Evolution of the Animal Welfare Movement

Survey Overview

This survey was distributed by the Society of Animal Welfare Administrators, American Society for the Prevention of Cruelty to Animals, Canadian Federation of Humane Societies, and The Humane Society of the United States.

Our field has made tremendous strides over the past few decades, dramatically increasing lifesaving and slashing euthanasia rates. Currently there exist population disparities across regions where some still face crushing intake while others find themselves with unused capacity and struggling to meet their communities’ demand for pets to adopt. Regardless of where organizations and communities currently lie on that spectrum, at some point all will be faced with questions around identity, focus & sustainability. This survey was designed to explore the current state of animal sheltering in the U.S., Canada and Australia.

Those organizations and communities enjoying the greatest success can and must reach out to support and elevate others. It is increasingly important that the animal welfare and animal care & control industries identify changes that we can and should expect in shelter animal populations, operating models, and messaging to the public. The industry must then combine efforts to implement backstops to secure success and avoid going backwards.

249 animal welfare and animal care & control organizations responded to the survey.

DEMographics and Services

Description of Organization

23.24% Government Animal Services
24.65% Animal Shelter with a Government Contract
28.87% Animal Shelter without a Government Contract
1.41% Animal Rescue with a Government Contract
14.79% Animal Rescue without a Government Contract
7.04% Other (Regulatory body; Animal rights activist; Animal welfare education organization; Wildlife rehabilitation center; Government fish and wildlife; University veterinary medicine; Low cost spay/neuter, veterinary care and outreach; Animal shelter consultant; Shelter prevention; High volume spay/neuter and wellness clinic)
Location
91.17% U.S. (227)
8.03% Canada (20)
0.80% Australia (2)

U.S.
0.80% Alabama (2) 1.61% Indiana (4) 0.40% Nevada (1)
0% Alaska 0.80% Iowa (2) 0.40% New Hampshire (1)
2.41% Arizona (6) 1.21% Kansas (3) 2.01% New Jersey (5)
0.80% Arkansas (2) 1.61% Kentucky (4) 1.21% New Mexico (3)
4.02% California (10) 0.40% Louisiana (1) 5.22% New York (13)
2.01% Colorado (5) 0.80% Maine (2) 4.42% North Carolina (11)
2.01% Connecticut (5) 1.21% Maryland (3) 0% North Dakota
1.21% DC (3) 2.41% Massachusetts (6) 2.41% Ohio (6)
0% Delaware 2.01% Michigan (5) 2.01% Oklahoma (5)
3.61% Florida (9) 2.41% Minnesota (6) 3.21% Oregon (8)
0.40% Georgia (1) 0% Mississippi 2.81% Pennsylvania (7)
0% Hawaii 4.02% Missouri (10) 0.40% Rhode Island (1)
0% Idaho 1.21% Montana (3) 1.21% South Carolina (3)
2.81% Illinois (7) 0.80% Nebraska (2) 0% South Dakota
2.81% Tennessee (7) 0.80% Vermont (2) 0.40% West Virginia (1)
5.22% Texas (13) 2.41% Virginia (6) 1.61% Wisconsin (4)
0% Utah 3.21% Washington (8) 0.80% Wyoming (2)

Canada
0.40% Alberta (1) 5.22% Ontario (13) 0.40% No province (1)
0.40% British Columbia (1) 0.80% Quebec (2)
0.40% Manitoba (1) 0.40% Saskatchewan (1)

Australia
0.80% New South Wales (2)

Do you expect adoption to be your primary focus in ten years?
63.80% Yes
15.77% No
20.43% Not sure

Comments
- Pet retention
- Community resources and support
- Managed intake
- Increased reclaims
- Safety net for older or medically / behaviorally challenged animals
- Transport
- Rehoming, return to owner
- Humane education
- Cruelty investigations
- Intake diversion
- Import highly adoptable animals
D O G  F O C U S

Do you think your dog intake will continue to decline at the same rate (or about 3% per year or more) nationwide?

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Response</th>
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<tbody>
<tr>
<td>22.75%</td>
<td>Yes and more quickly</td>
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<tr>
<td>32.80%</td>
<td>Yes and equal to the national rate</td>
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<tr>
<td>13.23%</td>
<td>Yes and slower than the national rate</td>
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<tr>
<td>14.81%</td>
<td>No</td>
</tr>
<tr>
<td>16.40%</td>
<td>Not sure</td>
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</tbody>
</table>

Comments

- North versus south variances
- May hinge on animal transports
- May not decrease based on managed intake and increased reclaims
- Implemented turn-away policies
- Areas resistant to spay/neuter
- Need more emphasis on enforcing laws
- Education needed
- Hinges on accessibility of veterinary care and affordable pet friendly housing
- Many foster based rescued are starting up
- More transported dogs has led to more owner surrenders, behavioral issues, and senior animals needing medical care
- Need more affordable spay/neuter
- Increased emphasis on pro-active initiatives and pet retention
- Shelters full of pit-mixes
- Full but cannot meet pace of community needs for different breeds of dogs

If dog intake is declining in your region, what do you think is the cause, choosing all that you think apply?

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Cause</th>
</tr>
</thead>
<tbody>
<tr>
<td>79.47%</td>
<td>Dog population is being reduced by greater prevalence of spay/neuter services</td>
</tr>
<tr>
<td>38.41%</td>
<td>Bonds between families and their dogs are stronger</td>
</tr>
<tr>
<td>32.45%</td>
<td>Veterinary and behavior support are more readily available</td>
</tr>
<tr>
<td>27.81%</td>
<td>Owners are surrendering their dog to agencies other than mine</td>
</tr>
<tr>
<td>18.54%</td>
<td>Greater compliance with local laws</td>
</tr>
<tr>
<td>10.60%</td>
<td>Families are acquiring fewer dogs</td>
</tr>
<tr>
<td>9.27%</td>
<td>All of the above</td>
</tr>
</tbody>
</table>

Comments

- Puppies are less popular than before
- People are looking to “save” a dog, and therefore, they are more willing to adopt an older dog or a dog that has behavioral or health issues
- Rehoming is happening through social media and peer to peer approaches
- Local laws are improving so that intervention can be improved
- Managed intake and increased reclaims
- Progressive shelter intervention programs
- Less ‘backyard’ or accidental breeding
- More interest in adopting from a rescue than from a pet store
- More rental housing accepting pets
- Surrender prevention in underserved areas
- Direct community outreach
- Lots of new rescues
- Strong local economy and higher education level leads to more people spay/neuter and provide other medical/behavioral care
- More aggressive dogs
• Evolution of surrender prevention and safety net services

If your organization admitted half as many dogs in 2027, how would your organization change, choosing all that apply?

37.65% Adoption revenue would decrease dramatically
45.88% Our length of stay would increase due to difficult to place animals
26.47% Our organization would no longer be primarily a place to get a pet
63.53% We would focus on ways to stay relevant in our community
52.94% We would no longer primarily provide an adoption facility, but provide community outreach programs

Comments

• Humane education and community engagement towards humane initiatives
• Subsidized spay/neuter programs
• Rehabilitation for behavior
• Import dogs from places that need help
• Continue focus on animal control functions
• Children’s programs
• Pet wellness and pet retention programs
• Pet resource center
• Urban wildlife triage, cats, small animals
• Offer vaccine and microchip clinics
• Adopter education
• Expand inmate/shelter dog training program
• Develop programs to provide shelter dogs for those who need a service dog (i.e. PTSD, Autism, Epilepsy, Senior dogs)
• Produce directories and tips to find a “reputable” breeder
• Programs for senior dogs
• Provide outreach services such as pet chow pantries, educational classes, TNR
• Contracting sheltering services to the local nonprofit
• Self-generated revenue (pet cremations/pet loss, dog behavior training, retail, space rental, public education programs)
• Add a sanctuary function and take abandoned pets with more serious behavioral and medical problems
• More advocacy for farm animals
• Strengthen bonds
• Educational programs in schools
• Increase capacity to help with disaster-related events
• Breeding certification.

Assuming a 50% decline in dog intake ten years from now, how will you address the impact?

• Assist more rescue
• Acquire dogs from out of state or country
• Expand community outreach programs
• Model after community policing
• Behavior and training, pet retention, and accessible veterinary care
• Move existing resources for dogs to cats
• Biting prevention
• Prevention inspections

• Zootherapy
• Increase transport efforts
• Focus on animals in emergency situations
• Pet food assistance
• Shift focus from pet driven to non-pet e.g. wildlife
• Wellness consults; redesign dog space to accommodate small animals

Include what steps you have already taken to prepare for the decline in dogs.

• Mobile spay/neuter services
• TNR coalitions
Has your organization’s current per-animal investment (staff, other resources) in sheltering homeless dogs grown, declined, or stayed the same in recent years?

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
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<tbody>
<tr>
<td>64.61%</td>
<td>Cost per animal has grown</td>
</tr>
<tr>
<td>6.74%</td>
<td>Cost per animal has declined</td>
</tr>
<tr>
<td>28.65%</td>
<td>Cost per animal has remained about the same</td>
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How has your organization’s current length of stay for dogs changed?

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<tr>
<th>Percentage</th>
<th>Description</th>
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<tr>
<td>8.00%</td>
<td>Increased dramatically</td>
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<tr>
<td>18.29%</td>
<td>Increased somewhat</td>
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<tr>
<td>9.71%</td>
<td>Increased slightly</td>
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<tr>
<td>20.57%</td>
<td>Has not changed</td>
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<tr>
<td>12.57%</td>
<td>Decreased slightly</td>
</tr>
<tr>
<td>22.29%</td>
<td>Decreased somewhat</td>
</tr>
<tr>
<td>8.57%</td>
<td>Decreased dramatically</td>
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Other than cost or length of stay or both, what other impacts might we expect after the decline?

- Medical and behavior issue dogs
- Closure of facilities
- Moving services out of physical locations and into the community (a shift in where people acquire dogs)
- Type of dogs we will have available for adoption will be less desirable
- More of an emphasis on S/N/R programming
- Increased HV/HQ/accessible spay/neuter
- No stray holding for cats (unless they have ID)
- Wellness center for accessible veterinary care
- More community outreach
- Greater need for training/behavior staffing and volunteers
- Limited enforcement and education focus (community policing approach to humane law)
- More cats
- Less abuse, more governmental and societal awareness
- Fewer animals euthanized
- More elderly animals surrendered
- Less foot traffic in the shelter will require more ingenuity to remain relevant in the community
- Transporting from farther away
- Providing more "social service" type programs focused on keeping pets in homes
- Need strict laws to reduce backyard breeders and puppy mills
- Less all volunteer rescue groups as the need for foster homes decreases
- Increasing competition between shelters and rescues (including for donations)
- Need for increasing % of revenues to come from charitable revenue streams AND fees for services (earned revenues)
- In-depth training program for shelter dogs as service dogs
- Readiness to serve surrendered or abandoned dogs that are older (because their pet parents are living longer)
- With less homeless animals comes less disease, less abuse, less strays, less loose animals in the streets
- Change in community perception of the animal control shelter - if we are able to invest resources to treat and rehabilitate animals
- Improvement in matching animals to new homes
- Expected increase in the productivity of our foster program
- Conversion of facilities to educate public on animal welfare, training of animals, tourism
- An acceptance of "responsible breeders" in the animal welfare community - and the need to completely re-frame our messaging; more oversight will be needed to ensure breeding is being done responsibly (care and treatment, licensing)
- A need to redefine our messaging for fundraising and constituent engagement
- Re-alignment of volunteer needs, positions, programs decrease in funding for municipal shelters or those with municipal contracts
- More pet seekers will turn to breeders and
- An uptick in local breeding resulting in the eventual surrender of unaltered, untrained adolescent dogs that people are unable to manage. More resources will be needed for behavior modification and in-home behavior support. We will also face growing costs per animal for veterinary care as the animals surrendered are more likely to be facing some medical challenges.
- More "designer" breeds, animals with more medical needs/challenges
- More regional collaboration
- Government agencies funding will be cut to programs which will decrease resources that are available to the shelter as well as the public
- Increase in puppy mills and pet stores selling dogs from like breeders
- Higher adoption fees
- Donor engagement and support

Do you think a decline in dog intake overall will result in more mergers between shelters, rescues, or other service providers?

59.64% Yes
40.36% No

Comments (yes)
- The general idea of pooling resources will help better serve communities in general as well there may be less need for the number of agencies
- Shelters have already began to work closely in the transfer of dogs from more overpopulated shelters to those who have lower intake numbers.
- Many rescues continue to face overpopulation issues due to their more rigorous adoption process
Hopefully more merging of nonprofits with animal control.
Would not need to maintain all of the kennel space
Collaboration based on specialization
Smaller groups will not have the resources to operate without merging
In order to make the best use of time, money, services unless everyone is able to find their new niche
There is already redundancy of services as animal numbers decrease this will become a larger issue

Fewer brick and mortar shelters needed, more resource centers
By merging, groups can combine the best of what they do and can offer to the public, thus keeping the public interested in acquiring animals from shelters; and seeing us as the leading resource in the area on animal-related issues
Combining sheltering to place harder to adopt, more resource intense animals
Centralized adoption facility results in increase in variety and consumer convenience

Comments (No)

Government agencies may likely contract out the sheltering but remain in enforcement
For the less business-minded organizations; more discord and competition
We serve only our county
Many shelters are sole providers in their communities

In my experience, people in these organizations do not work well together
Areas of service would be too large
Differences in outlook opportunities to find other types of work
There remains a deep divide between "no kill" and open admissions
Difference in mission/values

If you provide other services for dogs such as spay/neuter, education, investigations, etc. which would you rate as your highest priorities, and choose up to five priorities?

72.94% Subsidized or free spay/neuter
66.47% Humane Education
63.53% Outreach to underserved populations
48.24% “Safety Net” / Intake Diversion Programs
43.53% Cruelty investigations
35.29% Subsidized or free primary pet care
33.53% Focus on / Improve regulations or legislation ordinance
26.47% Increase housing options for renters with pets

What do you view as your most difficult to place dogs, and choose up to three?

80.70% Behaviorally challenged animals
13.45% Large breeds
51.46% Pit Bull type dogs
11.11% Overabundance of one breed
33.33% Medically challenged animals
1.75% Not Sure
24.56% Geriatric dogs

Comments

Pit Bull type dogs are banned
Large breed with behavior problems
Breed doesn’t matter as much as having too many of one

Comments (No)

Government agencies may likely contract out the sheltering but remain in enforcement
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In my experience, people in these organizations do not work well together
Areas of service would be too large
Differences in outlook opportunities to find other types of work
There remains a deep divide between "no kill" and open admissions
Difference in mission/values
o We transfer many adoptable animals to other open-admission shelters
o Bullies due to housing issues & because they come in the poorest physical & mental state of all our intakes

Overabundance of one breed
o Pit Bull type dogs
o Egyptian baladis
o Staffordshire Terriers

o Behavior issues are by far the most difficult to overcome
o Our Hospice Foster program is helping with the geriatric and medically challenged animals (the harder the story, the quicker the adoption)

o Coonhounds / Hunting Hounds / Hounds
o Chihuahua and Chihuahua-mixes
o Mixed breeds

CAT FOCUS

Do you think cat intake will continue to decline at the same rate (or about 3% per year or more) countrywide?
19.39% Yes and more quickly
18.18% Yes and equal to national rate
15.15% Yes and slower than the national rate
35.15% No
12.12% Not sure

Comments
o TNR/Community Cat programs have a significant impact
o Concerned about a backlash to friendly community cats as communities with no shelters that accept them will seek out shelters who will
o Intake diversion for community cats is catching on quickly
o Free roaming cat population is not decreasing as fast as pet population

o Transferred-in cats is growing
o More consistent TNR and access to high volume S/N clinics are still needed in some areas
o Harder to rehome adults
o Cat intake is not declining in our community, there is insufficient high volume spay and neuter in this community
o Increased focus on proactive outreach and pet owner assistance

If cat intake is declining in your region, what do you think is the cause, choosing all that apply?
69.77% Shelter / neuter return and other community cat programs
68.77% Cat population is being reduced by greater prevalence of spay/neuter services
17.05% Veterinary and behavior support are more readily available
14.73% Owners are surrendering their cat to agencies other than mine
4.65% Families are acquiring fewer cats
4.65% All of the above
13.18% Not sure
Comments

- Changed intake policy
- We only take in sick/injured cats and few owner surrenders
- Cats are being seen as 'important'...like dogs
- Low cost s/n programs in place in our area
- Prevention programs as an alternative to surrender
- TNR and S/N are yielding fewer kittens, cats in shelters, and those found injured or killed
- Rehoming via social media
- Strong local economy allows people to get their cats altered if they acquired them from
- Shelters are not accepting cats, therefore intake is going down - but the cats are still out there needing help a source other than a shelter/rescue that only places altered animals
- Encouragement to leave some strays that are healthy and not in distress to be left in the community, and more indoor only cats
- Community outreach and direct assistance to pet owners in need
- We are no longer picking up healthy outdoor cats
- Safety net/surrender prevention

If your organization had half as many cats in 2027 (ten years from now), how would your organization change, choosing all that would apply?

50.35% We would focus on ways to stay relevant in our community
19.15% Our length of stay would increase due to difficult to place animals
12.77% Adoption revenue would decrease dramatically
10.64% We would no longer provide an animal shelter, but provide community outreach programs
7.09% Our organization would no longer primarily a place to get a pet outreach programs

Comments

- More focus on community engagement and education
- Safety net services and community pet help/retention resource center
- Subsidized spay/neuter programs
- Ordinance enforcement
- Investigate cruelty and neglect
- Reduce agency size
- Focus on population control
- TNR spay neuter
- Reach out to municipal shelters to offer help
- Community support
- Focus on animal Control
- Humane education children’s program: be more inclusive of animals other than dogs and cats
- Advocacy
- Offer more microchip and vaccine clinics
- Focus more on our pet food pantry and community education
- Accommodate more litters of kittens
- Add feral/community cat programs outside of TNR
- Education programs, spay/neuter services, medical assistance, programs for seniors
- Cat sanctuary for difficult to place increasingly older cats
- Pet health clinics in neighborhoods, affordable S/N, education and animal advocacy
- Focus efforts on community based programming
- Transporting more cats into our area
- We want to start a cat cafe in the cattery to draw extra attention to our shelter
Assuming a 50% decline in cat intake in ten years, how will you address the impact?

- Modify adoption and admitting fee structures
- Focus on medical treatment, behavior treatment
- Resource to address animal issues in our community; model after community policing
- Safety net services and community resource center
- Focus on community outreach programs including spay/neuter programs to ensure the intake numbers do not rise
- Focus on TNR and attempt to address ordinances that prevent this program from being implemented
- Focus on the pet needs in the community.....humane care, medical, etc.
- Focus on behavioral help to keep cats in the home

Include what steps you have already taken.

- Care for all the neonate population of kittens
- TNR
- Subsidized spay/neuter
- Behavior center and offer community training classes; safety net services; outreach to underserved populations; growing our S/N/R program and s/n services
- Educational visit in schools
- Educate the poorer population
- Expanded clinic operations
- Emergency medical care for injured animals
- Implement intake diversion program for community cats
- Work very closely with TNVR group and local low cost spay/neuter clinic
- Transport cats into our area in winter
- Veterinary care subsidies for low income families
- Accepting healthy cats from other jurisdictions
- Capacity for care - reduced overall number of cages
- Look to transfer in cats
- Increase programs assisting feline pet owners to keep their pets and offer services, including behavioral help, low-cost wellness etc.
- Better housing; divert resources to community cat programs with city government and with public; less illness, healthier cats for adoption
- Focus on transitional population, those needing temporary assistance with housing
- Become a boarding facility
- More focus on support services and promoting the human/animal bond
- Partner with municipal shelters
- Focus on outreach work and the cat café

- Behavior hotline; foster opportunities
- Managed intake
- Low Cost Spay Neuter Program - evaluating what marketing method works best here, and what the primary motivator is for people
- C.A.T. (Community/Cat Assistance Team) to provide alternatives to intake and support
- Mobile spay/neuter clinics that provide low or no cost sterilization surgeries to residents and other shelters in the area
- Pet Chow Pantry
- Community cats pilot
- Community pet clinics
- Expanded enrichment and behavior modification programs
- Installed outdoor enclosed chain link fencing room so cats can get safely outside
- We already have a Ringworm Isolation facility, special adoption areas and programs for FIV and FELV cats as well as group rooms and a Fraidy Cat program
Has your organization’s per-animal investment (staff, other resources) in sheltering homeless cats grown, declined, or stayed the same in recent years?
63.69%  Cost per animal has grown
6.37%  Cost per animal has declined
29.94%  Cost per animal has remained about the same

How has your organization’s length of stay for cats changed?
3.77%  Increased dramatically
17.61%  Increased somewhat
12.58%  Increased slightly
26.42%  Has not changed
11.32%  Deceased slightly
18.24%  Decreased somewhat
10.06%  Decreased dramatically

Other than cost or length of stay or both, what other impacts might we expect?
- Improve care with better resources per cat
- Less need for S/N
- Shelter closures
- Transition services out of physical building and into the community
- Primary focus will shift to safety net and community resource programming
- More government resources for poor and underserved folks
- More behavioral work needed for under socialized kittens
- Increased illness due to stress and LOS, difficulty remaining relevant in the community
- Need for more foster homes for under aged and under socialized cats
- Doing more treatments and diagnostics
- More services for cat pet owners
- More difficult to place cats because now we have the room to try and rehabilitate
- Increase in individuals seeking cats from other sources
- Less disease
- We will continue to grow our reputation and services as a "center' rather than a shelter, focusing on providing support services to cat owner and caregivers
- Growth in cat breeding
- See less government run organizations operating
- The strict spay and neuter laws will need to be lessened
- Better housing, more room for double compartments with fewer cats, which = less stress = less illness = less euthanasia for health
- Reduced boom in kitten seasons
- Impound/Animal Control contract compensation
- Increase in medical, behavioral, and housing resources for harder to place cats, including geriatric cats and working cats
- Mergers
- Frustration from public on available adoptable cats
- Hoarding cases creating an unexpected need to intake large numbers of cats

Do you think a decline in cat intake overall will result in more mergers between shelters, rescues, or other service providers?
42.22%  Yes
28.15%  No
22.22%  Not sure
8.15%  Other
Comments (Yes)

- There will be fewer needed and a better pooling of resources will improve care
- So many adoption organizations are not sustainable and not all will make the shift successfully
- For business-minded organizations; more mergers
- Shelters have continued to partner in the transfer of cats from shelters at capacity to those with lower intake numbers
- Many rescues may cease to exist and some shelters who only focus on adoptions may close if they do not reinvent themselves and stay relevant
- Collaboration due to specialization
- Working with organizations to bring cats from under serviced areas
- Already redundancy of services
- Smaller rescues will merge with larger or close

Comments (No)

- For non-business-minded organizations; more conflict and competition
- We serve only our county
- No other organizations in our area
- People still won’t like municipal shelters
- Each shelter/organization will morph into providing the services they excel at
- Each organization has different goals and addresses different issues in the community
- No priorities to handle cats by government

If you provide other services for cats such as spay/neuter, education, investigations, etc. which would you rate as your highest priorities, and choose up to five?

- 75.84% Subsidized or free spay/neuter
- 63.76% Shelter / neuter return and other community cat programs
- 58.39% Humane Education
- 51.68% Outreach to underserved populations
- 42.28% "Safety Net" / Intake Diversion Programs
- 36.91% Subsidized or free preventative health care
- 35.57% Cruelty investigations
- 32.21% Focus on / Improve regulations or legislation ordinance

Comments

- Free or reduced micro-chipping for all pets
- Placement of cats for rodent control
- Support in educating providers of cat shelter services to help them improve their services
- Keep cats indoors
- Educating animal shelter professionals about what happens to the cats they abandon and/or turn away

What do you view as your most difficult to place cats, choosing up to three?

- 78.62% Behaviorally challenged cats
- 57.24% Medically challenged cats
- 54.48% Geriatric cats
- 3.45% Overabundance of one breed
- 0.69% Not Sure
Comments
- Middle aged
- Too many of the same color
- Owner surrender cats with severe medical and behavior problems.
- Black cats
- Wild cats/barn cats are difficult for us to rehome
- DSH
- Neonatal kittens
- Need more education on FIV and FELV adoptions
- House soiling cats
- Adult cats generally

CROSSING “THE BRINK”

Applying how close each of the following is to being at or near zero euthanasia of animals (other than those who are suffering or whose behavior puts people or other pets at risk), where would you place your organization, your community and your state/province?

<table>
<thead>
<tr>
<th></th>
<th>Not close</th>
<th>Making progress in that direction</th>
<th>On the verge of “the Brink”</th>
<th>Have recently reached that point</th>
<th>Have been past this point for some time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your ORGANIZATION</td>
<td>6.06%</td>
<td>16.67%</td>
<td>14.39%</td>
<td>15.91%</td>
<td>46.97%</td>
</tr>
<tr>
<td>Your COMMUNITY</td>
<td>15.15%</td>
<td>28.03%</td>
<td>25.76%</td>
<td>14.39%</td>
<td>16.67%</td>
</tr>
<tr>
<td>Your STATE/PROVINCE</td>
<td>30.08%</td>
<td>47.37%</td>
<td>15.04%</td>
<td>5.26%</td>
<td>2.26%</td>
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What language have you used with success or would you use to communicate “the Brink”?

Among the sheltering community:
- Live release
- Placing all healthy and behaviorally sound pets
- Zero euthanasia of all healthy and treatable animals
- Positive outcomes for pets
- Euthanasia only where necessary because an animal is suffering or behavior poses too great a risk to the community
- No kill, no cage, animals live in room, great medical treatment
- Lifesaving Shelter/Lifesaving Community
- We are an open no suffering shelter
- Ending the pet overpopulation problem
- Placement rate instead of euthanasia rate
- Teamwork, needing to work together
- G2Z, Getting to Zero
- 97% live placement
- Five Freedoms, eliminate suffering (avoiding institutional hoarding)
- Do not euthanize for time or space but accept every animal that comes to our door
- Raw data/statistics
- Save rate

Among the rescue community:
- Same language used in sheltering community (see above)
- We’re partners. Let’s make it easy to work together!
To supporters and constituents

- Same language used in sheltering community (see above)
- Reaching our ultimate goal
- Donate
- The need will never go away, need continuous support
- This is a safe place to bring animals
- Protect animal welfare and prevent suffering
- Saving lives, loving treatment, worthy cause
- Striving to place all safe adoptable animals
- Because of their support, our organization no longer euthanizes for time or space constraints and has not done so for many years
- We are able to save even those animals with significant medical and behavioral needs

To the general public or media

- Same language used in sheltering community (see above)
- Help raise awareness for feral cats statewide we need sanctuaries
- Spay neuter is the only solution to pet population
- Finding homes for all the healthy dogs and cats in our care, and making more treatable animals better
- Successful removing programs
- Underfunded
- Less on rates and metrics, more along the lines of more help for harder to adopt animals

What language do you feel should be avoided when communicating about “the Brink” and the future of “sheltering” to those unfamiliar with it?

To the sheltering community

- Being careful not to hurt other organizations that aren’t at “The Brink”
- Humane societies are becoming irrelevant
- Speak the truth, don’t try to mislead people
- Anything divisive- us vs them
- Problem solved
- Death row
- The problem is fixed (we need to emphasize the problem has changed)
- That there will be no need for animal shelters in the future
- Rescue
- We should never refer to another organization as a "kill" shelter
- "Save them all"
- Pound; dog catcher
- No kill (x 53)

Among the rescue community

Same responses as to the sheltering community

To supporters and constituents

- With your support we have solved pet homelessness
- Community cats
- Speak the truth, don’t try to mislead people
- Only as a last resort
- All is well...problem solved
- Problem solved
- Zero Euthanasia
- Death Row
- Save them all
Sanctuary, 90% goal

Anything that declares complete victory could undermine efforts to help create a truly humane community

To the general public or media

No kill (x 59)
Community cats
Managed admission (the practice, not the term)
"Shortage" of adoptable pets
Speak the truth, don't try to mislead people
We have solved the problem, no more worries

Pound; dog catcher
Zero Euthanasia
Death row
Save them all
Anything indicating there are no longer homeless pets
Let the breeding begin!
Pound; dog catcher

If your organization is at or beyond “the Brink” and you are transporting animals from groups who are not, what are you doing, or plan to do, to support your source communities and help them cross “the Brink?”

50.54% Assist with costs of physical transport
41.94% Provide supplies or sponsor needed items
40.86% Provide assistance with costs to prepare animals for transport
36.56% Provide funds to support spay/neuter of the public’s animals in source communities
35.48% Provide onsite training and assistance
34.41% Swap staff/bring staff from source shelter to learn your policies and procedures
20.43% Help with costs specific to heartworm treatment
20.43% None of the above
16.13% Provide scholarships or other training opportunities for source facilities
4.30% Fund or assist with capital projects at source facility
3.23% All of the above

Comments

Take high risk animals from neighboring communities with space/staffing issues.
Provide surgical support
Subsidized spay/neuter transports to our facility
Whenever we have excess supplies we will give them to another group, very often those who are helping homeless people with pet care (e.g. food, flea & worm treatment)

Conduct provincial adoption, communication initiatives and implement provincial purchasing collectives to reduce costs
We are working to implement on-site training and support
Provide consultation
If your organization is at or beyond “the Brink”, what are the biggest obstacles you face in trying to create or build relationships with pre-“Brink” organizations, selecting all that apply?

55.43% Concerns about importing animals when not every homeless animal in our local community is safe
47.83% Concerns about diseases like Heartworm, and the expense of caring for unhealthy transported animals
44.57% Expense associated with transport
42.39% Concerns about behavior issues of transported animals
28.26% Difficulty coordinating groups/transport, logistics
26.09% Our community/supporters feel our resources should only be used locally, not shared
22.83% Importation barriers - laws, regulations that affect our ability to help animals outside our community
22.83% Difficulty finding partner groups
22.83% Our Board feels our resources should only be used locally, not shared
9.78% Our state requires health certificates for all out-of-state transfers
9.78% Funding beyond daily operations
9.78% Many potential partners are reluctant to transfer to an open admission agency, also behavioral assessment is a challenge and many foster based rescue groups in our state will take any animal regardless of behavior

Comments
- Staff letting animals be transferred to us
- Timing: kitten season is hard on everyone
- Funding
- We also need to examine the welfare of animals being transported great lengths
- We have not yet faced barriers associated with regulation and I am concerned that if application of the best practice does not become widespread we could face those barriers
- Our state requires health certificates for all out-of-state transfers
- Funding beyond daily operations
- Many potential partners are reluctant to transfer to an open admission agency, also behavioral assessment is a challenge and many foster based rescue groups in our state will take any animal regardless of behavior

If your organization is pre-“Brink” and you still regularly face the euthanasia of animals (other than those who are suffering or whose behavior puts people or other pets at risk), what tools could post-“Brink: organizations provide that would be most helpful in getting your organization across “the Brink”?

75.00% Provide funds to support spay/neuter of the public’s animals in source communities
75.00% Provide funds to support spay/neuter of the public’s animals in source communities
47.50% Assist with costs of physical transport
47.50% Assist with costs of physical transport
40.00% Provide onsite training and assistance
40.00% Provide onsite training and assistance
37.50% Fund or assist with capital projects at source facility
37.50% Fund or assist with capital projects at source facility
35.00% Provide assistance with costs to prepare animals for transport
35.00% Provide assistance with costs to prepare animals for transport
32.00% Provide supplies or sponsor needed items
32.00% Provide supplies or sponsor needed items
27.50% Swap staff/bring staff from source shelter to learn your policies and procedures
27.50% Swap staff/bring staff from source shelter to learn your policies and procedures
25.00% Provide scholarships or other training opportunities for source facilities
25.00% Provide scholarships or other training opportunities for source facilities
25.00% Help with costs specific to heartworm treatment
25.00% Help with costs specific to heartworm treatment

Comments
- Don’t transport from other groups
- Provide a local foster network, medical rehab
- Taking in animals with more serious behavior issues or taking animals without a marketable story

www.sawanetwork.org
- Take Chihuahuas
- Microchipping and much larger focus on reuniting animals with their owners
- Finding transport partners to accept vetted cats for adoption
- High volume, low cost s/n clinic (we have not found anyone to actually run one even if the money were there)
- More rescue, or post-Brink, organizations to intake pets from here
- Convince upper management that change is needed

If your organization is pre-“Brink”, and you still regularly face the euthanasia of animals (other than those who are suffering or whose behavior puts people or other pets at risk), what are the biggest obstacles you think prevent post-“Brink” organizations from helping support you to also pass “the Brink”?

51.35% Concerns about importing animals when not every homeless animal in our local community is safe
51.35% Difficulty finding partner groups
45.95% Expense associated with transport
40.54% Concerns about diseases like Heartworm, and the expense of caring for unhealthy transported animals
37.84% Concerns about behavior issues of transported animals
37.84% Difficulty coordinating groups/transport, logistics
27.03% Community/supporters feel our resources should only be used locally, not shared
16.22% Board feels our resources should only be used locally, not shared
13.51% Importation barriers - laws, regulations that affect our ability to help animals outside our community

Comments
- Union barriers for municipalities
- Having a partner group you know and trust
- Shelters not interested in transferring in Pit Bulls and other more difficult to place animals

When every group has successfully passed “the Brink”, it will be crucial that we have appropriate backstop/protection measures in place to ensure we don’t ever find ourselves euthanizing animals (other than those who are suffering or whose behavior puts people or other pets at risk) again. What do you think are the most critical backstop measures to place our focus?

80.62% Enhanced focus on specialized populations like underserved communities
75.19% Strong puppy mill/broker laws
73.64% Enhanced owner safety net programs
68.22% Stronger focus on eliminating external barriers to pet-keeping (e.g. eliminating rental housing restrictions)
56.59% Laws regulating or prohibiting pet store sales
49.61% Restrictions on private breeding/support of responsible breeders
37.98% Enhanced ACO training and support
29.46% Elimination of barriers to transport
Comments
- Respect private, hobby breeders who are breed ambassadors and not backyard breeders or profit-seeking breeders
- Improved education/prioritization of owner responsibility and education, humane education
- ACO training, breaking down barriers with police departments and unions. Getting good people into ACO departments
- Spay/Neuter Programs
- Programs like HSUS Pets for Life and grants for Pet Over Population are the best long-term investments to change the landscape
- Programs to support pet retention
- Behavioral support for sheltered animals

What language would you use if you were writing a "We're DOING it" press release to raise awareness about “the Brink”? Where might you point attention to change community focus and build relevance for your organization’s new direction (e.g. pets living in poverty, funding for outreach work, funding for international efforts to help animals elsewhere)?

- We are doing it! Thanks to our community who cares, intake is drastically down! Although our community has rallied around the need to help save the lives of dogs others are not so fortunate. We are now reaching out to the community to help us help others. This will be an endeavor to help those pets that live in poverty and whose loving owners need help with spay/neuter, vaccinations, food, education and all around care of the dogs in their area.
- Now, we are extending our efforts to every pet in our community
- Creating a humane community where healthy/treatable pets are safe
- Working toward a community that inspires compassion for all

- We are more optimistic than ever that very soon; there will be a loving home, waiting for every homeless animal
- The need for affordable veterinarian care, access to behavioral solutions and programs targeting underserved communities
- Putting a different spin on animal control by providing good/healthy animals to adopt out/getting people in our building
- Lifesaving shelter/community
- Community focus towards keeping pets in homes
- Focus on the human-animal bond and supporting strategies to keep pets happy and healthy

After the US and Canada collectively have passed “the Brink,” there will still be a demand for puppies, kittens, and other pets. How do you anticipate your community will meet this need? Do you see a role for shelters/rescue in working with responsible breeders to meet the need? What can we do as a field to safeguard against irresponsible breeding?

- Education and advocacy with the public lobbying for better government control and regulation
- Tighten legislation on puppy mill/backyard breeders. Educate public about reputable breeders
- Help shelters implement feral programs in all states
- Breeders should be licensed and there will always be dogs that people need to rehome
- Success will change our industry. Shifting accidental birth to planned would be a
strong educational effort. Plus a knowledge of genetics

- Become a source of adoptions for pets from other shelters. Increase community outreach for animals in poverty
- Certifying humane breeders
- Provide low cost spay/neuter and vaccination services that are easily accessible to low income populations, pet friendly rentals, etc.

- Shelters and rescues without enough animals can transition into being community resource centers to help with pet friendly legislation, training, behavior consultations, temporary housing for families in transition or needing short term help for low cost (going into surgery, fleeing abuse situation, etc.)
- Hoarders, dog fighting facilities, puppy mills and animal abuse cases get greater publicity