



# The Smoothest Ride

Creating A  
Collaborative  
Transfer Program

# A Little Bit About Me



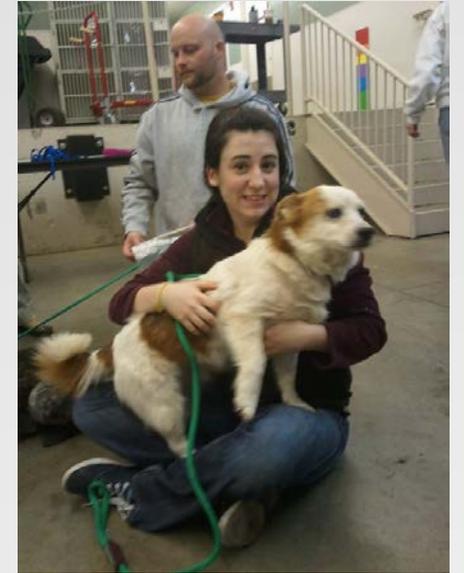
- Assistant Director of Operations  
Foothills Animal Shelter  
Golden, CO

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## Transfer/Transport/Relocation

Refers to the process by which an animal is moved from one organization to another to provide access to different resources.



# Goals

- Find best placement for animals
- Interact with different organizations, missions, animals and people
- Address community welfare concerns and seek balance
- Strengthen internal processes through working with others: don't recreate the wheel
- Improves our ability to communicate
- Promotes a collaborative, connected community that "moves the needle" together.



# Why Collaboration Matters

“Collaboration requires daring leadership from everyone on the team. It means having tough conversations, staying curious, and learning how to listen..... Collaboration is always tough. It requires a lot of rumbles, circle backs, and constantly utilizing the powerful tool of “the story I’m telling myself.” And, when you can stay brave, it produces something far more powerful than you could ever do alone.”

Brene Brown



# Where did it all start?

- Hurricane Katrina 2005
  - Tens of thousands dogs and cats displaced
    - Many could not return home
  - Pet Evacuation & Transportation Standards Act
    - Clearer goals and guidelines to animals in disaster situations
  - Created urgency around moving large groups of animals for space and adoption.



# Transfer Today



What have we learned in 13 years?

- Transfer has become an integral part of successful animal welfare programs across the country.
- Continues to gain momentum, provide new outlets and create more collaboration in animal welfare.



2016/17  
Numbers

## Shelter Animals Count Data 2016/2017

- Transfer In represents
  - 2016: 16.2% of overall intake /435,810 animals
  - 2017: 17.37% of overall intake/558, 516 animals
- Transfer out represents
  - 2016: 14.1% of overall outcomes/377,125 animals
  - 2017: 17.6% of live outcomes/468,199 animals
- University of Mississippi Study 2016
  - 778000 est. animals relocated
  - Studied 413 Brick & Mortar Shelters

Track your data!

# The Future: Moving Beyond Just Moving Animals

- Transfer can be the catalyst to start conversations in your community at beyond.
  - Starts relationships & foundations to build upon.
- Creates a network of shelters and organizations working together to save lives.
  - Can demonstrate success even if missions differ.
- Benefits the greater animal welfare community as a whole: new ideas, sharing resources, increases reach.
  - Beneficial for funding opportunities and public image.

# The Need: Communication, Pre- planning & Strategy

“Regardless of the purpose, distances or parties involved, as careful management and planning are always required to ensure an animal’s comfort and safety and to minimize the risk of disease transmission”

AVMA Guidelines

- Create sustainable and long-lasting partnerships.
- Supports the opportunity for best practice in all communities.
- Increase opportunity for the best placement for animals.
- Saves staff time



# Guiding Documents

- Federal Regulations: Title 9 Code of Federal Regulations (9 CFR) & AWA, USDA-APHIS
- State Regulations
  - PACFA Dept of Ag: Colorado
- SAWA Best Practices
- AVMA Guidelines
- National Federation Guidelines
- ASPCAPro & HSUS Guidelines
- Organization's Mission
- Internal Standard Operation Procedures & Policies

# Step 1: Identify your Goals

Involve

Involve organizational leadership.



Create

Create a mission statement  
Communicate internally & externally



Understand

Understand your limitations  
Acknowledge that other organizations have them as well.



# 3 Tiered Approach to Relationships

1. Locally (in the same city or area)
2. Regionally (within state lines and/or environmentally unique area)
3. Interstate (crossing state lines)





# Community First

Prior to looking for out of state commitments ask the questions:

- Are you working collaboratively with your local community to address transfer needs and/or shelter population issues?
- Are there source/destination shelters in your community?
- Will community animals be displaced or potentially euthanized by accepting transfers?

# Internal Communication

- Include all staff on the goals and mission of a transfer program.
- Communicate clearly when/where transfers are happening.
- Understand that sometimes moving an animal out of the shelter creates sadness.
- Moving animals in/out likely will increase stress on staff/volunteers.
  - Don't assume everyone thinks transfer is amazing!





# External Communication

How will your community interpret a transfer program?

Be ready to answer the questions:

- Why can't you adopt animals out here?
- Are the community animals not getting the care they need?

# Why: Understanding Imbalance

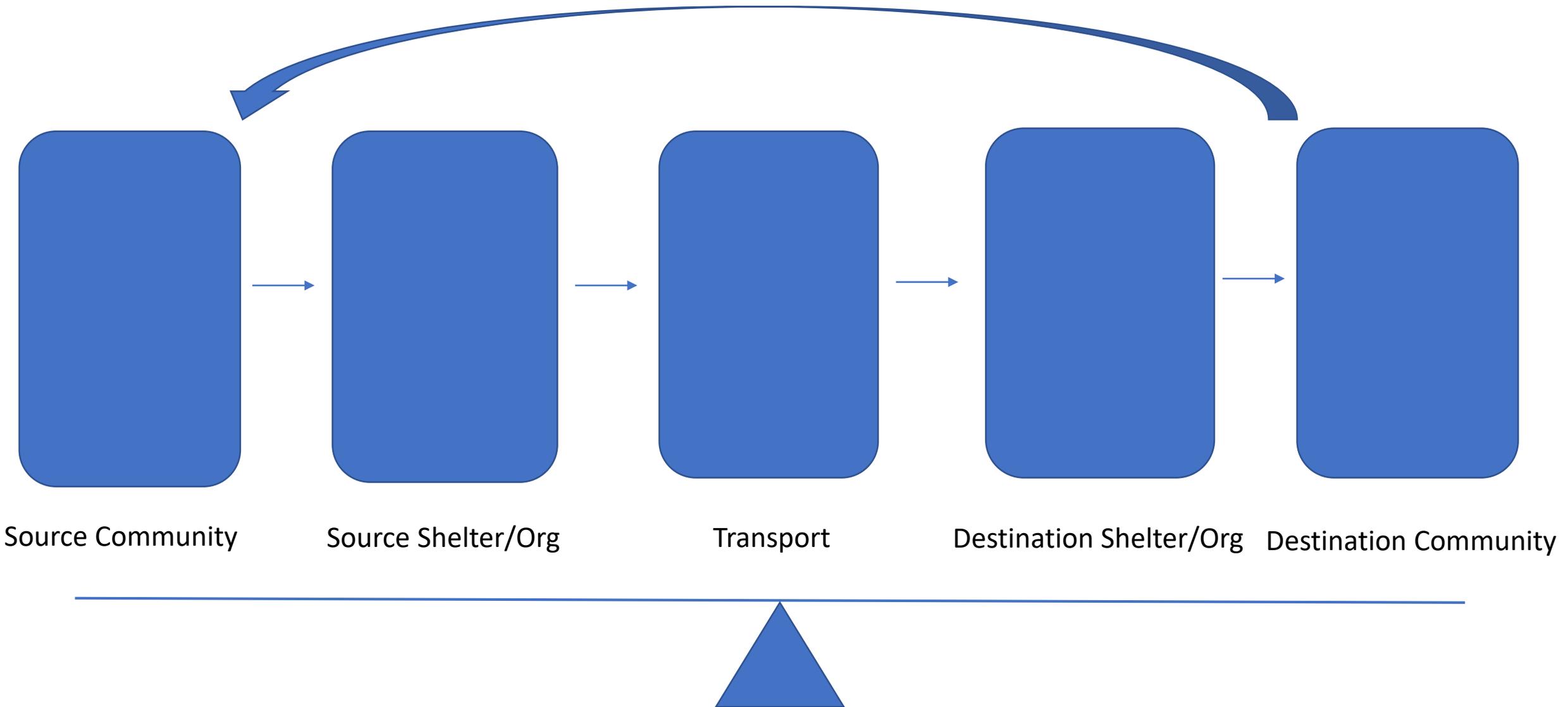
## Transfer Out?

- Overpopulation/Shelter Capacity
- Limited adoptions/no adoptions
- Looking for access to medical/behavior resources
- Need to lessen the stress in order to address community needs.

## Transfer In?

- Lower community intake/Empty kennels
- Adopters needs aren't met
- Access to behavior/medical resources for more animals
- Variety on the adoption floor/patron traffic

# Balancing Act



Leave your assumptions behind.

Organizations in  
animal welfare  
are not silo's.

We all have the  
same mission:  
how we get there  
may change.



# Start Asking Questions

- Who do you know that would like to start a transfer program or has started a transfer program?
- What challenges have they had?
- What has been successful?
- Who do they know that is participating in transfer?

# Finding the Right Avenue

What transfer model will work best for your organization?



# Source Organization to Destination Organization

- Ownership and care transfer directly between one another
- Easy to share resources: funding, SOPs, driving, staff etc.
- Both sides likely are managing multiple source/destination relationships at one time.
- Communication is direct.

# Source Cooperative to Destination

- One shelter acts as the “funnel” for multiple other source shelters (shelter aggregator)
- Primary Source Organization provide main point of contact and management with destination shelter.
- Allows for multiple shelters to partake in transfer.
- Large community impact.
- Requires strong management/communication skills – multiple sources of data, avenues, funding & people.

# The Transporter

- An independent organization arranges and fulfils transport needs.
- Saves staff & volunteer time.
- Potentially costs money/per animal.
- Source shelter potentially needs to abide by 2 different sets of standards.
- Adds an additional line of communication.

# The Networker

- More often than not, independent individual working on behalf of one more shelters using social media/digital methods to seek placement.
- May not ever meet the animals.
- May be communicating through multiple avenues.
- Many areas for information to be lost.



# Communication Strategies

“Sometimes the most damaging miscommunications are the ones that don't involve any communication at all”

Brene Brown



# Communication

- Ever evolving, always challenging
  - Be prepared for hard conversations, understand how you and your team respond to them.
  - Celebrate the success of animal placements by recognizing the importance of communication.
- Consistency of communication: selecting one team or one person for all contact.
  - Who is communicating is just as important as what is being communicated!
  - What is their tone, attitude, writing skills etc.
- Multiple Methods: emails, shared docs, text messages, phone calls, social media.



# Vehicles for Communication

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Communication method should be the same every time.

Use a method that interferes the least with your daily shelter tasks.

## Examples:

- Google Docs
  - Can only be shared and edited by invited people
- Private Facebook Groups
  - Invite only!
- Shared Animal Sheltering Programs?
- **Not Suggested:** Texts, emails etc.
  - More room for information to get lost resulting in more staff time, missing information on animals

# The MOU: Memorandum of Understanding

- Provides physical documentation and guidelines outlining the expectations of the relationship.
- Outlines capacity for behavior and medical cases AND what to do in those situations.
- Can clearly identify protocol for potential euthanasia outcomes.
- Other common situations can be outlined (contagion issues, paperwork etc)
- **Example:** SAWA Exhibit A

# Understand one another's language

- Various organizations have different processes and policies for animal flow and management.
  - Based on resources & missions
- Educate yourself on your partners processes.
- Don't recreate the wheel!
- Be ready to address issues head on.
- Self-reflection, changing your approach, asking different questions contribute to communication & program success.
- The better the language/conversation – the better the placement!



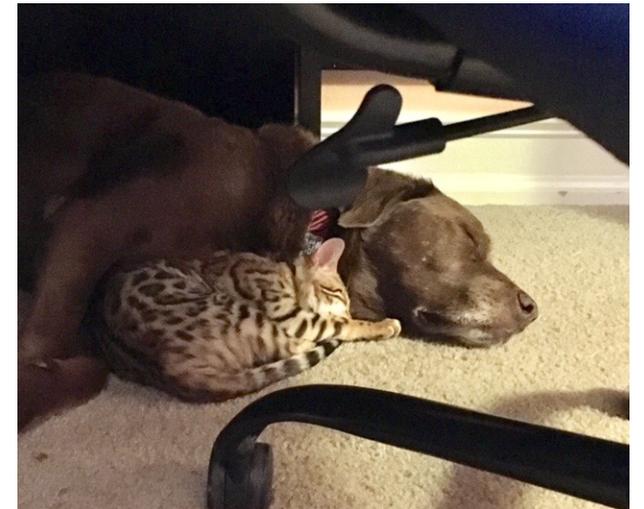
# Tough Conversations

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- Understand the “The story I’m making up” theory.
  - Learn to actively listen
  - We are all here to save lives
- “Mistakes” can be an opportunity for improvement.
- Communication: Phone calls, Skype/Facetime, In person increase conversation.
  - Be wary of mis-interpretation of emails!

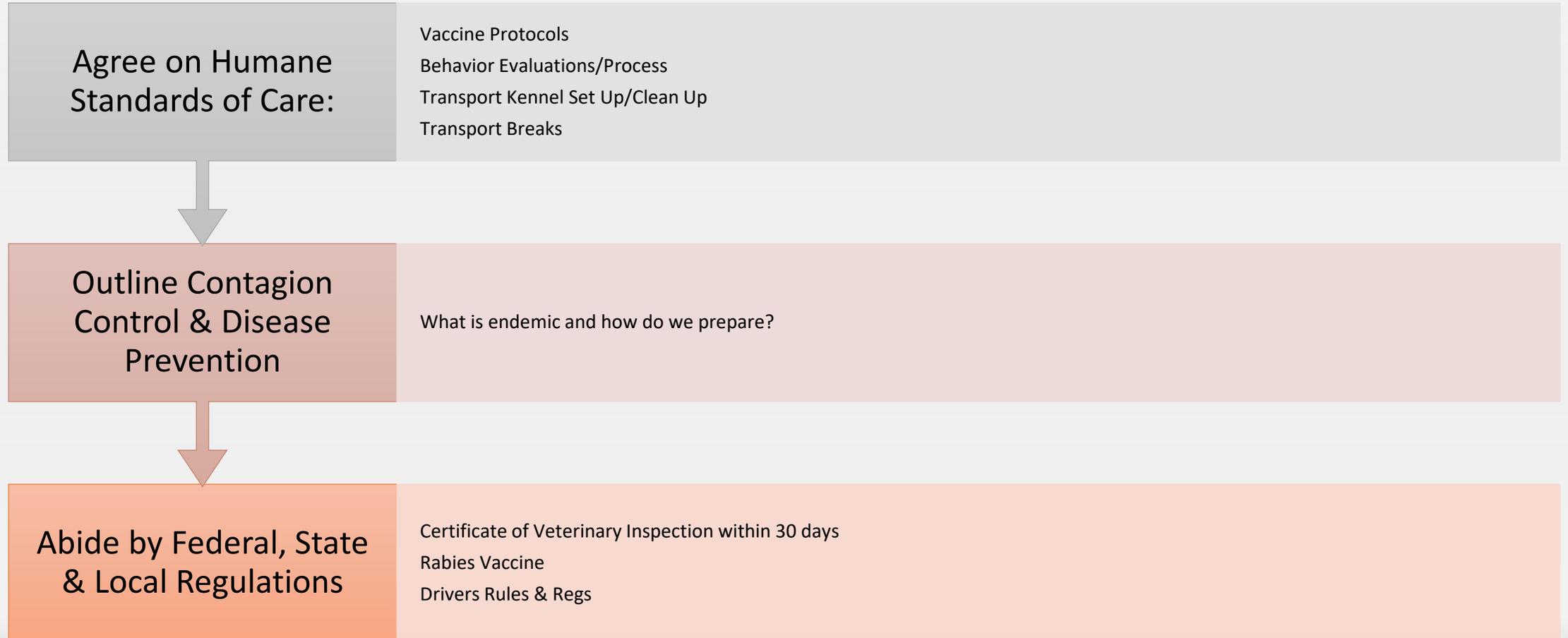
# Trust

- Takes time.
- Seeks transparency.
- An understanding of boundaries, reliability, accountability, vault, integrity, non-judgement, generosity.
- Ultimately increases ease of transfer and placement for all animals.



# Transport Basics

# Before Transport



# Vaccine & Physical Exam Protocols

- Vaccination Upon Intake at Source Shelter
  - Feline: FVRCP
  - Canine: Da2PP + Bordatella
    - 2 Week Booster Protocol
    - Additional: Dogs under 5 months must have received their second booster vaccinations no sooner than two weeks and no later than four weeks after their initial vaccinations or be due for their second vaccinations upon arrival at either of our shelters.
- Rabies Vaccination if 16 weeks or older
  - In Colorado animals must receive a rabies vaccine at 12 weeks
- Physical Exam prior to leaving the source shelter within pre-designated amount of time.

# Parasite Prevention

- Treatment for external and internal parasites
  - Deworming – Hookworms & Roundworms
    - Additional deworming based on regional parasite concerns
  - Flea & Tick
  - Heartworm Preventative





# Heartworm & Disease Control

- Transfer has the capacity to change (and is changing) endemic disease areas.
  - Colorado: low prevalence of heartworm & distemper
    - Increased cases over the last few years
    - Potential risk for local animals
- Other: Leptospirosis, ringworm, FIV/FELV
- Check Out: <http://www.petsandparasites.org/>

# Expecting the Unexpected



- No animal, person or organization is perfect.
- Understand what challenges you can work with and what may overwhelm the system.
  - Medical: Parvo, URI, distemper, ringworm, missed medical concerns
  - Behavior: fear, body handling/aggression issues, leash issues
  - Missed Data & Forms required.
- Make a plan, keep your partner in the loop.
- Don't play the blame game!

# Exposure Protocols

- All potential contagion issues must be reported to the source shelter as soon as possible.
  - Track the contagion
- Working with a veterinarian or operations/animal care manager create a flow for exposed animals.
  - Stick to it!



# Behavior Assessments

- Source Shelter must provide: A behavioral evaluation or positive history at the source shelter.
  - Unless animal is being accepted for behavior modification
  - ALL behavior info disclosed
- Consider staff time & data entry
- Write it in the animal record (not just an email etc)

- Rabies
- DA2PP
- Bordetella
- Dewormer

BCS: \_\_\_\_\_  
Mentation: \_\_\_\_\_  
Eyes/Ears/Nose/Throat: \_\_\_\_\_  
Integument: \_\_\_\_\_  
Heart & Lungs: \_\_\_\_\_  
Lymph Nodes: \_\_\_\_\_  
Urogenital: \_\_\_\_\_  
Gastrointestinal: \_\_\_\_\_

Asilomar Mark: \_\_\_\_\_

## Behavior Notes:

### Sociability / Kennel Behavior

- **GREEN:** Approaches readily, stays near person when enters the kennel, loose postures
- **GREEN:** Approaches readily, moves away from person when enters kennel, recovers quickly and approaches person, solicits attention
- **ORANGE:** Signs of fear when person approaches the kennel, moves away from person when enters kennel, slow to recover
- **YELLOW:** Signs of moderate fear, stays far away from the person when enters kennel, does not recover
- **RED:** Signs of aggression when person approaches and enters the kennel, does not recover
- Other:

### Leash Skills

- **GREEN:** Walks well on leash
- **GREEN:** Stalls when leash applies pressure, recovers and will walk
- **ORANGE:** Stalls when leash applies pressure, does not recover, may need to be carried
- **YELLOW:** Runs and hides from leash
- **RED:** Signs of aggression at the sight of the leash
- Other:

### Body Handling

- **GREEN:** Leans into petting, loose postures throughout exam
- **ORANGE:** Body still, tolerates exam, fearful postures, no signs of escalation, recovers throughout the exam
- **ORANGE:** Body stiff, no signs of escalation, does not recover during exam
- **YELLOW:** Head whipping towards person
- **YELLOW:** Mouths person
- **YELLOW:** Growling
- **RED:** Air snapping
- **RED:** Bite
- Other:

Notes:

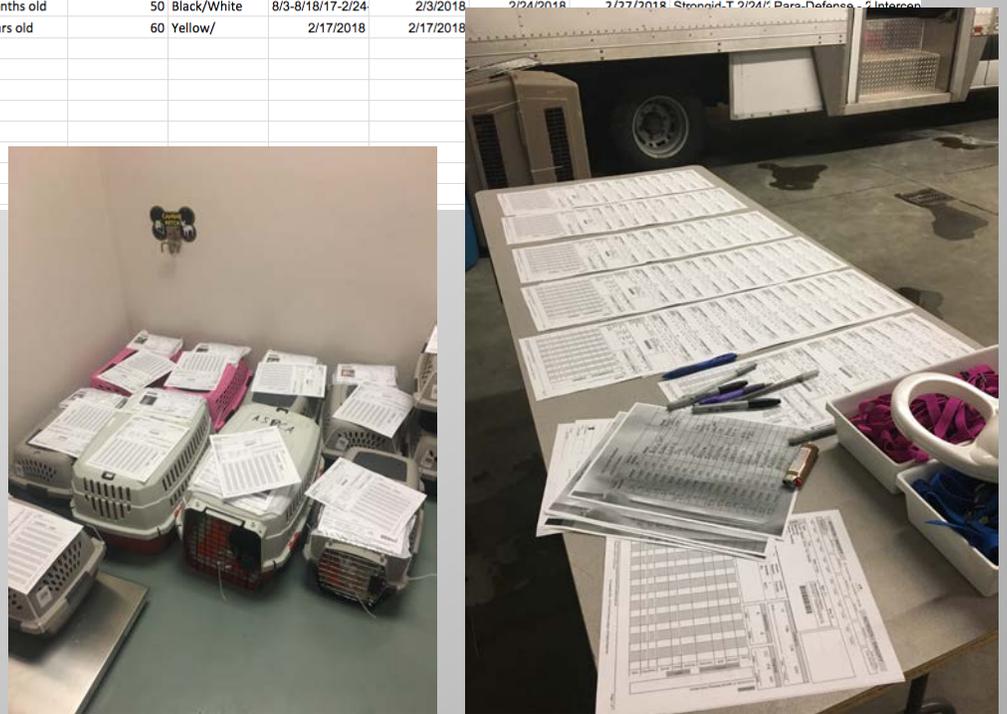
# Data Entry

- Identify the most pertinent information ahead of transport.
- Plan for data entry to take longer than animal processing.
- Data surprises need to be addresses ASAP.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Name	Breed	Gender	Source ID	Age	Wt	Color	Date of DHPP	Bord	HW	RV	De Worm	Flea/Tick	HW Pre
2	Willow	Dachshund (Mini)	Female	2542	3yrs		9 Black/White/Tan	02/20/18	02/20/18	02/20/18	02/20/18	02/20-22/18 (Par	02/20/18 Advantix	
3	Tubby	Labrador Retriev	Male	2543	10mths		44.6 Black	02/20/18	02/20/18	02/20/18	02/20/18	02/20-22/18 (Par	02/20/18 Frontline Plus	
4	Blossom	Red Heeler	Female	2544	1yr		40.4 Red/White	02/20/18	02/20/18	02/20/18	02/20/18	02/20-22/18 (Par	02/20/18 Frontline Plus	
5	Tawney	Dachshund Mix	Female	2545	2yr		22.9 Black/Tan	02/20/18	02/20/18	02/20/18	02/20/18	02/20-22/18 (Par	02/20/18 Frontline Plus	
6	Tyson	Giant Schnauzer	Male	2546	1yr		54.5 Black	02/20/18	02/20/18	02/20/18	02/20/18	02/20-22/18 (Par	02/20/18 Frontline Plus	
7	Dandie	Newfoundland M	Female	2547	2yr		92.7 White/Black ticke	02/13/18	02/13/18	02/13/18	02/13/18	02/13/18 02/20-22/18 (Par	02/20/18 Frontline Plus	
8	Dolan	Blue Heeler	Male	2548	2yr		29.5 Black/Blue/Tan	02/20/18	02/20/18	02/20/18	02/20/18	02/20-22/18 (Par	02/20/18 Frontline Plus	
9	Ellie Mae	Boxer Mix	Female	2549	2yr		41.2 Brindle/White	02/13/18	02/13/18	02/13/18	02/13/18	02/13/18 02/20-22/18 (Par	02/20/18 Frontline Plus	
10	Gini	Hound Mix	Female	2550	5yr		63.4 Brown/Black	02/20/18	02/20/18	02/20/18	02/20/18	02/20-22/18 (Par	02/20/18 Frontline Plus	
11	Alphonse	Terrier	Altered Male	2551	1 years old		47.6 Black/Brown	1/17/2018	1/17/2018	2/24/2018	1/30/2018	Strongid-T 2/24/ Para-Defense - 2	Intercep	
12	Collin	Shepherd	Male	2552	1 years old		59 Red/White	2/2/2018	2/2/2018	2/24/2018	2/13/2018	Strongid-T 2/24/ Para-Defense - 2	Intercep	
13	Maci Mae	German Shepher	Altered Female	2553	9 months old		40 Brown/	11/5/2017	11/5/2017	2/24/2018	2/27/2018	Strongid-T 2/24/ Para-Defense - 2	Intercep	
14	Milo	Retriever, Labrac	Altered Male	2554	9 months old		50 Black/White	8/3-8/18/17-2/24	2/3/2018	2/24/2018	2/27/2018	Strongid-T 2/24/ Para-Defense - 2	Intercep	
15	Tawny	Retriever, Labrac	Female	2555	2 years old		60 Yellow/	2/17/2018	2/17/2018					



Google Doc!



# Transport

- Animals must be in secure kennels or cages during transport.
- Water must be provided at all times or at regular intervals.
- For trips lasting 5 or more hours, animals should be provided proper elimination breaks.
  - Colorado State Regulations require a dog walk manifest.
- The transportation vehicle must be temperature controlled and provide comfortable temperatures for the animals.
- The vehicle must be able to be cleaned and sanitized after each transport.
- One adult animal is allowed per crate/kennel.



State of Texas  
 P.O. Box 12868  
 Austin, TX 78711-2868  
 (512) 774-0777

Contact State of Destination for Rules  
 FOR FOREIGN SHIPMENTS (Outside United S)

Species	Description/Breed	Sex	Age	Number of Animals
Canine	Baby lab x shw	Female	2 Years	1
Canine	Chuck cocker red	Male	4 Years	1
Canine	Doodle yorkie br	Male	2 Years	1
Canine	Droopy jack x red/white	Male	12 Weeks	1
Canine	Emmental h/c/white b br	Female	4 Years	1
Canine	Fancy shag/collie tan	Female	1.5 Years	1
Canine	Farris lab xx choc	Castrated Male	3 Years	1
Canine	Fawn h/c/white blond/w	Female	2 Years	1
Canine	Frank shag/wheeler red/w	Male	2 Years	1
Canine	Fuzzy (fluffy) beaver x black	Male	6 Months	1
Canine	Gene standard pointer tan	Male	7 weeks	1
Canine	Jerico scottishfold b/w	Male	2 Years	1
Canine	Johney shag/ brown	Castrated Male	10 Years	1
Canine	Jonathan lab w brindle/white	Castrated Male	5 Years	1
Canine	Joplin shag/collie br/w	Female	1.5 Weeks	1
Canine	Marcy shag/gol red/w	Female	1.5 Years	1
Canine	Mandy lab x red/white	Female	5 Years	1
Canine	Mayhem hoozy/gol tan/black	Castrated Male	7 Years	1
Canine	Miley shag/ red/w	Spayed Female	4 Years	1
Canine	Mini Me shag/ red/white	Female	10 Years	1
Canine	Opheka shihTzu/terrier h/gray	Female	2 Years	1
Canine	Peter lab/bc b/w	Castrated Male	12 Years	1

# The Manifest

- Data prepared ahead of time can be utilized as a manifest for day of transport.
- CVI programs can also suffice.
- Kennels in vehicles must be labeled clearly as well as a collar or tag on animal for ID.
  - Manifest should reflect location of animal in vehicle.
- Any changes should be communicated to destination AND reflected on manifest.



# Road Trip

Barriers : Sheets,  
towels, crate covers

Cleaning: Paper towels,  
trash bags, cleaning  
solutions, puppy pads,  
towels, gloves, PPE

Bathroom Breaks: add  
to staff time, driving  
time

Animal Safety: adding  
an overall animal check  
to bathroom  
breaks/cleaning breaks

Emergency Supplies:  
Maps, roadside  
assistance, vehicle  
guides

# Intake Procedures

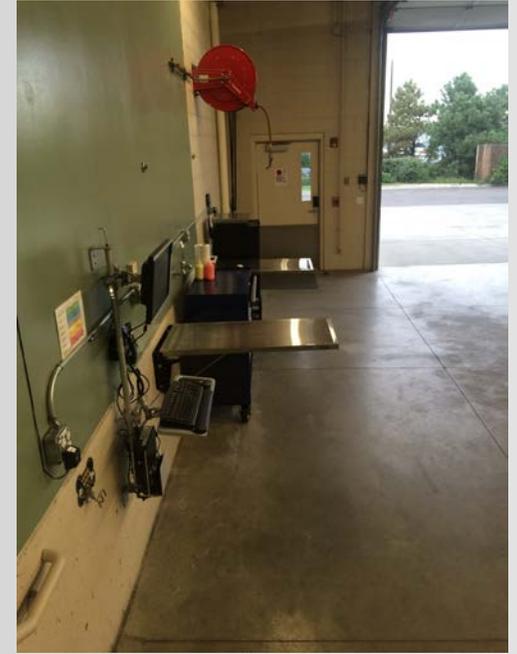
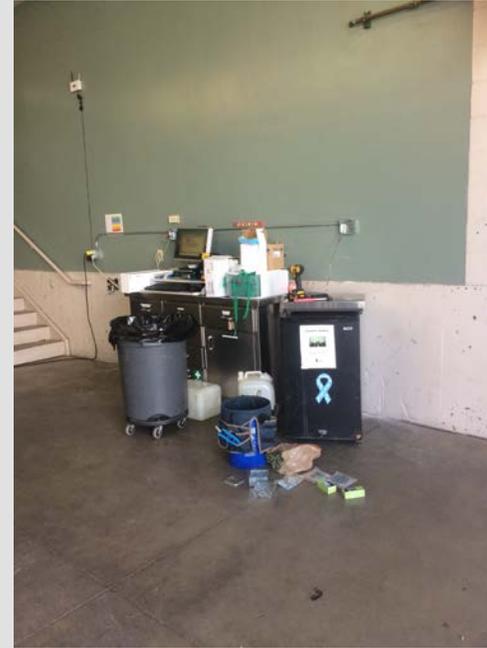
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- What is the best way to get the animals into the shelter quickly and safely?
  - Does drive time play a role?
- What vaccines and tests are you honoring from the source shelter?
- What needs to be provided at intake?
- Document procedures.

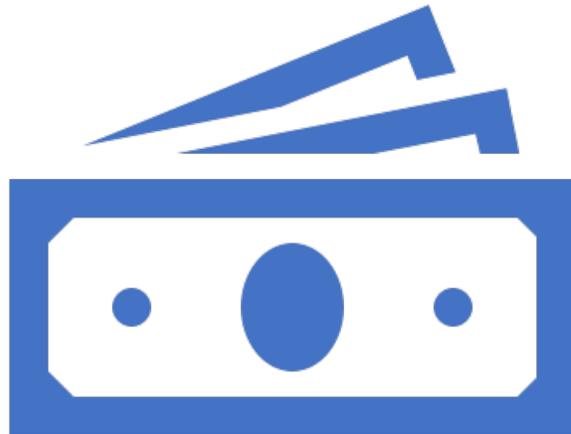


# Shelter Location

- Where are animals housed prior to transport?
  - Are they separate from general population or new intakes?
- Where are animals kenneled upon transfer intake?
  - Distance from intake area to kennel
  - Separating high risk animals



# Funding



- A funding plan, if warranted, agreed upon between source & destination shelters.
  - SAWA Exhibit C
- Increased collaboration can lead to increased funding opportunities.
- Applications need metrics and data!
- Think outside the box - what other areas could you receive grants/funds for that would help support a transfer program?

# Goal: Create lasting relationships

- Collaboration & Communication create more stable and robust transfer programs.
  - Sharing resources supports all organizations involved.
  - The more communication, the better: seek transparency & trust.
  - Tough conversations will happen, be prepared and ready!
  - Understand everyone's limitations

# Goal: Finding the best placement

- Humane Care & Safety is considered at all points prior to, during transport, and post-transport.
- Community animal intake & balance is continuously assessed.
- Consistent and direct communication creates clear animal information flow.
- Animals find their homes faster, healthier & forever.

## Goal: Community Issues Are Addressed

- Community understands the potential success associated with transfer.
- Follow best practices whenever possible with consideration to state & federal regulations
- Clear expectations, strong communication & clear protocols = transfer becomes automatic.
- Source shelter has the time/energy/staff to focus on the needs and concerns in their community

Questions?

Email:

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