



VIRGINIA DONOHUE
EXECUTIVE DIRECTOR
September 20, 2023

Michael Angelo Torres
Chairperson, Animal Welfare Commission
Commissioner Irina Ozernoy
Commissioner Jane Tobin
Commissioner Brian Van Horn, DVM
Commissioner Mike Reed
Commissioner Lisa Fagundes
Commissioner Mikaila Garfinkle

Dear Commissioners,

The following is an update on the Department of Animal Care & Control's ("ACC") response to the Commission of Animal Control and Welfare's ("Commission") recommendations adopted during its meeting in March 2023.

We very much appreciate the Commission's commitment to supporting and identifying resources for ACC in its mission to keeping our community safe; protecting animals from abuse, neglect, and cruelty; and rescuing, reuniting and rehoming domestic animals as well as releasing wildlife to their native habitat. As we indicated during the March 2023 meeting, many of the Commission's recommendations have already been implemented. The remaining few would not aid our mission; but we look forward to continuing our partnership in identifying resources and opportunities for improvement.

- 1. Revise the current shelter admissions policy to allow healthy cats and kittens to be accepted into the shelter on a case-by-case basis based on their individual needs and circumstances, including their location and any safety concerns.**

ACC agrees with this recommendation, and it is already the current the policy in place at SFACC. Every situation involving a cat is assessed to determine the

best pathway to meet that individual's needs which may include: return to field/leave in place and referral to Community Cat program for spay/neuter; or admission to the shelter; etc. (See *Cat Matrix*, provided during the March 23rd meeting.)

This practice/policy is in alignment with many national, state and regional organizations; it is based on established research and represents an evidence-based approach. See:

- [California Animal Welfare Association Statement \(calanimals.org\)](http://calanimals.org)
- [Animal Control Intake of Free-Roaming Cats | National Animal Care & Control Association \(nacanet.org\)](http://nacanet.org)
- [HASS Pathway Planning and Stray Cat Decision Tree.docx - Google Drive](#)

2. Reinstate the Call Interested Party ("CIP") hold service, or implement a similar notification process, so members of the community can adopt or rescue an animal prior to him or her being euthanized.

SFACC welcomes interest from finders of lost animals; however, there are instances in which the department must first perform due diligence to ensure it is ethical and responsible to place an animal with any interested party.

SFACC discontinued its use of the traditional Call-Interested-Party (CIP) hold in 2019, because it created confusion amongst members of the public about SFACC's retention of decision-making abilities for animals in our care. However, the Good Samaritan Call and Finder-To-Adopt holds are both avenues that are now made available for the public to learn more about an animal brought to the shelter. Adoption partners may also still contact SFACC directly to express interest in an animal and that is honored through internal processes. (See the *Good Samaritan-Finder to Adopt SOP*.)

3. Implement a policy that will require any dog or cat (including cats with tipped ears) to be scanned for a microchip when they are brought to the shelter.

This practice is also already in place at SFACC. All animals are scanned for a microchip upon intake and at several points throughout their stay at SFACC. Additionally, Animal Control Officers (ACOs) will scan for a microchip and do a field redemption when appropriate and time allows.

Mandatory microchipping for dogs, cats, and rabbits being released was implemented in 2018 at SFACC, prior to the state legislation mandating this. (See the *Microchipping SOP*.)

4. Implement on-going meetings in which SF ACC will meet with their adoption and rescue partners to exchange information, discuss ideas, and resolve any outstanding issues.

Given the current climate in which the shelter is over-capacity regularly, effective transfers to adoption partners are essential in moving animals out of the shelter and providing the best care and outcome possible. For that reason, SFACC has focused its efforts on increasing its number of adoption partners from roughly 25 in 2015, to now over 150 adoption partners across several states to ensure we maximize safe and appropriate placement for our animals.

This network of partners has not only grown in number over the years, but also includes a wide range of options for animals who fit different criteria for transfer. We work with local organizations but also have partners across the northwest, southwest, and even as far as Idaho and Minnesota.

We strive to maintain productive and active relationships with our partners, and focus our efforts on proactively communicating and working with them to place animals that meet their criteria and are safe for placement. This of course would include meeting with them, if asked, or whenever otherwise needed, but coordinating transfers is a daily process that requires trust and communication on both ends of the journey. The staff tasked with pathway planning spend a great deal of time in open and direct communication with partners and value and respect these relationships. Any issues that may arise are addressed promptly.

Additionally, many of our partners are connected and network with each other to help an animal through the shelter and into a stable environment more suited to their needs. It is rarely an isolated conversation and what we are doing is effective. Despite national shortages of placements and destination shelters, we have continued placing animals successfully and maintain a live release rate above 90%. That takes a village which we are proud to be a part of.

SFACC has established criteria for transfer partners to ensure a successful partnership and have an understanding that both parties will act professionally and in good faith. Unfortunately (and very rarely) SFACC has had to discontinue partnering with some organizations either due to welfare concerns, or other irreconcilable differences. (See the *Adoption Partner Application and Agreement*, *CY22 Partner Transfers*, and *In-Shelter Pathway Planning* documents.)

5. Create a “kit”, with supplies and resources, to help volunteers who assist the community with lost pet searches.

There are many helpful tips regarding lost pet searches on our website. See [Report a lost pet - San Francisco Animal Care and Control : San Francisco Animal Care and Control \(sfanimalcare.org\)](https://www.sfanimalcare.org/report-a-lost-pet)

We are now linked with Pawboost. All of our stray animal listings now autopopulate on the Pawboost site, increasing their reach. Our listings also appear on the Petco Love Lost website (lost.petcolove.org).

6. Reporting requests on a quarterly basis:

- **A summary of the adoption and rescue partners whom SF ACC has worked with during the reporting period, and a report on outcomes from meetings held with adoption and rescue partners.**

A summary of number and species of animals transferred to partners, including SPCA, is currently included in every quarterly report. (See *CY22 Partner Transfers*)

- **A summary covering the number of animals microchipped during the reporting period, and any recent outreach efforts to educate the community on the importance of microchipping.**

Per recent legislation, animals leaving the shelter are microchipped. As a matter of routine, ACC microchips all dogs, cats and rabbits. Because San Francisco Veterinary Medical Association was unable to provide a volunteer veterinary team, ACC contracted with Vets in Vans to provide a rabies and microchip clinic in July 2023. SFVMA is providing a team for September and December clinics. Friends of SFACC is providing a stipend and paying for supplies. The benefits of microchipping are included on our website.

- **A summary of the number of spay/neuter operations performed, both in-house as well as contracted with other organizations, during the reporting period. Also, a report on any recent outreach efforts to educate the community on the importance of spay/neuter.**

This can be provided in the quarterly report. The benefits of spay/neuter (“SN”) may be found on our website. SFACC does not provide this service to the public. Animal Care Officers provide outreach and education on a daily basis, with spay/neuter and microchipping being two of the most common topics. Not only do they educate about the importance of SN, but when appropriate they offer vouchers for free SN that can be redeemed at the SFSPCA.

[Spay & Neuter - San Francisco Animal Care and Control : San Francisco Animal Care and Control \(sfsfca.org\)](http://sfsfca.org)

- **Updates on any recent general outreach efforts, especially regarding no-cost and low-cost resources, to underserved communities.**

SFACC does not provide veterinary services to the public. However, we now have an agreement with Vets in Vans to provide low cost services in the parking lot. Their veterinary team uses our equipment as necessary. Fully Belly Bus also distributes pet food at the shelter monthly in partnership with SFACC and Friends of SFACC.

- **Also, please provide a list of all active adoption and rescue partners, and the policy covering the criteria to be a partner organization, and description of the selection/screening process.**

Adoption Partner Application and Agreement, CY22 Partner Transfers and In-Shelter Pathway Planning documents have been provided.

- **Please also provide any policies regarding microchipping, and (if it's possible) the current estimate/number of animals in the City believed to be microchipped.**

See the *Microchip Scanning Procedure policy*. There is no reliable method of capturing this data, with the exception of the animals that have come through the shelter, all of which (except small mammals) will have been microchipped.

We hope that this has captured and addressed your suggestions and remain available should you have additional questions. We look forward to continuing our partnership in identifying resources and opportunities for improvement, and will continue to provide regular updates on our efforts to ensure we are implementing best practices.

Sincerely,

Virginia Donohue
Executive Director



VIRGINIA DONOHUE
EXECUTIVE DIRECTOR

Attachments:

1. *Cat Matrix*
2. *Good Samaritan-Finder to Adopt SOP*
3. *Microchipping SOP*
4. *Adoption Partner Application and Agreement*
5. *CY22 Partner Transfers*
6. *In-Shelter Pathway Planning Document*

Websites:

1. **www.calanimals.org:**

https://calanimals.org/_files/ugd/b7420a_5cc018886eb84612960c40339af427fd.pdf

2. **www.nacenet.org:**

<https://www.nacenet.org/animal-control-intake-of-free-roaming-cats/>

3. **humananimalssupportservices.org:**

https://39561995.fs1.hubspotusercontent-na1.net/hubfs/39561995/Intake%20to%20Placement%20PDFs/Intake%20to%20Placement_HASS%20Toolkit_%20Community%20Cat%20Programming.pdf

4. **www.sfanimalcare.org:**

<https://www.sfanimalcare.org/lost-found-pets/report-a-lost-pet/>

5. **www.sfanimalcare.org:** <https://www.sfanimalcare.org/services/vet-clinics/spay-neuter/>

CAT MATRIX

PRESENTATION	Situation	Actions
ACO – In-Field	Healthy Adult Cat in Field	<ul style="list-style-type: none"> No pick-up of healthy adult strays (3mo+) Has RP or other neighbors been searching for RO via NextDoor, Pawboost, etc.?
ACO – In-Field	Confined Cat	<ul style="list-style-type: none"> Scan for MC – RTO in field If healthy, robust, cat has caretaker – Release unless TNR needed (visually pregnant) If sick/injured/welfare concern – Shelter Intake
OTC or Caller	Kitten under 3mo (<5#)	<ul style="list-style-type: none"> Shelter Intake
	Cat sick / injured	<ul style="list-style-type: none"> Shelter Intake
	Cat in dangerous location (Information Needed)	<p>Information Gathering: Request further information on area including safety concerns & specific location address (Video/Pictures to verify)</p> <ul style="list-style-type: none"> Dangerous locations = active construction site, inability to exit a structure/area – Request video/picture, Shelter Intake If conditions are of standard urban environment (no immediate hazards and/or emergent circumstances), ensure location details are correct for possible TNR
	Known outdoor cat (Information Needed)	<ul style="list-style-type: none"> Does finder know that owner moved away and abandoned cat? – Shelter Intake Has the cat stayed in RP’s yard without leaving for several days/weeks? – Shelter Intake Does this cat have any medical concerns / look unkempt / skinny? – Shelter Intake If cat is known to neighborhood, moves between several properties, and has good body condition – No Intake, refer to CCP Has this cat been seen in neighborhood for more than a month and look healthy? – No Intake, refer to CCP
	Moms & Kittens	<ul style="list-style-type: none"> Follow Staff Triaging packet Attempt to verify age of kittens and whereabouts of mom for potential pathway Kittens verifiably without mom for more than a few hours – Shelter Intake Kittens with mom over 4-5 weeks – Kittens for Shelter Intake, Mom for CCP
	Friendly Cat found by feeder, novel to colony/area but bullied by others	<p>Information Gathering: Request further information for specific address</p> <ul style="list-style-type: none"> Has cat been observed in area of colony for more than a month and appears healthy? – No Intake, refer to CCP If healthy/robust w/o a tipped ear with less than a month of observation, may be lost owned cat seeking resources – Shelter Intake Recommend finder to post to neighborhood (flyers/NextDoor), seek owner to alert them of cat impound

Notes:

- All Owner-surrender cats are accepted for Shelter Intake
- No intake of healthy adult stray cats is solely dependent on behavior (feral/friendly). Exceptions made based on circumstances, in-field judgement of officer regarding safety, history gathered from RP, etc.
- No intake whatsoever of tipped ear cats unless sick/injured/in dangerous location or an O/S.
- Every RP with a stray adult cat that is impounded (the exceptions) should be notified that the cat could be put on a community cat pathway for TNR if deemed necessary based on their behavior. TNR forms can be filled out preemptively for any adult stray cat.
- Immediate intake with explicit memos under A# and P# if client expresses their intention to abandon cat outside point of origin or harm animal in other ways.
- Remember: Cats do not default to friendly. If they are healthy, robust, and frequent the RP's property, they are likely someone's indoor/outdoor cat which is NOT illegal.
- Dangerous/Hazardous Location must be verified via video/pictures whenever possible. Please try to request this information prior to impound – can be sent to the following:
 - ACC.Dispatch@sfgov.org
 - [REDACTED] (Text with description, location, and contact name)

Reasons to Intake:

1. ID / Microchip Found – Begin procedures for reunification efforts
2. Sick/Injured/Not Thriving – Impound for medical assessment
3. Declawed – Outdoor cats cannot thrive when declawed
4. Evidence of true abandonment or lost cat not thriving outdoors – Reunification potential or alternative placement needed
5. Credible risk of harm (from environment, RP, or other threat) – Alternative placement needed for safety of animal
6. Exigent circumstances – Protected natural area, active construction site, serious nuisance unable to be mitigated, etc.
7. Orphaned kittens

GOOD SAMARITAN CALL & FINDER-TO-ADOPT

1. PURPOSE

This policy describes options for residents who find animals who are interested in learning their outcomes or in adoption.

2. POLICY

SFACC welcomes interest from finders of lost animals, however there are instances in which the department must first perform due diligence to ensure it is ethical and responsible to place an animal with any interested party. The Good Samaritan Call & Finder-To-Adopt holds are both avenues made available for the public to learn more about an animal brought to the shelter.

3. PROCEDURES

- a. **Good Samaritan Call (GSC):** Sometimes there are parties who bring in an animal who want to know about the outcome but are not interested in adopting. Give the finder the Animal ID# and enter the finder's name and contact information in the memo. Also enter GSC in the comment field in the kennel window. Let the Good Samaritan know that they can call back and check on the animal's status.
- b. **Finder-To-Adopt (FTA):** A finder may place an FTA hold on an animal. While the animal will need to be held in accordance with established policy and will need to be behaviorally and medically assessed, we will contact the Finder thereafter to explore the possibility of adoption.
 - i. Finders cannot adopt feral animals, wildlife, animals that are not permitted in the city/state, or underage puppies and kittens. Underage puppies and kittens, defined as less than eight weeks of age, go to foster and it can take quite some time for them to be available either through us or through an adoption partner. They may be entered into the system as a GSC and should keep in touch if they remain interested. We will contact them if the animal becomes available through us, but it may end up going to an adoption partner instead.
 - ii. Finders are given preference in the adoption of unclaimed animals provided that they meet the screening criteria applicable to all potential adopters.
 - iii. The Animal Care division will notify the Shelter Service division before an animal becomes available. The front desk will contact the finder the day before the animal is available to verify interest.

- iv. Finders must be at the shelter at noon the day the animal comes up for adoption. Enter “Y” in the hold field of the kennel window and “FINDER” in the request field.
 - v. There may be special medical or behavior cases that don’t meet our adoption criteria, but may be a good match for individual finder homes. The Chief of Veterinary Medicine and/or the Operations Manager may evaluate these situations and determine if this is likely to be a successful outcome.
- c. Adoption Partner Interest: In 2019, the decision was made to discontinue the traditional Call-Interested-Party (CIP) hold. This change of wording was made to decrease confusion for members of the public about SFACC’s retention of decision-making abilities for animals in care. Vetted adoption partners may still contact us directly to express interest in an animal.
- i. This will be documented by the SSR team for follow-up when the animal is ready for next steps in their pathway.
 - ii. A member of the public CANNOT place a hold for an adoption partner, but they are welcome to contact the partner and alert them of the impound.
 - iii. Further information regarding Adoption Partners, Pathway Planning, and decision making can be found in the Animal Care Division section.

MICROCHIP SCANNING PROCEDURE

1. PURPOSE:

San Francisco Animal Care & Control is responsible for ensuring that animal guardians are apprised of the impounding of their animal via registered microchip in addition to other avenues of identification.

2. POLICY:

It is the policy of SFACC to microchip any domestic animal impounded by the agency, regardless of condition. Cats, dogs, and rabbits most commonly have microchips but other species can have microchips, including birds and guinea pigs. Injured animals and dead stray animals must also be scanned. If a microchip is present, SFACC staff are obliged to trace the information and make all reasonable efforts to notify the registered guardian.

3. PROCEDURE:

a. Microchip Scanning

i. **Over the Counter Scanning**

When necessary, animals being receiving over the front counter that need immediate scanning should only be scanned by appropriately trained staff (e.g., ACAs).

ii. **ACO / ACA Impounds at the Shelter**

Any domestic animal impounded at SFACC must be scanned immediately upon impound as a part of the intake process. This is regardless if the animal is deceased, injured, or healthy. If a microchip is found, the microchip number must be entered in the treatment window, the animal record memo and a memo should indicate whether or not the SSR team has been notified. ACAs and ACOs should inform the SSR team if follow up is needed, either via phone, in person, or with a noted kennel card.

iii. **Microchip Scanners**

Microchip scanners are located at multiple areas in the shelter; front desk, all processing areas, and Room S202. There are additional units specific to certain divisions in other locations. Each division is responsible for maintaining a scanner by regularly testing accuracy with a test chip and charging the unit as needed. Proper scanning technique should be used to maximize the chances of detecting the chip on the first scan.

iv. **Microchip Scanning while In Care**

In order to maximize the potential for identifying animals with chips and facilitate guardian reunification in a timely manner, there are several points of contact during an animal's stay in the shelter where scanning should occur:

- Upon impound/processing (ACOs/ ACAs)
- During medical exams (vet staff)
- During behavior evaluations (B&T)
- Upon moving to the available population (ACAs)
- Before and after implanting a microchip (ACAs/Vet Staff)
- Upon redemption, adoption, release to rescue (ACAs)
- Prior to euthanasia (ACAs/Vet Staff)

Please also note in Chameleon at any point of contact if there is **no chip detected**, or the animal was **unable to be scanned** (behavior).

v. Field Scanning

If an ACO is prepared with appropriate equipment, there are no competing calls of higher priority, and the animal is safe to handle for scanning, a microchip may be traced in the field via Chameleon and/or the microchip company.

vi. Fractious Animals

If an animal cannot be safely handled for complete scanning, this must be noted in Chameleon for future follow-up at a second point of staff contact. Staff should also use the extendable microchip scanner to complete this process if practical to do so.

b. Microchip Tracing

- i. Any microchip found should be noted properly in Chameleon and traced within 24 hours. SSR team is responsible for contacting the appropriate organization to obtain any linked information and then contacting the person associated with the chip via phone, email, letter or other appropriate means. *Please see additional procedures in Section 7: Shelter Services for full instruction.*
- ii. For cats and dogs, a quick tag search will be completed in Chameleon to see if the animal has been at the shelter and had recent vaccinations to prevent over-vaccinating. For animals with old Animal Numbers, the SSRs must switch to the old Animal Numbers and a new, updated kennel card must be printed.

c. Microchip Insertion

Dogs and cats available for adoption should be chipped ASAP upon moving to the available wards. Animals going to rescue groups or being redeemed should be chipped prior to being released. For animals that are particularly difficult to handle, microchipping (and other processing) may be performed under sedation by vet staff or at the time of SN if pre-arranged. All cats, dogs, and rabbits must be microchipped prior to exiting care.

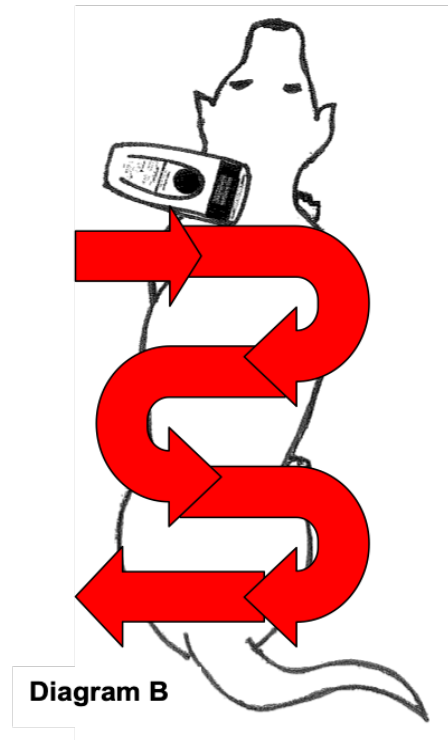
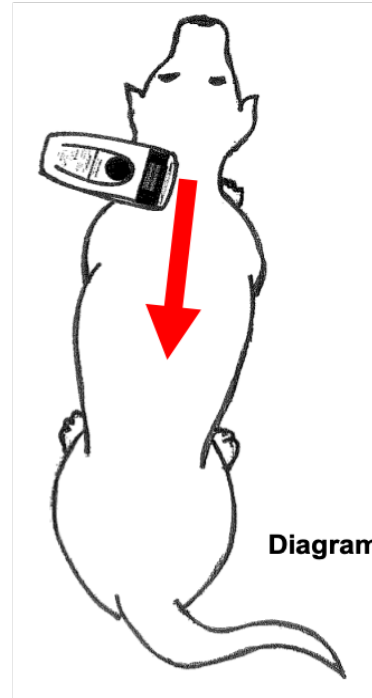
d. Proper Scanning Technique

Please review the attached diagrams for proper scanning technique.

Scanning for a Microchip

Always be sure the batteries in the scanner are well-charged.
The most common cause of scanner failure is weak batteries.

1. Scanner Orientation – the scanner should be held **parallel** to the animal. During scanning, **rock the scanner slightly from side-to-side**. This will maximize the potential for optimal chip orientation and successful detection.
2. Scanning Distance – the scanner should be held **in contact** with the animal during the scanning process, either **lightly touching the skin or just over the skin less than an inch** away from contacting the animal.
3. Scanner Speed – you should not scan any faster than $\frac{1}{2}$ foot per second. **GOING SLOW IS KEY to successful scanning!!** This is because global scanners must cycle through various modes to read all possible chip frequencies. This is extremely important!
4. Areas to Scan – the **standard implant site** is midway between the shoulder blades. Scanning should begin directly over this area (SEE **DIAGRAM A**). If the microchip is not detected here, you should scan down the **back and sides, including the neck and shoulders all the way down to the elbows in the front and all the way down the hindquarters in the rear**.
5. Scanning Pattern – If a chip is not readily detected, the scanner should be moved in an **“S” shaped pattern in a transverse (side-to-side) direction over the scanning area (SEE DIAGRAM B)**. If no microchip is detected, the scanner head should be **rotated 90° and then the scan should be repeated in an “S” shaped pattern in a longitudinal direction on both sides (SEE DIAGRAMS C & D)**. As the scanner is moved in this “S” shaped pattern over the various contours of the animal’s body, it will maximize the ability of the scanner to detect the microchip, regardless of the orientation of the microchip.





Adoption Partner Application & Agreement

Please fill in all sections of application to be considered for Adoption Partnership. Return completed form with corresponding 501c(3) paperwork, copies of your screening process and any relevant placement materials provided to your fosters & adopters.

Organizational Information

Organization: _____ Date: _____

Primary Contact: _____
Last First Position

Address: _____
Street Address Apartment/Unit #

City State ZIP Code

Phone: _____ Email _____

Website: _____ Are you a 501c(3)? **YES** **NO**
If yes, please attach a copy with Tax ID number.

Additional Contact (s): _____

Types of Animal(s): Dogs Cats Birds Smalls Farm Reptiles Other: _____

Type(s) of Placement: Facility-based Facility & Foster Homes Foster-Homes Only

How many animals placed annually? _____

Please describe how your organization operates:

Intake Criteria

Please help us target appropriate animals to offer you by filling out your organizational intake criteria.

All Breed Group Breed-Specific Group (Specify) Additional Info: _____

Age Ranges:	All Ages	Young (2mo-1yr)	Seniors (6yr+)	Do you accept unweaned animals (under 2mo)?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<small>Additional Info:</small>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				_____

Medical Issues: <input type="checkbox"/> YES <input type="checkbox"/> NO	Please clarify any preferences or exclusions: _____ _____
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Behavior Issues: <input type="checkbox"/> YES <input type="checkbox"/> NO	Please clarify any preferences or exclusions: _____ _____
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Will you consider an animal with a bite history?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	Additional Info: _____
Do you specialize in any particular medical or behavioral rehabilitation?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	Additional Info: _____

Other Intake Criteria: _____

Utilizing Behavior Information

San Francisco Animal Care & Control works closely with our approved adoption partnerships and destination shelters so that together we may reduce the number of community animals euthanized. We ask for your intake criteria as a way to assist our staff in targeting appropriate offers to your organization. Our staff will provide any medical or behavior notes we have gathered as a part of their SFACC file, however due to the nature of open admissions and enforcement you may not be provided previous owner information, or may receive redacted notes if there is a custody-related concern.

Regarding behavior evaluations, we acknowledge that the current state of assessing dog behavior in a shelter setting may not be truly predictive of a dog's future behavior. We also acknowledge that as a public safety and enforcement agency, we are beholden to weigh the risk for public release with the potential for behavioral rehabilitation.

We feel it is important to acknowledge that any behavior evaluation has variables that can confound results; they certainly have limitations but it is of fair predictive value regarding in-shelter behavior correlation, handling issues, and likelihood of aggressing to novel people within our environment. Regardless, the testing criteria we utilize is for official SFACC purposes of adoption and does not reflect our feelings on other agencies' ability to rehome the dog, nor would we assume that other agencies would uphold our rigorous standards when not beholden as a public safety and enforcement agency.

Each organization must set its own standards for what is acceptable. An organization with ample resources and no space or time limitations may be able to work with animals who have demonstrated mild-moderate problem behavior observed during an evaluation. With the start of this conversation, we are hoping that our adoption partners will further understand the use for behavior evaluations at SFACC, our internal criterion, and their role in our processes.

Authorization of Representatives

Please list your primary contact, authorized evaluators, and additional representatives for transport. Only individuals authorized will have animals released to them so please let us know if you need to add or omit anyone from your representative group.

Full Name: _____ Position: _____
 Email: _____ Phone: _____
 Approved Actions: Organizational Intake Decisions Evaluation Transport (DL#: _____)

Full Name: _____ Position: _____
 Email: _____ Phone: _____
 Approved Actions: Organizational Intake Decisions Evaluation Transport (DL#: _____)

Full Name: _____ Position: _____
 Email: _____ Phone: _____
 Approved Actions: Organizational Intake Decisions Evaluation Transport (DL#: _____)

Full Name: _____ Position: _____
 Email: _____ Phone: _____
 Approved Actions: Organizational Intake Decisions Evaluation Transport (DL#: _____)

Full Name: _____ Position: _____
 Email: _____ Phone: _____
 Approved Actions: Organizational Intake Decisions Evaluation Transport (DL#: _____)

Partnership Communication

Animal Transfer Communication:

SFACC's primary source of communication is email. We ask that you follow-up with intent to evaluate, decision-making, or a need for extended deadlines in writing to ensure we capture this information. Please ensure you "reply all" so the appropriate staff is notified.

- Response deadlines refer to the **3-day period of time we offer each partner to respond** before moving on to the next step in that animal's pathway. If you are interested but require more time to plan for foster homes, evaluation, etc. please let us know *within this time period* and we can extend an alternative date. The response deadline does not refer to the time of euthanasia, or that euthanasia is the next step in process.
- SFACC will contact you if you have indicated interest in an animal and formally offer behavior and medical notes.
- If you have expressed interest, SFACC will contact you should an animal's behavior or medical status decline passed the criteria for adoption partner transfer, or if the animal requires immediate euthanasia.

Partnership Communication Standards:

Transfer Partnership relationships are based on mutual trust and respect. We request that all partners adhere to our commitment to avoiding divisive or misleading language when promoting animals received from SFACC. Adoption Partners may not misrepresent animals received from SFACC as "rescued from" the shelter, on "death row," or having been saved from "being killed." In order to promote transfer partnerships, maintain healthy relationships, and improve public perception of the animal welfare community, we want to ensure the community sees us as allies rather than enemies. In the event that a partner organization does not comply with this request, SFACC may decline to further transfer animals despite initial approval.

Preferred

Contact: _____ Phone: _____ Email: _____

On-Site Evaluation Policy

Our adoption partner organizations are literal lifesavers for hundreds of San Francisco's displaced animals. To best serve our community, this policy is meant to ensure that all parties involved in the transfer of animals have safe and productive interactions while on-site at San Francisco Animal Care & Control.

We acknowledge that a large part of our adoption partners' abilities to properly rehome the dogs offered to them relies heavily on their own evaluation process. What makes our relationships so strong lies in the differing criterion for placement between agencies, so this policy does not seek to restrict the amount of time each evaluator may require. With that in mind, please pre-plan with our staff if you need more than an hour on-site for your processes.

Adoption Partner Evaluations:

- SFACC Animal Care staff are available from 12pm to closing for adoption partner assistance. If you require a timeframe before 12pm, please make an appointment with the *Animal Care Supervisor* to ensure we can meet your needs.
- An SFACC Animal Care staff member must accompany the adoption partner representative while inside the stray and custody wards.
- An SFACC Animal Care staff member must handle the shelter dog during dog-dog assessments.
- An SFACC Animal Care staff member must handle the shelter dog if taken off-site unless pre-arranged by the Operations Manager.

Inappropriate Conduct:

- At no time will an adoption partner representative allow third parties, including foster parents, into the stray wards or directly into kennels. Meetings must take place in the yard or Get Acquainted rooms.
- SFACC reserves the right for staff members to interrupt evaluations or dog-dog assessments if any practices appears harmful or unsafe to either the evaluator or the animal.

Adoption Partnership Agreement with San Francisco Animal Care & Control

This agreement is entered into on _____ between San Francisco Animal Care & Control (herein referred to as "SFACC" and _____ (herein referred to as "Adoption Partner") for the purpose of placing shelter animals with the Adoption Partner.

WHEREAS, in operating a public open admissions shelter, SFACC cares for stray and relinquished animals, and has a substantial interest in the adoption of suitable animals not redeemed by their registered owners;

WHEREAS, it is the policy of SFACC that no healthy or treatable shelter animal should be euthanized if the animal can be adopted into a suitable home;

WHEREAS, SFACC wishes to release shelter animals that might otherwise be euthanized to Adoption Partners for the purpose of finding suitable homes; and

WHEREAS, the Adoption Partner is an animal rescue or adoptive organization and wishes to obtain SFACC animals for the purpose of finding suitable adoptive homes.

SFACC and the Adoption Partner mutually agree as follows:

1. The Adoption Partner shall provide animals obtained from SFACC with a healthy, clean, safe and humane environment and shall provide the animals with necessary and prompt veterinary care, nutrition, and shelter at the Adoption Partner's expense. Because of

SFACC's interest in protecting the health, safety, and welfare of people and animals, SFACC shall have the right to inspect without prior notice any premises maintained by the Adoption Partner where any animal obtained from SFACC is kept or maintained.

2. The Adoption Partner may request the release of an animal, or SFACC may offer select animals directly to the Adoption Partner for release, through a written request. Some animals will not be offered to Adoption Partners based on severity of illness or behavior, and SFACC reserves the right to refuse release of any animal who has displayed behavior that poses a great risk of harm to the public. Further, SFACC retains the right to request the Adoption Partner signs an indemnification form for any animal deemed vicious and dangerous prior to release.
3. In receiving animals from SFACC, the Adoption Partner and its members shall comply with any and all animal-related laws and regulations, including all applicable zoning laws and permit requirements. Violation of the above requirements may result in forfeiture of such animals and/or SFACC's refusal to provide more animals to the Adoption Partner until SFACC is satisfied that the Adoption Partner can properly care for such animals. The Adoption Partner shall not transfer the custody or ownership of any animals obtained from SFACC to any individual or organization where keeping the animal will violate any animal-related laws or regulations, zoning provisions, or permit requirements. Violation of the above requirement may result in SFACC's refusal to provide any additional animals to the Adoption Partner.
4. The Adoption Partner shall comply with all dog-licensing requirements by ensuring each dog possessed or maintained by any Partner member is properly licensed after it reaches 4 months of age and before it reaches 5 months of age. The Adoption Partner shall ensure that a valid dog license is maintained before the animal is transferred to a new owner.
5. The Adoption Partner shall keep accurate records of each animal obtained from SFACC, and SFACC agrees to share records as they pertain to the animal's medical and behavioral status prior to and while residing at the shelter. Records may have stakeholder information redacted by SFACC if there is an active investigation that such animal has been released from, however SFACC agrees to share as much information as case details allow for the best chance of appropriate placement of such an animal. The Adoption Partner agrees that it is incumbent upon their officers, agents, and employees to completely read and understand the records given to the Adoption Partner from SFACC.
6. The City and County of San Francisco, its officers, agents, and employees shall not be liable for, and the Adoption Partner shall defend, indemnify, and hold the City and County harmless from, any and all claims, demands, liability, judgments, awards, fines, liens, losses, damages, expenses, charges, or costs of any kind or character, including attorneys' fees and court costs (hereinafter referred to as "Claims"), arising out of, or in any manner either directly or indirectly connected with, and act, error, omission, or negligence of the Adoption Partner or its contractors, licensees, agents, servants, or employees, including, without limitation, Claims caused by the concurrent negligent act, error, or omission, whether active or passive, of the City and County of San Francisco, its officers, agents, or employees. The Adoption Partner shall have no obligation to defend or indemnify the City and County from a Claim if it is determined by a court of competent jurisdiction that such Claim was caused by the sole active negligence or willful misconduct of the City and County of San Francisco, its officers, agents, or employees.
7. Both SFACC and the Adoption Partner agree that Partnership may be severed at any time for any reason.

The Adoption Partner certifies that the above application information provided is true and complete to the best of their knowledge.

The Adoption Partner understands that false or misleading information in this application may result in the Adoption Partner's denial for future release of animals.

Adoption Partner Representative

Signature: _____

Print Name: _____

Date: _____

SF Animal Care & Control Representative

Signature: _____

Print Name: _____

Date: _____

SFACC Approval YES NO

Please list any supporting documentation attached, including proof of 501c(3) status:

Document 1:	_____
Document 2:	_____
Document 3:	_____
Document 4:	_____
Document 5:	_____

Unpaid Partner Organization	CATS	DOGS	BIRDS	OTHERS	Total
SPCA	866	203			1069
ARF RESCUE	72	112			184
YGGDRASIL URBAN WILDLIFE RESCUE			38	117	155
WILDCARE SOLUTIONS			119		119
MUTTVILLE RESCUE		103			103
JNW REPTILE RESCUE				95	95
TOY DOG RESCUE		82			82
GRATEFUL DOGS RESCUE		46			46
HUMANE SOCIETY OF SONOMA COUNTY	4	31		5	40
MARIN HUMANE SOCIETY	7	16	1	14	38
SONOMA REPTILE RESCUE			30	1	31
TRUCKEE-TAHOE HUMANE SOCIETY		30			30
SPCA COMMUNITY CATS	28				28
PADDINGTON STATION RESCUE		24			24
SAVE A BUNNY RESCUE				22	22
PACK LYFE RESCUE	3	18			21
SHEP HEROES RESCUE		21			21
HDBNQ RESCUE	11	9			20
RATICAL RODENT RESCUE				20	20
COPPERS DREAM RESCUE		19			19
KITTEA CAT LOUNGE	17				17
SEN FOUNDATION ANIMAL RESCUE	14				14
LUCKY OCEAN AQUARIUM				12	12
MICKABOO BIRD RESCUE			12		12
PET NETWORK HUMANE SOCIETY RESCUE		12			12
CALI FID PARROT & EXOTICS RESCUE			9	2	11
GIVE ME SHELTER RESCUE	11				11
SOUTH COAST HUMANE SOCIETY		9			9
TONI'S KITTY RESCUE	9				9
BEYOND RESCUE		8			8
PURE BREDS PLUS RESCUE	8				8
UMBRELLA OF HOPE RESCUE	3	5			8
NORCAL BULLY BREED RESCUE		7			7
SANTA CLARA ANIMAL SERVICES			7		7
WE CARE ANIMAL RESCUE	7				7
LILY'S LEGACY RESCUE		6			6
SNAP CATS RESCUE	6				6
CENTRAL COAST HERDING DOG RESCUE		5			5
BRAVE RESCUE		4			4
CANINE RESCUE COALITION RESCUE		4			4
EVERY PET'S DREAM RESCUE		4			4
ONELIVINGSANCTUARY RESCUE			4		4
PALOMACY RESCUE			4		4
SAVING GRACE RESCUE	4				4
WELCOME HOME SANCTUARY		4			4
DOBERMAN RESCUE		3			3
GEPDA RESCUE		3			3
HOMEWARD BOUND RESCUE		3			3
NORCAL BULLDOG RESCUE		3			3
OHLONE HUMANE SOCIETY				3	3
ROCKET DOG RESCUE		3			3
WOODS HUMANE SOCIETY		3			3
BERKELEY HUMANE SOCIETY	2				2
CALPAWS K9 RESCUE		2			2

CHINCHILLA RESCUE				2	2
DOG MOUNTAIN RESCUE		2			2
GOLDEN STATE GS RESCUE		2			2
GOURLEY CLINICAL TEACHING CENTER		2			2
HOP A LONG RESCUE	2				2
JAKES PLACE RESCUE	2				2
LAKE TAHOE WOLF RESCUE		2			2
PEI PEOPLE SHAR PEI RESCUE INC		2			2
PERSIAN RESCUE	2				2
PETS LIFELINE RESCUE	2				2
RABBIT HAVEN/CAVY HAVEN RESCUE				2	2
SECOND CHANCE COCKER RESCUE		2			2
SUPER FUR-IENDS RESCUE	2				2
WONDER CAT RESCUE	2				2
BELLA AND SUNSHINE RESCUE		1			1
DOG ZONE RESCUE		1			1
DUTCH SHEPHERD RESCUE		1			1
EAST BAY SPCA		1			1
FERAL CAT FOUNDATION	1				1
FORGOTTEN FELINES OF SONOMA CO RESCUE	1				1
FRESNO BULLY RESCUE		1			1
HANDS HELPING PAWS RESCUE		1			1
HUMANE SO CONTRA COSTA	1				1
LABRADOR RET RESCUE		1			1
NAMASTE AKITA RESCUE ALLIANCE		1			1
NOR SLED RESCUE		1			1
PITTY POP RESCUE		1			1
PREDATORY BIRD RESEARCH GROUP			1		1
RECYCLED POMERANIANS & SCHIPP RESCUE		1			1
SAMOYED RESCUE		1			1
SHAMROCK FOUNDATION RESCUE		1			1
SOCAL DALMATION RESCUE		1			1
THOR RESCUE		1			1
TINY PAWS PUG RESCUE		1			1
WEST COAST CANE CORSO RESCUE		1			1
Total	1087	831	225	295	2438

Paid Partner Organization	CATS	DOGS	BIRDS	OTHERS	Total
PENINSULA HUMANE SOCIETY			270	1	271
Total			270	1	271

All Partner Organizations	CATS	DOGS	BIRDS	OTHERS	Total
GRAND TOTAL	1087	831	495	296	2709

IN-SHELTER PATHWAY PLANNING

1. PURPOSE

To ensure pathway planning for every shelter resident is clear, streamlined, and as consistent as possible.

2. POLICY

SFACC recognizes that while the shelter functions as a safe-harbor for animals in need of homes or next steps, it is meant to be a temporary port in the storm and does not serve to be an indefinite destination for any animal of any species. SFACC's main function is to provide temporary safety and support to animals in need, while exploring any and all possible, ethical outcomes for the shelter residents. Pathway Planning can range from return/release back into the wild, transfer to an adoption partner, to adoption so each possibility deserves careful and consistent consideration for each individual case. All pathway planning must be thoroughly documented in the database.

3. PROCEDURE

- a. **Considerations for Pathway Planning:** Once an animal is officially the property of SFACC and all holds have been removed, the Animal Care Division is responsible for facilitating pathway planning based upon several factors, including but not limited to:
 - i. Species & Demographic
 - ii. Present & Historic Behavior
 - iii. Present & Historic Medical Status
 - iv. Behavior Assessment by qualified shelter staff
 - v. Medical Assessment by Veterinary Division
 - vi. Interested Finders, other parties including Adoption Partners
 - vii. Safe Placement
- b. **Adoption Partner List:** Most animals in need of placement will be added to the Adoption Partner List (APL) for transfer inquiries and to ensure they remain priority for the Animal Care division. These animals must be in stable condition – any emergent transfers are addressed directly through alternative channels.
 - i. ACA Leadership member assigned to the APL to review the automated report at the beginning of their morning shift
 1. Review newly added animals and email Behavior/Medical Notes to SPCA Intake by most current procedure
 2. Review all pre-existing animals on the APL for most current pathway plan in memos
 3. Review for accuracy and any animals that may need to be added

4. Follow-up with necessary staff for next steps, including re-assessment for medical, behavior, or contacting interested parties
 5. Follow-up with any adoption partners with matching criteria for intake or contact Dog Transfer Coordinator to do so
 6. All pathway planning should be thoroughly documented in database
- ii. If an animal is indicated as maintaining criteria for transfer but below criteria for SFACC adoption, Animal Care Leadership or Dog Transfer Coordinator should continue to reach out to Adoption Partners with matching criteria for intake.
 - iii. If animal is indicated as declining below criteria for transfer or all additional pathways have been exhausted, Animal Care Leadership or Dog Transfer Coordinator should notify Behavior & Training Supervisor for review of case.
 1. Please see the **Selection of Euthanasia** and **Authority to Approve Euthanasia** in the *Disease Control & Euthanasia* section for additional information on this potential pathway.
- c. **Alternative Channels:** The Animal Care division has cultivated many strong community, regional, and intra-state partnerships with adoption partners better resourced to serve emergent or special needs cases. Some animals in need of expedited pathways will be directly offered to these partners without immediate appearance on the APL. This includes wildlife, emergent medical, and small or exotic animals.
- i. Staff member to contact alternative placement party with full information on animal
 - ii. SFACC must provide documentation for any formalized behavior notes, medical history, and bite history if available and/or applicable.

PATHWAY MILESTONES

1. PURPOSE

To provide an overview of an animal's pathway from intake to outcome in SFACC care.

2. POLICY

All animals in SFACC care have a basic pathway from intake to outcome, including hold periods, processing, and possible paths to exit the shelter environment. While outcome

is heavily dependent on multiple factors and as such is case-by-case, the milestones of the process remains similar.

3. PROCEDURE

- a. **Intake:** Owner-surrender, Stray (over the counter or in-field), ACO Hold, Legal or Safe-keeping Holds (Safe Pet, Owner Hospital, Owner Jail, Eviction, Fire, etc.), or Disaster Transfer
- b. **Hold Period:** Based on the intake type and subsequent details, a hold period is generated for the animal. This time period allows possible owners to surface, the shelter staff to track any ownership contingencies, and also lets the animal decompress prior to assessments if stable. If animal is unstable, the hold period may be shortened with approval from Chief Veterinarian, Deputy Director, or Director.
- c. **Evaluation Period:** Upon intake, every animal is informally monitored for behavior or medical concerns. Post-hold period, the animal may now receive a formal behavior assessment and medical examination to gauge criteria for placement opportunities. Animals may be subject to additional behavior rechecks or medical interventions if resources are available and prognosis improves as a result of interventions.
- d. **Placement Search & Potential Outcomes:**
 - i. Available for Adoption; Animal at or above adoption criteria, to be made available through SFACC processes. May be offered to adoption partners if needed as “Available”.
 - ii. Partner Transfer; Animal at or above transfer criteria. Based upon the results of the Evaluation Period assessments as well as present disposition, the Animal Care division is responsible for reaching out to appropriate adoption partners based on intake criteria.
 - iii. Interested Parties; If animal is safe for placement and an interested party is fully vetted and approved, the animal may be placed with an interested party. Interested parties are subject to SFACC standard approval process and are not guaranteed placement regardless of interest registered in database.
 - iv. Euthanasia; Animal below transfer criteria, unsafe to place, suffering, or ordered to be euthanized by court may be subject to immediate euthanasia as outlined in the *Disease Control & Euthanasia* section under **Reasons for Euthanasia**.

ANIMAL TRANSFERS TO ADOPTION PARTNER ORGANIZATIONS

1. PURPOSE

To outline the policies and processes by which SFACC approves adoption partners and transfers animals to their care.

2. POLICY

San Francisco Animal Care & Control works closely with many adoption partners and destination shelters so that together we may reduce the number of community animals euthanized. We evaluate each partner organization for safe and ethical standards prior to transferring any animals into their care. Using partner-reported intake criteria SFACC Animal Care Division staff submit targeted offers, providing any medical or behavior notes we have gathered as a part of the animal's file. The notes provided serve as review material for the organization being offered the animal and does not reflect our feelings on other agencies' ability to rehome the animal. Each organization must set its own standards for what is acceptable for intake. As an open admissions municipal shelter and public safety agency, partners may not be provided previous owner information, or may receive redacted notes if there is a custody-related concern.

3. PROCEDURE

Approval Process for Adoption Partners

- a. Potential adoption partners are either recruited or introduced to SFACC by requesting transfer of a specific animal.
- b. Potential adoption partners must first submit a completed Adoption Partner Application (appended) with a copy of their proof of 501c3.
- c. Application is submitted to Operations Manager for vetting and approval process.
 - i. Satisfactory completion of required paperwork reviewed
 - ii. Verifiable proof of 501c3 confirmed
 - iii. Review of social media channels and web presence to evaluate framing of training methods, facilities and care practices, partner relationships, etc. as applicable
 - iv. Review Chameleon to ensure application is not redundant
 - v. If out of area, contact animal control in jurisdiction to ensure good standing in receiving community
- d. If approved, application sent to Shelter Service team to generate/update P#
 - i. Original application given back to Operations Manager for Master Copy Binder
 - ii. Secondary copy filed into Partners Binder in possession of the Dog Transfer Coordinator

- iii. Animal Care Leadership and Dog Transfer Coordinator updated regarding new partner and respective intake criteria
- iv. Adoption Partner entered into Master Adoption Partner spreadsheet
- e. Reasons to Decline or Dissolve Partnership
 - i. Inappropriate/Inhumane training practices
 - ii. Inappropriate/Inhumane care practices
 - iii. Dubious background information as related to animal outcomes
 - iv. Misrepresentation and/or slanderous remarks about source shelters and other organizations, including SFACC, staff members, and agents
 - v. Consistent contentious communication with staff members tasked with animal offers or involved in offer process

Animal Offers to Adoption Partners

- a. Animal Care division is responsible for offering animals to adoption partners based on reported criteria, including species, demographic, and resources available. All pathway communications for adoption partners are to be recorded under the A# of the animal(s) in question immediately.
- b. SFACC's primary source of communication for animal transfer offers is email. When offering an animal, staff members must include current behavior memos, medical history, kennel card including picture, and bite history (cat, dog or ferret; if applicable).
 - i. Any formal offers to adoption partners should be time-bound with a response deadline to ensure clarity of pathway planning.
 - ii. In addition to a formal decline or commitment to transfer, acceptable responses include follow-up with intent to evaluate, further requests for information, or a need for extended deadlines.
 - iii. The response deadline does not refer to the time of euthanasia or that euthanasia is the next step in the animal's pathway. Euthanasia decisions are case-by-case as outlined in the *Disease Control & Euthanasia* section.
- c. Best practices include a more informal description about the animal, staff or volunteer experiences, the reason for transfer need, etc.
- d. If an Adoption Partner does not respond by the allotted deadline, it is assumed that the partner is not interested in the animal and the pathway will move along to next steps.
- e. If an Adoption Partner has requested offer or expressed interest in a specific animal, the Animal Care division is responsible for contacting and formally offer behavior and medical notes if pathway is necessary.
 - i. Adoption Partner's given intake criteria must match the animal's need.

- ii. Animal must be at or above transfer criteria and stable.
 - i. If unsure, Animal Care division may consult Behavior & Training Supervisor, Chief Shelter Veterinarian, or Operations Manager.
- f. If any Adoption Partner has expressed interest or is awaiting transfer of the animal, SFACC will contact should an animal's behavior or medical status decline passed the criteria for adoption partner transfer, or if the animal requires immediate euthanasia.
 - i. An expressed interest or commitment to transfer does not provide the Adoption Partner the ability to decide outcome until the animal has officially and physically left SFACC custody.

On-Site Adoption Partner Evaluation

SFACC acknowledges that a large part of our adoption partners' abilities to properly rehome the dogs offered to them relies heavily on the evaluation process. To best serve our community, the On-Site Adoption Partner Evaluation policy (appended) ensures all parties involved in the transfer of animals have safe and productive interactions while on-site. What makes the SFACC transfer program so robust lies in the differing criterion for placement between agencies, so this policy does not seek to restrict the amount of time each evaluator may require. SFACC asks adoption partners to pre-plan with our staff if more than an hour on-site is needed for evaluation.

a. Evaluations:

- i. SFACC Animal Care staff are available from 12pm to closing for adoption partner assistance. If a partner requires a timeframe before 12pm, they must make an appointment with the Animal Care Supervisor or Dog Transfer Coordinator.
- ii. An SFACC Animal Care staff member must accompany the adoption partner representative while inside the stray and custody wards.
- iii. An SFACC Animal Care staff member must handle the shelter dog during dog-dog assessments.
- iv. An SFACC Animal Care staff member must handle the shelter dog if taken off-site unless pre-arranged by the Operations Manager.

b. Inappropriate Conduct:

- i. At no time will an adoption partner representative allow third parties, including foster parents, into the stray wards or directly into kennels. Meetings must take place in the yard or Get Acquainted rooms.
- ii. SFACC reserves the right for staff members to interrupt evaluations or dog-dog assessments if any practices appears harmful or unsafe to either the evaluator or the animal.

Release of Animals to Adoption Partners

- a. Once Animal Care division receives confirmation of transfer by Adoption Partner, animal must receive any necessary processing / treatments prior to transfer.
 - i. All applicable animals released by SFACC must receive a microchip prior to release
 - ii. All applicable animals must receive appropriate vaccinations prior to release
 - iii. All applicable animals should either receive spay/neuter or a waiver must be put in place with the adoption partner, should they be released unaltered.
 - i. Must be approved by Chief Shelter Veterinarian, Operations Manager, Deputy Director, or Director.
- b. Shelter Service Representatives to be alerted to create packet of paperwork for release.
- c. Animal may be released to designated adoption partner or their agents.
 - i. Should the animal require transport via SFACC resources, please see procedure below.

Animal Transport by SFACC Volunteer

- a. Volunteers interested in assisting SFACC with transporting animals to destination shelters or adoption partner facilities are required to be approved and registered formally with the Animal Care Supervisor.
 - i. New Volunteer Orientation Applications vetted per standard protocol
 - ii. Volunteer & Outreach Team to keep originals for liability coverage
- b. Volunteer Requirements:
 - i. Must possess a current and valid Driver's License
 - ii. Must have own car
 - iii. Must pass vehicular safety inspection
 - Good ventilation and air quality; no exhaust fumes
 - Adequate space – Animal should be able to turn, lie down, and stand up unencumbered
 - No sharp edges
 - Absorbent bedding
 - Flooring that prevents injury, discomfort, and leakage of fluids into other enclosures
 - Heating and cooling, with an ambient temperature above 60° F and below 80° F
- c. Steps for Approval:

- i. Animal Care Supervisor to schedule interview & inspection time with potential volunteer
 - ii. Check if person has a P#
 - Facilitate creation of P# if none with SSR
 - Ensure information is up-to-date if in system
 - iii. During interview, Animal Care Supervisor to review Animal Transport Guidelines (appended) with volunteer. Provide copy to volunteer for future reference.
 - iv. Facilitate Car Safety Inspection and log findings on the Animal Transportation Vehicle Inspection Form (appended)
 - v. If vehicle and volunteer approved, review & have volunteer sign Wild/Domestic Transport Agreements (appended)
 - i. Provide originals to Volunteer & Outreach team for record-keeping
 - ii. Keep copy in the Animal Care division office
 - vi. Add Approved Transporter to internal lists as appropriate
- d. Animal Transport Volunteer Requests
- i. Animal Care Supervisor, Assistant Supervisor, Lead ACA, or Dog Transfer Coordinator identifies animal requiring transport to secondary facility or alternative organization
 - ii. ACA Division emails list of transport volunteers via internal list
 - iii. Once transport is confirmed ACA Division ensures animal is prepped for transport per standard processes
 - i. ACA Division requests Shelter Service Representative to prepare paperwork per standard processes
 - iv. ACA Division to facilitate pick-up and verify animal's receipt to destination