Hi,

This survey asks questions that will help us evaluate your foster program and determine the next steps that will help you reach your goals. Please have the person most familiar with your organization’s foster program respond to this survey. It will take about 20 minutes to complete.

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 foster programs, but that many shelters still do. Asking questions about things that are, and are not best practices helps us to make recommendations for your organization.

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

- Total cat intake
- Total dog intake
- Total cat foster placements
- Total dog foster placements
- Total number of foster caregivers who took pets home
- Total full time and part time staff and volunteers who manage the foster program

If you have questions about this survey, please email duer@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
   - Foster Director/Manager
   - Foster Coordinator/Staff
   - Other (please specify)

4. How many cats did your organization take in during the last calendar year?

5. How many dogs did your organization take in during the last calendar year?
Tell Us About Your Organization's Foster Programs and Practices

Foster Data

6. How many of each type of foster coordinators/managers do you have? Enter zero for any option that you have none of.

   # Full time paid (staff)
   foster coordinator or manager(s)

   # Part time paid (staff)
   foster coordinator or manager(s)

   # Full time volunteer
   foster coordinator or manager(s)

   # Part time volunteer
   foster coordinator or manager(s)

7. How many **feline foster placements** were made during the last calendar year? Please include all types of fostering except day outings.

7. How many **canine foster placements** were made during the last calendar year? Please include all types of fostering except day outings.

8. How many **canine field trips** (a few hours to all day) were made during the last calendar year?

9. How many **feline field trips** (a few hours to all day) were made during the last calendar year?

10. How many **foster caregivers took pets home** during the last calendar year? Please include all types of fostering except day outings.

11. How many **foster caregivers took pets home** during the last calendar year? Please include all types of fostering except day outings.
12. What types of data are you collecting and using to improve your foster program?

- Number of active foster caregivers
- Number of new foster sign-ups
- Percentage of new foster sign-ups who foster pets
- Where new fosters are finding you
- Number of individual pets placed in foster
- Number of foster placements
- Types/ages of pets fostered
- LOS in foster, by type of pet
- Outcomes for pets fostered
- Number of pets adopted directly from foster homes
- Number of bites in foster homes
- None of these
### Overall Program

13. Which of the following types of foster for **cats & kittens** did your organization utilize during the last calendar year? Check all that apply.

- [ ] Sick or recovering from surgery
- [ ] Behavior
- [ ] Custody/legal cases
- [ ] Deterioration in shelter
- [ ] Healthy adult
- [ ] Hospice (pets who have a terminal illness but who still have some time left while they are comfortable)
- [ ] On stray hold
- [ ] Field trip (foster for one hour to all day)
- [ ] Sleepover/short-term foster
- [ ] Emergency foster
- [ ] Long stay in shelter
- [ ] Fostered by finder
- [ ] Foster to adopt
- [ ] Safety net (foster care for owned pets whose owner is in crisis but who wants to ultimately keep them)
- [ ] Kittens <8wks./2 lb.
- [ ] Transport (in foster home for a specific amount of time to quarantine for travel)
- [ ] Business/organization (e.g., a library fostering a kitten or a hotel fostering a dog)
- [ ] None of these

14. Which of the following types of foster for **dogs & puppies** did your organization utilize during the last calendar year? Check all that apply.

- [ ] Sick or recovering from surgery
- [ ] Behavior
- [ ] Custody/legal cases
- [ ] Deterioration in shelter
- [ ] Healthy adult
- [ ] Hospice (pets who have a terminal illness but who still have some time left while they are comfortable)
- [ ] On stray hold
- [ ] Field trip (foster for one hour to all day)
- [ ] Sleepover/short-term foster
- [ ] Emergency foster
- [ ] Long stay in shelter
- [ ] Fostered by finder
- [ ] Foster to adopt
- [ ] Safety net (foster care for owned pets whose owner is in crisis but who wants to ultimately keep them)
- [ ] Puppies <8wks./2 lb.
- [ ] Transport (in foster home for a specific amount of time to quarantine for travel)
- [ ] Business/organization (e.g., a library fostering a cat or a hotel fostering a dog)
- [ ] None of these
15. What percentage of each type of pet are generally available for fostering at your organization?

<table>
<thead>
<tr>
<th></th>
<th>0-20%</th>
<th>21-40%</th>
<th>41-60%</th>
<th>61-80%</th>
<th>81-100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kittens</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Cats</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Puppies</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Dogs</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Other (e.g., rabbits, guinea pigs)</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
16. What is the shortest amount of time your foster onboarding process can take, from signing up to putting a pet in their hands?

- 1-3 Hours
- 4 Hours - 1 Day
- 2-3 Days
- 4 Days - 1 week
- 8 Days or more

17. What are the **required** steps in the process for becoming a foster caregiver at your organization? Check all that apply.

- Fill out an application/sign-up form
- Be interviewed in person or via telephone
- Background check
- Fingerprinting
- Immediate access to foster caregiver training (e.g., online, on-the-spot)
- Foster caregiver training requires a waiting period (i.e., must attend in person training on specific day)
- All fosters are must also be in-shelter volunteers and attend any related training
- Meet all members of household
- Meet all pets living in household
- Veterinary exam for existing household pets
- Review of veterinary records for existing household pets
- Up to date vaccinations for existing household pets
- Sign foster agreement
- Landlord check
- Contact personal references
Tell Us About Your Organization's Foster Programs and Practices

Foster Engagement & Appreciation, Medical, Training & 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.

- **Not being done**: Your organization has not implemented this
- **Planning or beginning to implement**: Your organization has ideas to implement or is beginning to pilot the program
- **Done, but needs improvement**: Your organization is doing this, but it isn't done regularly or needs significant improvement or expansion
- **Done well**: This is being actively implemented and is benefitting some animals and/or people, but there may be challenges that haven't been solved or it may need a tune-up
- **Exemplary**: All animals or people who could benefit from this are receiving it. It has clear goals & undergoes regular reviews to make improvements as needed. It is done well enough to serve as an example for others.
18. Which best describes the degree to which your foster program engages and expresses appreciation for foster caregivers?

<table>
<thead>
<tr>
<th></th>
<th>Not being done</th>
<th>Planning or beginning to implement</th>
<th>Done, but needs improvement</th>
<th>Done well</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responds to foster inquiries within 24 hours</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Foster caregivers are “checked in” with on a regular basis</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Solicits feedback from foster caregivers about their experiences with the program regularly (i.e., yearly survey)</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Plans regular appreciation and social events for foster caregivers</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Peer-to-peer support for fosters, such as in a social media group</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Foster caregivers are seen as VIPs</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Foster caregivers are an integral part of the team making decisions for their foster pet</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
19. Which best describes the degree to which your organization does or doesn’t offer the following support?

<table>
<thead>
<tr>
<th>Support</th>
<th>Not being done</th>
<th>Planning or beginning to implement</th>
<th>Done, but needs improvement</th>
<th>Done well</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easily accessible foster resources (on website, Trello, etc.)</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Mentor program for foster caregivers</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Foster social media group or other forum where questions can be asked</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Ongoing education for foster caregivers is available</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Foster orientation/training for all fosters (can be online or on-the-spot)</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

20. Which best describes the degree to which your foster program provides the following to foster caregivers?

<table>
<thead>
<tr>
<th>Support</th>
<th>Not being done</th>
<th>Planning or beginning to implement</th>
<th>Done, but needs improvement</th>
<th>Done well</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td>An efficient process is in place for pets in foster homes to get medical needs met</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Process is in place to take care of medical emergencies 24 hours a day</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Rapid response to foster emergencies (under 1 hour)</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Foster caregivers are given instruction as to how to identify an emergency, and next steps to take</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>System for making appointments and sending reminders to fosters</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
Tell Us About Your Organization's Foster Programs and Practices

Marketing and Adopting from Foster Homes

These questions ask about whether your organization utilizes the listed programs/items.

If your organization only does safety net fostering (foster care for owned pets whose owner is in crisis but who wants to ultimately keep them), you can skip this page.

Please use the following definitions as a guide when answering these questions.

- Not being done: Your organization has not implemented this
- Planning or beginning to implement: Your organization has ideas to implement or is beginning to pilot the program
- Done, but needs improvement: Your organization is doing this, but it isn't done regularly or needs significant improvement or expansion
- Done well: This is being actively implemented and is benefitting some animals and/or people, but there may be challenges that haven’t been solved or it may need a tune-up
- Exemplary: All animals or people who could benefit from this are receiving it. It has clear goals & undergoes regular reviews to make improvements as needed. It is done well enough to serve as an example for others.
21. Which best describes the degree to which your organization does or doesn’t do the following?

<table>
<thead>
<tr>
<th>Expectation is set from sign-up that you’ll need fosters to help with marketing</th>
<th>Not being done</th>
<th>Planning or beginning to implement</th>
<th>Done, but needs improvement</th>
<th>Done well</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fosters are trained and/or linked up with marketing resources</th>
<th>Not being done</th>
<th>Planning or beginning to implement</th>
<th>Done, but needs improvement</th>
<th>Done well</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Foster caregivers who dislike marketing or need assistance with it have the ability to get support or training</th>
<th>Not being done</th>
<th>Planning or beginning to implement</th>
<th>Done, but needs improvement</th>
<th>Done well</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>There is an efficient system for collecting foster photos, videos and information from foster caregivers</th>
<th>Not being done</th>
<th>Planning or beginning to implement</th>
<th>Done, but needs improvement</th>
<th>Done well</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>There is an efficient system for posting the marketing material you receive from fosters to your website and/or social media</th>
<th>Not being done</th>
<th>Planning or beginning to implement</th>
<th>Done, but needs improvement</th>
<th>Done well</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
22. Which best describes the degree to which your organization does or doesn’t do the following?

<table>
<thead>
<tr>
<th></th>
<th>Not being done</th>
<th>Planning or beginning to implement</th>
<th>Done, but needs improvement</th>
<th>Done well</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pets can be adopted directly from foster homes</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Fosters have the option of getting support with finalizing adoptions or having them done from the shelter</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Training and/or guidance on how to do meetings with potential adopters, do adoption counseling and finalize adoptions is given to fosters</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Fosters are allowed to adopt and make decisions on placement of their foster pets</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
Tell Us About Your Organization's Foster Programs and Practices

Recruitment, Program Management and Integration

These questions ask about whether your organization utilizes the listed programs/items. You'll be able to choose the degree to which the statements are true of your foster program or organization on a scale of Strongly Disagree to Strongly Agree.

23. Which best describes the degree to which you agree with the following statements about your foster program:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization talks about foster all the time in public-facing communications</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Has a comprehensive plan for recruiting fosters that uses multiple strategies</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>An effort is made to extend the invitation to foster to all segments of the community</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Organization’s foster base is as diverse as the local community</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Fosters &amp; volunteers are prompted to help regularly by recruiting fosters via word of mouth</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Sends foster pleas to foster caregivers in a variety of ways, on a regular basis</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Pets most in need of foster are placed in homes on a timely basis</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
24. Which best describes the degree to which you agree with the following statements about your foster program?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster program has Standard Operating Procedures (SOPs)</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Foster program utilizes Standard Operating Procedures (SOPs) effectively</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The foster organizational chart maximizes available resources- paid staff, reallocated staff, volunteers, etc.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Each pet is recognized and treated as an individual with its own, unique set of physical and emotional needs.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Foster rounds are made regularly to discuss and plan for animals who need extra support</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Pathway planning or behavioral plans are provided for pets in foster homes who need them</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
25. Which best describes the degree to which you agree with the following statements about your organization:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff understand that the ideal standard of care for pets who won’t be immediately adopted is foster care</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Organizationally, fostering is seen as just as important as adoptions.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Foster staff regularly meet and collaborate with other staff (marketing, behavior, etc.) in order to meet the needs of the foster program and its pets.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Foster placements can be made by multiple staff, not just foster.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
Tell Us About Your Organization's Foster Programs and Practices

Resources and External Factors

26. What does your program provide for foster caregivers who need them? (Items are for foster pet unless otherwise specified)

- Food
- Treats
- Crate
- Litter box
- Litter
- Toys
- Bedding/blankets
- Medical care
- Vaccines and/or dewormer
- Pee pads
- Cleaning supplies
- Special equipment available to loan (Harness, kiddie pool for pregnant dog, etc.)
- Incentives for foster caregivers (raffles, gift cards, stipend, etc.)
- Vaccines and/or dewormer for fosters' own pets
- Behavior support
- Transportation support
- None of the above

27. Does your state or municipality have laws or regulations that require specific steps in foster onboarding or management? If so, please describe.

28. Is your organization facing any other external barriers to expanding your foster program (county government not supportive, insurance difficulties, etc.)? If so, please describe.

29. Is there anything else you’d like to share about your foster program or clarify about any of your answers?