Tell us About Your Organization's Behavior Programs and Practices: 2022

Hi,

Thank you for completing this survey about your behavior programs at your organization. We'll use this information to learn about where you might benefit from support, to help you meet your goals. Note that the questions aren't intended to suggest that organizations should be implementing everything mentioned in the survey. Some choices refer to items which aren't currently best practices for providing behavioral care, but that many shelters still do. Asking questions about all kinds of behavior work help us to make recommendations for your organization.

Please have the person most familiar with your organization's behavior program respond to this survey. This survey will take about 20 minutes to complete.

Specific data from your organization and behavior program during the last calendar year will be required, such as:

- Total cat and dog intake
- Total number dog and cat bites from animals in custody
- Save rate
- Return rate
- Average length of stay (of dogs/cats currently in custody)
- Total number of dogs/cats currently in (foster/shelter) with length of stay more than 90 days
- Total number full-time and part-time staff and volunteers who support the behavior program.

If you have questions or concerns about this survey, please contact Sheila@maddiesfund.org.

Thank you!

1. About you and your organization:

Your Name	
Organization	
City/Town	
State/Province	-- select state -- ▾
Email Address	

2. Which of the following best describes your organization?

- ◯ Private non-profit animal organization with a physical shelter and no government contract
- ◯ Private non-profit animal organization with a physical shelter and a government contract
- ◯ Private non-profit animal organization without a physical shelter
- ◯ Government animal organization with a physical shelter (e.g., animal services, animal care & control)
- ◯ Government animal organization without a physical shelter
- ◯ Other (please specify.)

    [   ]

3. What is your role?

○ CEO/Director

○ Shelter or Operations Director/Manager

○ Behavior Director/Manager/Coordinator

○ Behavior Staff

○ Other (please specify)

[   ]

4. Which of the following does your organization take in for the purpose of rehoming?

☐ Dogs

☐ Cats

☐ Rabbits

☐ Other small mammals (e.g. rats, hamsters, etc.)

☐ Birds

☐ Reptiles

☐ Horses

☐ Other (please specify)

[   ]

☐ None of the above

Community Support, Staff/Volunteer Training

These questions ask about whether your organization utilizes the listed programs/items. Please use the following definitions as a guide when answering these questions.

1 - don't have: Your organization hasn't implemented this program
2 - planning or beginning to implement: Your organization has ideas to implement or is beginning to pilot the program/item.
3 - have, but needs improvement: Your organization is implementing the program/item, but it's in need of significant improvement or expansion.
4 - have a good program/item: The program/item is being actively implemented and benefitting some animals and/or people, but there may be challenges that haven't been solved or it may need to be scaled up.
5 - have an excellent program/item: All animals or people who could benefit from the program/item are receiving it. There are clear goals & it undergoes regular reviews to make improvements as needed.
n/a: This program/item isn't applicable to our organization

5. Which best describes the degree to which your organization does or doesn't implement the following **community support** programs/items:

	1 - don't have	2 - planning or beginning to implement	3 - have, but needs improvement	4 - have a good program	5 - have an excellent program	n/a
An intake prevention program for animals with behavior concerns	○	○	○	○	○	○
Behavior support/helpline (phone, text, or email)	○	○	○	○	○	○
Publicly available behavior resources online (manuals, documents, videos, links to other resources)	○	○	○	○	○	○
Training classes or workshops	○	○	○	○	○	○
Behavior appointments/consultations for animals with behavior concerns	○	○	○	○	○	○
Tools available to be given/loaned to public (e.g. crates, toys, leashes)	○	○	○	○	○	○
Targeted marketing of behavior support to zip codes with high shelter intake	○	○	○	○	○	○

6. Which best describes the degree to which your organization does or doesn't implement the following **adopter support** programs/items:

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Peer-to-peer support for adopters of animals with behavioral concerns (e.g., online forum, group)	○	○	○	○	○	○
Post-adoption behavior appointments/consultation for animals with behavioral concerns (e.g., phone calls or appointments to support people who have concerns/challenges)	○	○	○	○	○	○
Post-adoption follow-up (e.g., surveys or phone calls to learn how animals are doing)	○	○	○	○	○	○
Behavior education for adopters (e.g. training classes, handouts, webcasts)	○	○	○	○	○	○

7. Which best describes the degree to which your organization does or doesn't use the following programs/items related to **staff training**:

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Dog behavior training for new *staff* (e.g., safe/humane handling, dog communication, reporting bites)	○	○	○	○	○	○
Cat behavior training for new *staff* (e.g., safe/humane handling, cat communication, reporting bites)	○	○	○	○	○	○
Other species (e.g., rabbits, reptiles, pigs) behavior training for new *staff*	○	○	○	○	○	○
Ongoing behavior education for *staff*	○	○	○	○	○	○

8. Which best describes the degree to which your organization does or doesn't use the following programs/items related to **volunteer training**:

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Dog behavior training for new *volunteers*	○	○	○	○	○	○
Cat behavior training for new *volunteers*	○	○	○	○	○	○
Other species behavior training for new *volunteers*	○	○	○	○	○	○
Ongoing behavior education for *volunteers*	○	○	○	○	○	○

9. Which best describes the degree to which your organization does or doesn't use the following programs/items related to **foster caregiver training**:

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Dog behavior training for new *foster caregivers*	○	○	○	○	○	○
Cat behavior training for new *foster caregivers*	○	○	○	○	○	○
Other species behavior training for new *foster caregivers*	○	○	○	○	○	○
Ongoing behavior education for *foster caregivers*	○	○	○	○	○	○

Tell us About Your Organization's Behavior Programs and Practices: 2022

Outcomes, Program Management, Veterinary Support

These questions ask about whether your organization utilizes the listed programs/items. Please use the following definitions as a guide when answering these questions.

1 - don't have: Your organization hasn't implemented this program
2 - planning or beginning to implement: Your organization has ideas to implement or is beginning to pilot the program
3 - have, but needs improvement: Your organization is implementing the program, but it's in need of significant improvement or expansion.
4 - have a good program: The program is being actively implemented and benefitting some animals and/or people, but there may be challenges that haven't been solved or it may need to be scaled up.
5 - have an excellent program: All animals or people who could benefit from the program are receiving it. The program has clear goals & undergoes regular reviews to make improvements as needed.
n/a: This program isn't applicable to our organization

10. Which best describes the degree to which your organization does or doesn't use the following programs/items related to **dog outcomes**:

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Outcome decision-making process for dogs with behavior concerns	○	○	○	○	○	○
Special/additional marketing for dogs with specific behavior needs	○	○	○	○	○	○
Special/additional adoption counseling, videos and handouts for dogs with specific behavior needs	○	○	○	○	○	○
Special/additional adoption counseling, videos and handouts for dogs with specific behavior needs **in multiple languages**.	○	○	○	○	○	○
Proactive matchmaking to find homes for big dogs	○	○	○	○	○	○
Adoption trial period, or foster-to-adopt options for dogs with specific behavior needs	○	○	○	○	○	○
Adoption counseling to meet specific dog life stage needs (e.g. puppies, adults, seniors)	○	○	○	○	○	○

11. Which best describes the degree to which your organization does or doesn't use the following programs/items related to **cat outcomes**:

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Outcome decision-making process for cats with behavior concerns	○	○	○	○	○	○
Special/additional marketing for cats with specific behavior needs	○	○	○	○	○	○
Special/additional adoption counseling, videos and handouts for cats with specific behavior needs	○	○	○	○	○	○
Special/additional adoption counseling, videos and handouts for cats with specific behavior needs **in multiple languages**.	○	○	○	○	○	○
Adoption trial period, or foster-to-adopt options for cats with specific behavior needs	○	○	○	○	○	○
Adoption counseling to meet specific cat life stage needs (e.g., kittens, adults, seniors)	○	○	○	○	○	○

12. Which best describes the degree to which your organization does or doesn't have or use the following, related to **behavior program management?** If your answer is different for dogs and cats, please answer related to dogs and enter info where things are different for cats.

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Behavior rounds - weekly or more frequently	○	○	○	○	○	○
Behavioral Pathway planning for animals	○	○	○	○	○	○
Behavior standard operating procedures	○	○	○	○	○	○
Behavior assessment process (NOT a test), behavior plans (e.g., training, behavior modification, adoption), and monitoring process for animals with specific behavior needs	○	○	○	○	○	○
Behavior assessment test (e.g., SAFER, Modified Assess-a-Pet, etc.) for more than 25% of dogs	○	○	○	○	○	○
Behavior assessment test (e.g., Felineality, etc.) for more than 25% of cats	○	○	○	○	○	○

Other (please specify)

13. Which best describes the degree to which your organization does or doesn't use the following, regarding **veterinary support** for animals with specific behavior needs? If your answer is different for dogs and cats, please answer related to dogs and enter info where things are different for cats.

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Veterinary evaluation of animals with behavior concerns (exams/diagnostics to rule-out medical causes of behavior problems)	○	○	○	○	○	○
Behavior medication for animals with behavior concerns (when indicated)	○	○	○	○	○	○
Behavior medication for animals with significant stress or anxiety (when indicated)	○	○	○	○	○	○
Behavior medication monitoring (tracking effectiveness) for animals who receive behavior medication	○	○	○	○	○	○

Tell us About Your Organization's Behavior Programs and Practices: 2022

Dog and Cat Care: Shelter and Foster

These questions ask about whether your organization utilizes the listed programs/items. Please use the following definitions as a guide when answering these questions.

1 - don't have: Your organization hasn't implemented this program
2 - planning or beginning to implement: Your organization has ideas to implement or is beginning to pilot the program
3 - have, but needs improvement: Your organization is implementing the program, but it's in need of significant improvement or expansion.
4 - have a good program: The program is being actively implemented and benefitting some animals and/or people, but there may be challenges that haven't been solved or it may need to be scaled up.
5 - have an excellent program: All animals or people who could benefit from the program are receiving it. The program has clear goals & undergoes regular reviews to make improvements as needed.
n/a: This program isn't applicable to our organization

14. Which best describes the degree to which your organization does or doesn't use the

following, **in shelter for dogs?**

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Food dispensing toys (e.g., Kongs)	○	○	○	○	○	○
Dog-dog playdates or small playgroups (less that 5 dogs)	○	○	○	○	○	○
Playgroups (more than 5 dogs)	○	○	○	○	○	○
Quiet time with people out of kennel (e.g, office visits, relaxation time in a yard)	○	○	○	○	○	○
Quiet hour(s) during the day where traffic through the shelter is minimized	○	○	○	○	○	○
Physical exercise (e.g., walks, runs, play with people) out of kennel	○	○	○	○	○	○
Outings (e.g., field trips, car rides, sleepovers)	○	○	○	○	○	○
Basic training (e.g., sit, loose leash walking) for dogs in shelter who would benefit from it	○	○	○	○	○	○
Behavior modification for dogs in shelter with behavioral concerns (e.g., resource guarding, stranger danger)	○	○	○	○	○	○
Provision of basic needs (e.g., bed, hiding place, potty walks)	○	○	○	○	○	○
Co-housing of compatible dogs (planned/monitored, not due to lack of space)	○	○	○	○	○	○
Additional housing options for long-stay dogs (e.g., office foster, enlarged enclosures)	○	○	○	○	○	○
Strategic housing for reactive dogs (e.g. housing dogs who	○	○	○	○	○	○

bark away from high traffic areas)

15. Which best describes the degree to which your organization does or doesn't use the following, **in shelter for cats?**

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Food dispensing toys (e.g., SlimCat)	◯	◯	◯	◯	◯	◯
Cat social time: multiple cats in large space with room to run, jump, play	◯	◯	◯	◯	◯	◯
Quiet time with people out of kennel (e.g, office visits, relaxation time in a dedicated space)	◯	◯	◯	◯	◯	◯
Quiet hour(s) during the day where traffic through the shelter is minimized	◯	◯	◯	◯	◯	◯
Physical exercise (e.g., play with people, cat exercise wheel) out of kennel	◯	◯	◯	◯	◯	◯
Outings (e.g., sleepovers)	◯	◯	◯	◯	◯	◯
Training (e.g., sit, touching a target) for cats in shelter who would benefit from it	◯	◯	◯	◯	◯	◯
Behavior modification for cats in shelter with behavioral concerns (e.g., petting induced aggression, fear)	◯	◯	◯	◯	◯	◯
Provision of basic needs (e.g., bed, hiding place, scratching surface)	◯	◯	◯	◯	◯	◯
Co-housing of compatible cats (planned/monitored, not due to lack of space)	◯	◯	◯	◯	◯	◯
Additional housing options for long-stay cats (e.g., office foster, enlarged enclosures)	◯	◯	◯	◯	◯	◯

Strategic housing for

reactive cats (e.g., housing cats who display fearful or aggressive behavior away from other animals)

○   ○   ○   ○   ○   ○

16. Which best describes the degree to which your organization does or doesn't use the following, regarding **foster care**:

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Foster care for dogs (general)	○	○	○	○	○	○
Foster care for dogs with specific behavior needs (e.g., long stay, resource guarding, fearful/shy)	○	○	○	○	○	○
Foster care for special circumstances stays (e.g., safekeeping, humane law enforcement)	○	○	○	○	○	○
Basic training for dogs in foster who would benefit from it	○	○	○	○	○	○
Behavior modification for dogs in foster with behavior concerns	○	○	○	○	○	○
Behavior support for foster caregivers/dogs (by staff)	○	○	○	○	○	○
Behavior support for foster caregivers/dogs (by volunteer mentors)	○	○	○	○	○	○
Peer-to-peer dog behavior support for foster caregivers (e.g., online forum, group)	○	○	○	○	○	○
Equipment available for loan to foster caregivers (e.g., harnesses, head collars, crates, food dispensing toys)	○	○	○	○	○	○

17. Which best describes the degree to which your organization does or doesn't use the following, regarding **cat foster care**:

	1 - don't have	2 - planning or beginning	3 - needs improvement	4 - good program	5 - excellent program	n/a
Foster care for cats (general)	○	○	○	○	○	○
Foster care for cats with specific behavior needs (e.g., long stay, play biting, fearful/shy)	○	○	○	○	○	○
Foster care for special circumstances stays (e.g., safekeeping, humane law enforcement)	○	○	○	○	○	○
Behavior modification for cats in foster with behavior concerns	○	○	○	○	○	○
Behavior support for foster caregivers/cats (by staff)	○	○	○	○	○	○
Behavior support for foster caregivers/cats (by volunteer mentors)	○	○	○	○	○	○
Peer-to-peer cat behavior support for foster caregivers (e.g., online forum, group)	○	○	○	○	○	○
Equipment available for use by foster caregivers (e.g., toys, beds, food dispensing toys)	○	○	○	○	○	○

18. For questions about behavior volunteers, your organization may or may not have volunteers who are assigned as behavior volunteers. If your organization doesn't, please answer these questions for the volunteers who work with your more challenging behavior animals or select n/a if you have no volunteers like this. Regarding staff and volunteer relationships, please rate the following:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	n/a
Our dog behavior volunteers feel that they have a voice and their input is welcomed related to dog care, plans and outcomes.	○	○	○	○	○	○
Our dog behavior volunteers feel that they are respected by staff	○	○	○	○	○	○
Our dog behavior volunteers feel that they are respected by management.	○	○	○	○	○	○
Our dog behavior volunteers have a good relationship with staff.	○	○	○	○	○	○
Our dog behavior volunteers have a good relationship with management.	○	○	○	○	○	○

Other (please specify)

19. For questions about behavior volunteers, your organization may or may not have volunteers who are assigned as behavior volunteers. If your organization doesn't, please answer these questions for the volunteers who work with your more challenging behavior animals or select n/a if you have no volunteers like this. Regarding staff and volunteer relationships, please rate the following:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	n/a
Our cat behavior volunteers feel that they have a voice and their input is welcomed related to dog care, plans and outcomes.	○	○	○	○	○	○
Our cat behavior volunteers feel that they are respected by staff.	○	○	○	○	○	○
Our cat behavior volunteers feel that they are respected by management.	○	○	○	○	○	○
Our cat behavior volunteers have a good relationship with staff.	○	○	○	○	○	○
Our cat behavior volunteers have a good relationship with management.	○	○	○	○	○	○

Other (please specify)

[   ]

20. What are the most common reasons for cat behavioral euthanasia at your organization? Please select **up to** 5 reasons.

☐ Cat-cat aggression

☐ Cat aggression to familiar people

☐ Cat aggression to unfamiliar people

☐ Cat - other animal (e.g., dogs, small mammals, birds) aggression

☐ Shy/undersocialized

☐ Other (please specify)

[   ]

☐ None of the above

☐ Separation anxiety

☐ Destructive behavior

☐ House soiling/Inappropriate elimination

☐ Scratches furniture, etc.

21. What are the most common reasons for dog behavioral euthanasia at your organization? Please select **up to** 5 reasons.

☐ Dog-dog aggression

☐ Dog aggression to familiar people

☐ Dog aggression to unfamiliar people

☐ Dog- other animal (e.g., cats, livestock, birds) aggression

☐ Shy/undersocialized

☐ Jumpy/mouthy

☐ Separation anxiety

☐ Other (please specify)

[   ]

☐ None of the above

☐ Destructive behavior

☐ House soiling

☐ Escapes from home/yard

☐ Barrier reactivity to people

☐ Barrier reactivity to dogs

22. Which best describes the degree to which your organization has the following?

	don't have	planning/beginning	needs improvement	good	excellent	n/a
Euthanasia criteria (who is unsafe to place in homes)	○	○	○	○	○	○
Euthanasia/lifesaving protocol (process to ensure case is thoroughly assessed and reviewed)	○	○	○	○	○	○
Bite report protocol and record keeping	○	○	○	○	○	○
Behavior rounds protocol	○	○	○	○	○	○
Enrichment protocol(s)	○	○	○	○	○	○
Behavior modification protocol(s)	○	○	○	○	○	○
Welfare assessment protocol	○	○	○	○	○	○
Behavior medication protocol (general guidelines)	○	○	○	○	○	○
Behavior medication monitoring protocol	○	○	○	○	○	○
Behavioral pathway planning protocol	○	○	○	○	○	○

Other (please specify)

[   ]

23. My organization took in ____ dogs/cats during the last calendar year.

Dogs

Cats

24. My organization currently has ____ dogs/cats in the following locations

Dogs in shelter

Dogs in foster care

Cats in shelter

Cats in foster care

25. My organization currently has ____. Please enter the number of people in each category. For the question about behavior volunteers, your organization may or may not have volunteers who are assigned as behavior volunteers. If your organization doesn't, please answer these questions for the volunteers who work with your more challenging behavior animals or enter '0' if you have no volunteers like this.

Staff (for entire organization)

Volunteers

Full time behavior staff

Part time behavior staff

Behavior volunteers

Dog behavior fosters

Cat behavior fosters

26. Please share your organization's data for the most recent full calendar year.

Save rate dogs (%)
(total live animal
outcomes divided by
all animal outcomes)

Save rate cats (%)

Return rate dogs (%)
(total number of
returns divided by
total number of
adoption outcomes)

Return rate cats

Average length of stay
(LOS) of dogs
currently in custody

Average length of stay
(LOS) of cats currently
in custody

Number of dogs
currently **in shelter**
with LOS > 90 days

Number of dogs
currently **in foster**
with LOS > 90 days

Number of cats
currently **in shelter**
with LOS > 90 days

Number of cats
currently **in foster**
with LOS > 90 days

27. Does your organization *generally* adopt out dogs who have a history of aggressive behavior (listed below) in a home environment? We understand that everyone assesses each situation individually. For this question, please assume the dog has a documented history of a bite, but circumstances of the bite are unknown. If your organization would transfer the dog out, please select 'never'.

Notes:

- A level 3 bite causes shallow punctures from the canines +/- shallow lacerations.
- A level 3 bite with multiple bites in the same incident is still a level 3 bite. A level 4 bite causes deep punctures (canines and incisors) +/- lacerations.
- A level 5 bite involves multiple level 4 bites with very serious damage.

Please review the link to the Dunbar scale or email sheila@maddiesfund.org if you're unsure what each level means.

	Never	Rarely	Sometimes	Frequently	Always	Don't know
Growling	○	○	○	○	○	○
Snapping	○	○	○	○	○	○
Level 3 bite (Dunbar scale)	○	○	○	○	○	○
Level 4 bite (Dunbar scale)	○	○	○	○	○	○
Level 5 bite (Dunbar scale)	○	○	○	○	○	○

Comments

28. During the last calendar, enter the number of bites that occurred for the following categories. If you don't know how many bites occurred, please leave blank.

Dogs in shelter

Dogs in foster care

Cats in shelter

Cats in foster care

29. What types of data are you collecting and using to improve your behavior program?

- [ ] Number of behavior volunteers
- [ ] Number of behavior fosters
- [ ] Number of NEW behavior volunteers/fosters
- [ ] Number of dogs in custody in need of vs. receiving behavior plan
- [ ] Number of cats in custody in need of vs. receiving behavior plan
- [ ] Number of intakes for primary behavior reasons (separated by type of behavior concern)
- [ ] Number of euthanasias due to behavior (primary or secondary, separated by type of behavior concern)
- [ ] Return rate

- [ ] Returns for primary behavior reasons (separated by type of behavior concern)
- [ ] Average length of stay
- [ ] Number of animals currently in custody with unacceptably long lengths of stay
- [ ] Number of people supported post-adoption
- [ ] Number of people supported pre-intake (community support)
- [ ] Bites in shelter
- [ ] Bites in foster
- [ ] Bites by adopted animals

Tell us About Your Organization's Behavior Programs and Practices: 2022

30. In what areas is your organization most in need of improvement and support with regard to behavior programs?

31. Is there anything else you'd like to share?