarship recipients reported they now have, "Confidence to proceed with ideas on programs... knowing they have worked well in other areas." And "There was not a single session that I attended that I didn't come away with some new idea or bit of information that we can use to enhance our shelter."

COVID-19 Response

As the COVID-19 pandemic began, we gathered information, spoke to experts, provided funding and hosted weekly calls to bring animal welfare professionals together to discuss and share ways to respond to this crisis.

COMMUNITY CONVERSATIONS - COVID-19 CALLS

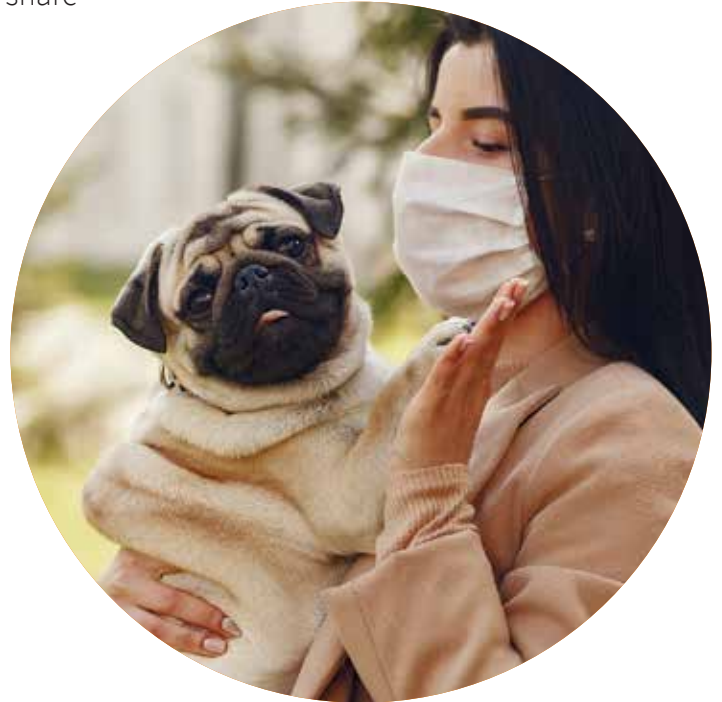
Collaboration and technology led the way in keeping shelter and rescue professionals in touch. Starting in March, Maddie's Fund sponsored two weekly Zoom calls designed to bring organizations together during the pandemic. Shelter professionals, dedicated volunteers and animal welfare leaders joined morning calls each week, providing an opportunity for people to connect that otherwise may not have ever met.

The purpose of these calls is simple – maintain connection among shelter professionals, provide support and comradery, and share science-based facts and information along with emerging proven practices in animal welfare. The call facilitator, Kristen Hassen, Pima Animal Care Center Executive Director, encourages attendees to share differing perspectives and they do, making for [**lively and informative sessions.**](#)

“ ”

You can take center stage and share your thoughts and ideas in front of several hundred of your colleagues or quietly drink your morning coffee and listen in.

—
KRISTEN HASSEN,
PACC



“ ”

When the subject of DEI (Diversity, Equity and Inclusion) came to the forefront in our communities, the calls adapted and we had a space to again learn from one another. The calls have been my go-to source for grant information, statistics and trends. I've also been able to identify and connect to colleagues working on the same issues in similar communities.

—
EMILY KLEHM,
South Suburban Humane Society
Chicago Heights, IL

HUMAN ANIMAL SUPPORT SERVICES

Human Animal Support Services (HASS) was born in the early days of COVID-19. This new community-centric animal welfare organizational model is focused on implementing a range of services for pets and people in pilot cities; keeping more animals in their homes and communities.

As of June 30, 2020, there were over 30 pilot shelters participating in HASS. The coalition is expected to grow and can be found on the [Coalition Members page](#).

“What we’ve learned throughout the pandemic, is that we can do more when it comes to providing community services to help people and their pets stay together,” said executive committee leader Dr. Ellen Jefferson, Executive Director of Austin Pets Alive! and American Pets Alive!. “Whether it’s providing resources to help lost and stray animals get home, keeping cats and dogs with their families, or getting sheltered pets to foster

and adoptive homes faster, HASS aims to provide the tools to support the pilot shelters and their communities achieve these objectives and more.”

Maddie’s Fund sponsored the Pilot Program Implementation Director role for this project.

PET FOSTER CARE STIMULUS GRANT

With the coronavirus gaining steam, it was clear shelter and rescue organizations needed support as they moved more animals to foster than ever before.

We designed the Pet Foster Care Stimulus Grant to assist organizations in providing the best care possible to the animals in foster care and help manage their population through foster care. This grant opportunity provided funding to support foster care programs with food, medical care, supplies, staff time and more.

With over 1,000 grant applications received, we awarded \$1.028 million to 214 organizations.

Foster Care by the Numbers*

FOR THE WEEK OF MARCH 27, 2020, THERE WERE:

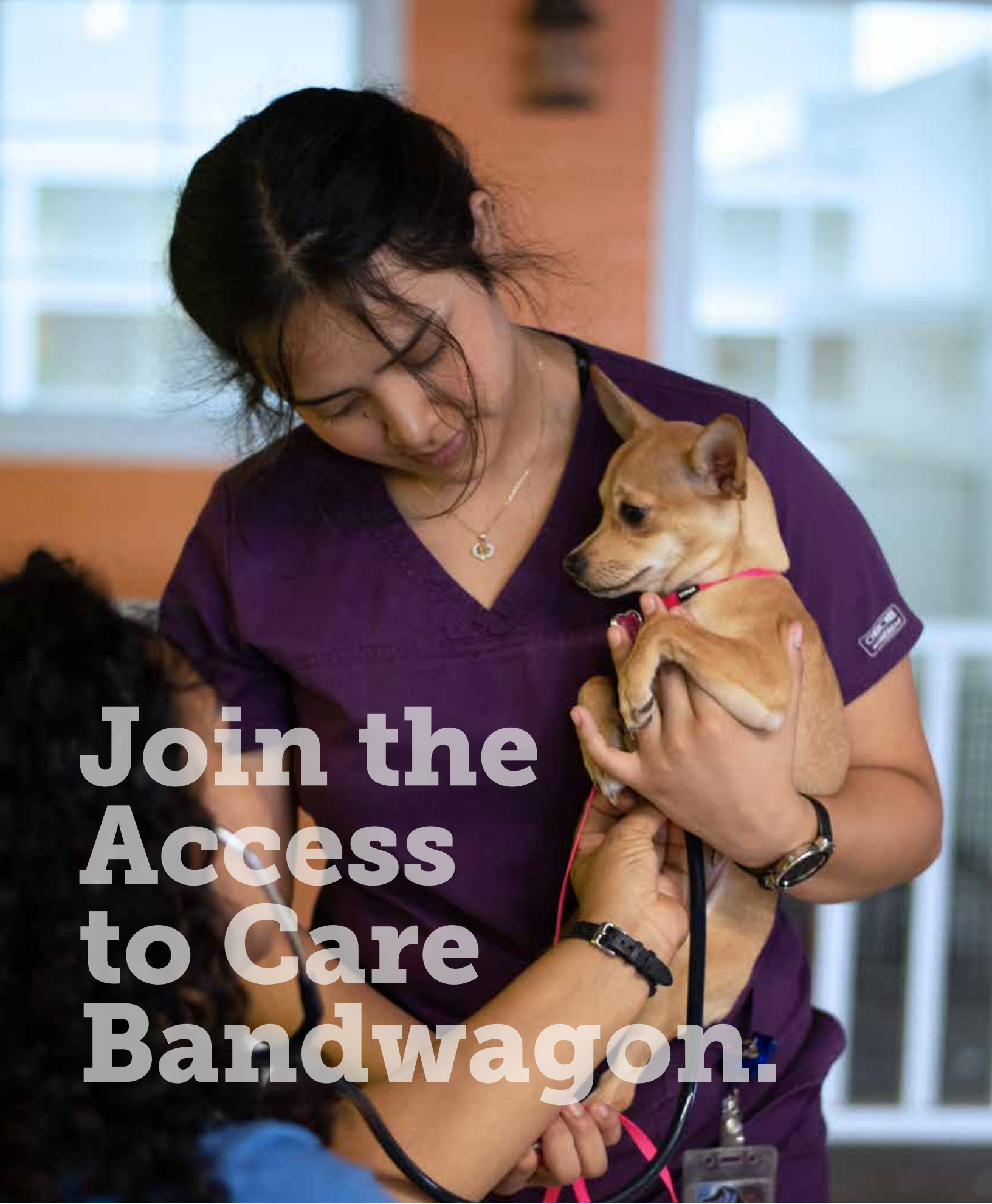
10,476
FOSTER STARTS

INCREASE OVER THE PREVIOUS WEEK
82%

54%
INCREASE OVER SAME 2019 PERIOD



*According to the 24-Pet Shelter Watch Report, COVID-19 Impact Report, produced by Pet Health’s Steve Zeidman



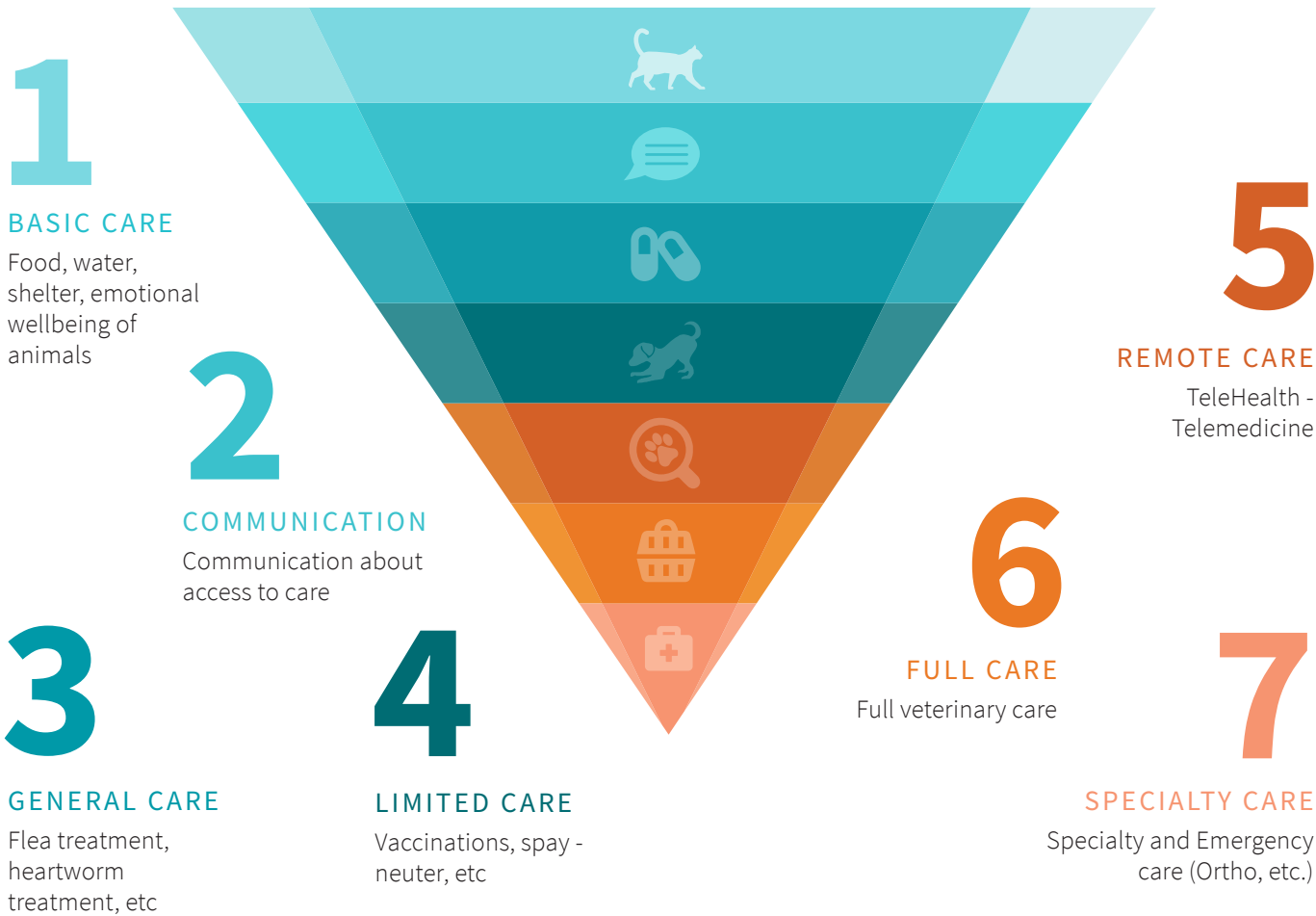
Join the Access to Care Bandwagon.

Join the Access to Care Bandwagon.

Much of our year was spent understanding the landscape of what access to veterinary care means and how it's being addressed in our field. We convened a meeting with a wide range of organizations working in this area to discuss veterinary care, financial assistance, research, and programs. Key takeaways from the meeting and determined for further exploration were collaboration, payment plans and affordable options for chronic conditions.

Access to Care Conceptual Model

A2C OVERVIEW



We continued to invest in research initiatives to better understand access to care. We provided \$1,215,049 in grants this year to support AlignCare research at the University of Tennessee, research into the One Health model and Pets for Life program at University of Denver, and incremental care studies at the ASPCA®.



Make Measuring Impact Fun.



Make Measuring Impact Fun

In search of a way to measure the impact of our work, Maddie's Fund dove into the history of the OKR process, how other organizations were using it and how it would apply to us internally, as a group, and to each staff member on a personal level.

Externally, we made an effort to understand the landscape of this objective. We spoke with several national foundations within and outside of animal welfare about how they measured their impact. From these conversations, we determined that most organizations wanted to measure their impact and have various ways of doing so, however, no one had a system that was perfect.

Internally, we started with staff training, developing internal courses within Maddie's® University. Looking at our content and programs, we identified ways we could evolve our platforms and delivery for them to align with our OKRs. Identifying that we wanted to be mindful of our priorities and where our time was spent, we developed a tool to evaluate those, so that we could adjust as necessary to achieve our goals. As a result, we now have a practice to evaluate new ideas.

“ ”

Having the transformational love of a pet should not be a privilege.

—
ANN DUNN, DIRECTOR,
Oakland Animal Services,
Oakland, CA



Maddie's
Fund

925.310.5450

info@MaddiesFund.org

MaddiesFund.org

6150 Stoneridge Mall Road, Suite 125
Pleasanton, CA 94588

