

Setting Up a Spay/Neuter Transport Program



A Step-by-Step Guide for Setting Up a Spay/Neuter Clinic Transport Program

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Legal Disclaimer

This manual and the associated materials have been prepared as educational and informational material and should be used for information purposes only. They should not be considered legal advice or legal opinions on any specific matters. You should consult a consultant or attorney familiar with both federal and state legislation to assist you with any specific questions or issues. You are also advised to refer to current state and local publications to ensure your continuing compliance with state and local regulations. Please be sure to consult with your external consultants, legal counsel, or other experts prior to finalizing any decisions on policies and procedures in relation to the following.



Setting Up a Spay/Neuter Transport Program

Introduction

Now that you've opened your high-quality, high-volume stationary spay/neuter clinic, you'll want to consider adding a transport program to expand your market and ensure that you have enough clients to support your operation.

This document will help you decide if transport is right for your clinic and guide you through the program start-up process. Most of the information here is based on the model established by the ASPCA Spay/Neuter Alliance, in Asheville, NC; however, we have included some alternatives so you can decide what will work best for your clinic and the surrounding area.



Setting Up a Spay/Neuter Transport Program

The Spay/Neuter Alliance Model

ASPCA's Spay/Neuter Alliance in Asheville, NC provides free transport for cats and dogs from over forty partner organizations (including shelter facilities, rescue organizations, and humane societies) within a 60-mile driving radius of their clinic. This system covers twenty-three counties in Western North Carolina. Roughly seventy percent of the 25,000+ animals altered annually at Spay/Neuter Alliance come via the Transport Program.

Spay/Neuter Alliance works with each organization to determine the frequency of pick-ups (some are picked up once a week, some once a month, etc.), as well as their animal "cap" for each transport. Most groups book their own shelter animals for transport, as well as public appointments from their surrounding area. The vast majority of animals arriving via transport at Spay/Neuter Alliance are owned animals.

Spay/Neuter Alliance picks up animals scheduled for surgery at the location monitored by the partner organization. Sometimes its the organization's facility, but if they don't have a physical address, we will work with them to determine a safe and convenient alternative location. The animals are transported to the clinic, altered, recovered overnight, and returned, at a specific time, to the pick-up location the following day.

When new groups approach us and request transport, they are asked to come to the clinic for a training and orientation session. The transport director meets with the key players, tours them through the clinic, and ensures that everyone understands their roles and responsibilities. Periodic check-ins with group members help to make sure that the expectations are being met on both ends.

Spay/Neuter Alliance performs a high volume of surgeries, and the vast majority of those would not be possible without the cooperation of their transport partners. Partners book appointments, provide crates, ensure paperwork and other documents are filled out, handle all public payments, and provide volunteer and paid staff to help load and unload animals on the day of transport. We make every attempt to provide superb customer service for their partners, and to make the system as easy for them to use as possible.



Essential First Steps

Advance planning is essential in setting up and running a successful Transport Program. We recommend the following steps:

Make Sure You Need & Can Support a Transport Program

Before you jump into providing transport, we strongly recommend that you do a detailed financial analysis (budgeting tools are available on ASPCApro.org) to determine:

- How much income from surgery fees you need to cover your operating costs
- How many surgeries you must perform every day to generate that income

Adding transport makes sense if your local population cannot produce enough animals and you need access to a wider market. For example, if you find you need to alter thirty-five animals per day to support your operation, but the local population is bringing in only twenty-five animals per day – that's the time to think about implementing a Transport Program.

Study Your Local Demographics

Once you know how many transport animals you need to meet your surgery goals, figure out what geographic area you'll have to serve in order to reach a large enough market. Government <u>census reports</u> and the <u>AVMA US Pet Ownership & Demographic Sourcebook</u> are excellent sources of demographic information. Spay/Neuter Alliance's analysis showed that they needed a human population of 250,000 to bring in 25 surgeries per day - these animals were supplied by the local population. However, they needed to perform 35 surgeries per day to support their clinic operations. Thus, their Transport Program was born! Now, they service one million residents in Western North Carolina, and perform an average of 125 surgeries per day.

We base their service area on a maximum radius of 100-miles (about two hours one-way). Other organizations base their service area strictly on driving time. Be sure to keep local weather conditions and topography in mind.

Identify Potential Transport Partners Within Your Service Area

Develop a list of potential transport partners in your proposed service area, including contact info and any information you can find about their intake, adoptions, or other program statistics. Contact them to describe the Transport Program, and ask if they'd be interested in learning more once you fully develop the program. This is just a preliminary contact to get a feel for the market. You'll be getting back to them with specifics and asking for firm commitments later.

Note: Spay/Neuter Alliance recommends waiting to begin transport until your clinic is wellestablished and has a solid reputation in the community. Potential partners will be much quicker to sign on when you have positive word-of-mouth working for you.



Figure Out What Your Transport Program Will Cost

To make sure the cost of running the Transport Program doesn't wipe out the financial benefits of bringing in more animals, put together a detailed budget that includes:

- Vehicle purchase and graphics
- Vehicle maintenance and cleaning ▶
- Gas
- ► Insurance
- Coordinator/driver salary and benefits ▶
- Cell phone ►



	1 DAY/WEEK	2-3 DAYS/WEEK	5 DAYS/WEEK
Vehicle purchase and graphics	\$15,000	\$15,000	\$15,000 - \$40,000
Vehicle maintenance and cleaning	\$2,000	\$2,500	\$3,500
Gas	\$3,500	\$10,000	\$15,000
Insurance	\$2,500	\$2,500	\$2,500
Coordinator/driver salary and benefits	Duties performed by existing staff members	\$15,000	\$30,000
Cell phone	\$1,200	\$1,200	\$1,200

Sample Annual Transport Budget

We spend about \$42,000 annually to maintain our transport program (remember - their program operates every weekday with a full-time driver).



Develop The Program

Now it's time to work out the details. One of our transport partners reported that one of the reasons they were so successful with transport was because Spay/Neuter Alliance is "consistent and doesn't 'surprise' us with wrong invoices, late trucks, new rules, etc. That's huge considering our time and talent are already in short supply." So, any amount of planning you can do before your transport begins will pay off, not just for your staff, but for your transport partners.

Here are some of the important issues you'll want to cover (for more detail, follow the links provided):

Roles & Responsibilities

Everything works better when all parties involved are informed about their roles and responsibilities. We recommend drafting a Transport System Contract and Checklist for your program that includes clear instructions and expectations (see our Transport System Contract and Checklist in <u>Appendix</u>). Our transport coordinator then reviews these documents with the partners during their clinic tour/training session.

Scheduling Partners

Our transport coordinator accommodates groups with weekly or monthly pick-ups depending on their needs. She sends out the monthly calendar (see our Transport Calendar in Appendix), including pick-up and drop-off times, as well as their transport "cap" - the maximum number of animals they are allowed to send on that transport. The partner is responsible for calling the coordinator three business days prior to their pick up to inform her of their exact numbers, including sex and species breakdown. If more dates are requested, she works them in as space allows.

Now is a good time to think about whether you have a minimum number of animals you'll pick up. We require a minimum of 15 animals per pickup (35 animals if 120 miles from the clinic).

Patient Numbers & Mix

While we inform partners during orientation that they are expected to provide a good mix of animals (sex, species, and size), they will transport any number or combination of animals that will fit safely in the vehicle. The partners are required to call the coordinator three business days in advance of the pick-up with their exact number and breakdown (cat spay, cat neuter, dog spay, dog neuter). That gives the coordinator time to make adjustments in the schedule and/or fill in any gaps with public appointments.

Since we are a multiple-vet practice, they can more easily absorb more animals on transport or extra female dog surgeries. If you are a one-vet practice, you may want to be more specific



with your partners about the total number of animals in their "cap" and maximum number of female dogs or dogs over a certain size.

Volunteers

Many partner groups utilize volunteers to assist with the transport process - volunteers do everything from booking appointments to checking in animals to loading and cleaning crates! You'll want to be clear with your partners about what your staff will do during the pick-up and drop-off process. Give your partners an idea of how many volunteers they will be required to supply on the day of transport for loading and unloading (depending on the size of the transport).



Animal Identification & Transport Policies

Clinics have differing requirements about how the animals should arrive at the clinic. For example, Spay/Neuter Alliance requires that the partner ensure that each canine patient arrives at the clinic with a paper ID collar (first and last name) affixed and in clearly marked carriers (again, first and last name, as well as partner organization name). All clinic paperwork must be complete for each animal, and all community cats must be in humane traps. These guidelines are all listed in the Transport Contract and Checklist documents.

Clinic Medical Protocols & Policies

You'll want to be sure that the transport coordinator provides, in writing, your clinic's preoperative instructions, as well as any related policies and procedures. Your partners will be booking appointments for public clients, and they'll need to relay these policies accurately. Topics to cover might include:

- Weight/age requirements
- Tattooing
- Pain medication
- Ear-tipping
- Termination of pregnancy
- Additional charges for pregnancy, in-heat, weight, cryptorchid, etc.
- FIV/FeLV testing





Delays/Cancellations/Weather

We recommend having the driver/coordinator call the partner directly if they are going to be late or if the transport has to be cancelled. Your driver will need a cell phone and master list of phone numbers where the partners can be reached before, during, and after operating hours.

Our weather policy is communicated to each partner as they sign up for transport. Basically, they follow the school closing schedules in each county - so, if schools are closed at the pickup site or in Asheville, the transport will be cancelled. This allows the partners to begin rescheduling clients immediately, rather than wait to get contacted by the transport coordinator. Depending on where you live, you may need policies for other national disasters such as snow emergencies, floods, tornadoes, hurricanes or fires.

Pick-up & Return Logistics

We pick up transport animals first thing in the morning, brings them to the clinic, and then returns the animals operated on the day before. The drivers departure times depend on the distance that needs to be covered - it's anywhere between 5:00 am and 9:00 am. These times are scheduled to put the animals at the clinic after public intake is over, but early enough to begin surgery as soon as possible.

However, the <u>Animal Protective League Spay-Neuter Clinic</u> in Springfield, IL found they didn't have enough space to accommodate both groups in their building so they reversed the order – returning animals first and then picking up the new animals and getting them to the clinic by about 10:30 am. They schedule local animals early in the day to keep the surgical team busy until the transport animals arrive.

Because loading and unloading animals in the clinic can be somewhat chaotic, we print out a list from their clinic software of all animals entered under the transport group's name. Then, one person is assigned to stand at the lift gate and highlight each animal's name as it's loaded into the vehicle. This helps prevent animals from being loaded into the wrong vehicle, or being left at the clinic.

Community Cats

If your clinic has special requirements for feral or community cats, you need to provide that information to your transport partners (see our Community Cat Policy in <u>Appendix</u>). Special thought should be given to the logistics of transporting live-release traps, as most clinics discourage stacking these traps. You might also want to supply your driver with special supplies such as sheets to cover traps and newspaper for underneath traps.



Reasons for Declining Transport

Make sure your partners are aware of the reasons your veterinarian might decline an animal for surgery. More importantly, educate them on how to screen for conditions, such as kennel cough and URI, that might keep an animal from being allowed on the transport vehicle. At Spay/Neuter Alliance, the driver is trained to identify these conditions and has authority to decline any animal for transport.

Invoicing Policies & Procedures

We send an invoice back with each transport to the partner organization based on the surgeries and other services performed at the clinic (see our Sample Transport Invoice in <u>Appendix</u>). It is up to the partners to collect from the clients whose animals have arrived on their transport and submit one lump payment for the entire transport to Spay/Neuter Alliance. While there are exceptions, we generally will not schedule a subsequent transport until all invoices are paid.

Rechecks & Post-Operative Complications

Clients with post-operative concerns are instructed to call the clinic for a determination about whether the animal should be seen by a veterinarian. If a visit is needed and the client lives more than thirty minutes from the clinic, the client is advised to go to his full-service veterinarian or to a veterinarian recommended by the partner organization. We pay for all surgery-related complications. A designated staff member reviews the medical record and invoice from each case and makes a determination about which charges will be paid.

Create Your Forms

In addition to supplying your partners with your clinic's admission forms, you'll want to spend some time developing a manual for them specifically. This manual should include, at minimum, all policies and procedures and forms they will need to be a successful partner. It is extremely helpful to include sample volunteer schedules, marketing ideas, and other tips to help them get started. Running a transport is a huge undertaking, and you want to make it as easy on your partners as possible.

Statistics

We keep detailed records on all of our patients and clients using <u>Clinic HQ</u> (this online program is available to any clinic for an annual fee). At a minimum, you'll want to be sure you can provide your transport partners with accurate financial information (invoices, ledgers, etc.), as well as detailed statistics about how many animals they've transported to your clinic. This can be an extremely helpful service to them, especially when they're preparing grants or grant reports.



Your Coordinator

Develop the Coordinator/Driver Job Description

For a new program, Spay/Neuter Alliance recommends having an existing staff member assume the duties of coordinator/ driver. Many groups begin with only one or two partners, easily managed by one person part-time. Once you are transporting three or more days per week, you'll want to do a cost/benefit analysis for a a full-time coordinator.

The coordinator is responsible for handling all aspects of the program, including communicating with partners, scheduling transports, driving the vehicle, triage of the animals, loading and unloading animals, checking all paperwork, vehicle maintenance and cleaning (see Sample Coordinator Job Description in <u>Appendix</u>). Coordinators typically spend about six



hours a day driving. When not on the road, the coordinator can attend to their other duties, or work in the clinic answering phones, cleaning, or helping in the back with packs or vet assistant duties.

Hire & Train Coordinator/Driver

This may be the most important step in the entire process. Because the coordinator/driver is the face of the program, we strongly recommend hiring a highly professional, detail-oriented person with strong people skills, a positive attitude, good driving skills and the ability to work long hours and handle loading and unloading large animals. The coordinator is the person that will represent your clinic to partners and clients all over your region, so it's very important to fill this role carefully.



Other considerations for this position:

• Conduct a full background check on your driver to screen for felonies, DUI's or other infractions. Check with your insurance company for other requirements.

• Develop policies to prevent driving the transport vehicle while distracted (eating, cell phone use). See the <u>Appendix</u> for an example.

 Develop a policy for use of the vehicle for personal use or making personal stops during a transport.



Your Vehicle

We began with a used 16-passenger cargo van purchased for \$10,000. This type of vehicle holds 30-35 animals and is probably all that is needed for a one-vet clinic. These vans are commonly used for church or school transportation and can often be acquired inexpensively.

When searching for a cargo van, we recommend ensuring that seats are removable and that carpet can be replaced with a rubber or plastic mat. The floor should be empty and made of a material that can be swept and mopped after each transport. Bungee cords can be used to secure crates - hook them into seatbelt fixtures and other nooks and crannies.



Your vehicle <u>must</u> have rear heat and air vents. A system that heats or cools from the front console is not sufficient for the animals. However, be mindful if any of the air vents are blasting directly on an animal.

Now that we have grown to a 15-vet clinic, we have purchased a \$37,000 14' box truck with a lift gate that can hold 80-100 animals. Universities and regional transportation services may have used vehicles like this available for purchase. You may be able to get a local dealership to give you a deep discount in return for displaying their name and logo on the vehicle. Special modifications commissioned by Spay/Neuter Alliance included installing climate-control in the cargo area (again, a must-have), rails along the sides to attach bungee cords, and a lift gate.

The specs for the box truck are as follows:

Outside-Box Compartment: Length 14'8" Width 8' Height 7'6"	Inside: Length 14'1" Width 7'7" Height 6'9"
Bumper to bumper length 22'5" on a 350 Ford Chassis VIN: 1FDWE35L36DA25228	Interior rail system: 1 1/2" slotted angle rail system used for restraints. This railing system is 72" long and is spaced 4' apart.
For information on the heating/cooling system, please contact:	Olen Hensley Automotive 221 Amboy Rd Asheville, NC (828) 258-1738

The cargo areas in both of our transport vehicles are completely empty and have stainless steel or heavy plastic floors. Animals travel in crates secured with a system of bungee cords. We



recommend this method over building in cages as it provides for maximum flexibility – and is much less expensive.

When selecting a vehicle, you'll want to make sure it doesn't require the driver to have a special class of license.

Alternative I: <u>The Shenandoah Valley Spay/Neuter Clinic</u>, serving 25 partners in northern Virginia and West Virginia, uses a shuttle bus as one of their two transport vehicles. They are very enthusiastic about this alternative and report that the animals travel more comfortably, the



front and rear doors provide added convenience, and a wheelchair lift helps in loading heavy crates.

Alternative II: if you can't afford to purchase a vehicle up front, consider renting one. Animal Allies in Spartanburg, SC, rents a cargo van from a local rental agency and

covers the cost by charging modest transport fees.

Daily & Routine Cleaning of the Vehicle

Good cleaning protocols are crucial for minimization of diseases for your transport animals. After your transport is done for the each day, the driver is responsible for cleaning the transport vehicle:

- The interior of our box truck is fully washable so the driver will hose out any debris and then spray with the disinfectant used in the kennels.
- Be aware that most disinfectants do NOT work in the presence of organic debris (newspaper, kibble, hair, feces) so that material must be removed before disinfecting. Check the specifications for the product your clinic uses.
- In a vehicle with a rubber mat, the driver will sweep out any debris and then lightly spray the walls and floor with the disinfectant. Most rubber mats have an absorbent foam-type backing so you cannot soak or hose down the mat (otherwise the backing will mold).

Maintenance of the Vehicle

Breakdowns put your transport animals at risk. Your transport coordinator is responsible for following the suggested maintenance schedule in the owners manual of the vehicle, keeping



current any inspections or registrations and promptly handling any maintenance problems with the vehicle.

Spay/Neuter Alliance recommends keeping the gas tank at 1/2 full (or more) at all times so that if the transport gets stuck in traffic, has a flat tire or other minor breakdown, the heat or air can still be run.

Accidents & Other Emergencies

Fender-benders and breakdowns will happen. Humane Ohio in Toledo, OH has developed a policy for accidents, and guidelines for drivers, and these can be seen in the appendix.

Your Moving Billboard

Your transport vehicle is the best advertisement for spay/neuter and your clinic. It's worth the

time and cost to have the vehicle wrapped with eye-catching graphics that include clear information about who you are and how you can be reached (see Transport Vehicle Wrap Examples in the appendix).

Loading Your Transport Vehicle

Loading your transport vehicle is a specialized & important component of your transport program. Watch the companion materials to this guide in <u>ASPCApro.org</u>.







Time to Reach Out!

Reach Out To Potential Transport Partners

Now that you're ready to go, it's time to recruit and establish solid relationships with your transport partners.

Some clinics report having difficulty identifying transport partners in their area that are willing and able to do the large amount of work it takes to run a transport. We have interviewed several of their long-time transport partners to see what they thought about this subject. The prevalent feeling was that you need to identify people who really "get" spay/neuter. It's not the most glamorous or touchy-feely part of animal welfare, so you need groups made up of "true believers." They may not necessarily be "animal people," but they see and understand a social ill and are trying to address it with a more practical application of their beliefs. One partner said, "I really do it [coordinate the transport] for me - I want to be involved. I would have fistfought somebody to be able to do this. I know I'm doing all I can."

A number of partners described starting the transport program has a sub-program of a larger organization (that also covered sheltering, fostering, and other programs). Over time, as they focused more and more on spay/neuter, the folks who weren't "true believers" left the organization to focus on their passions. This worked out well over time - now their organizations are made up of a strong core that is totally focused on sterilization.

Unfortunately, identifying these folks at the outset can be challenging. Develop your list of transport advantages and cast a wide net. A list of questions to ask potential partners might include the following:

- How many animals are you adopting out per week?
- Do you practice pre-adoption spay/neuter?
- If not, would you start if you could sterilize adopted animals the day after adoption?
- What are you currently paying for spay/neuter services?
- What capacity can your current provider offer you?
- If we could increase your daily/weekly/monthly capacity, could you adopt out more animals?
- How many staff/volunteer hours are currently spent per week coordinating/transporting animals to and from spay/neuter appointments?
- When the general public calls you with a need for affordable spay/neuter, are there resources to which you can refer them?



Stress the advantage of the free transport and the capacity you can offer - they can sterilize all of their animals that week in one trip! Any statistics you can show them related to spay/neuter and intake will help your case, especially if they're local statistics. It's hard to change the way you're doing things, especially if you've been doing them that way for years. Get them over that hurdle by helping them to imagine a near future where fewer animals are coming into their shelter and more lives are being saved.

Consider the financial feasibility of offering reduced rates to your transport partners. Spay/ Neuter Alliance charges discounted rates for transported animals and allows partners to charge clients the non-discounted fees.

SERVICE	PUBLIC FEE	TRANSPORT FEE
Surgery - female dog	\$65	\$50
Surgery - male dog	\$65	\$50
Surgery - female cat	\$50	\$50
Surgery - male cat	\$35	\$35
Vaccinations	\$15	\$10

For surgery and a rabies vaccine (the typical patient), the groups save an average of \$7.50/ patient. A group transporting 50 animals/month to the clinic can raise \$375. They can use these funds to cover surgeries for those who cannot pay, cover administrative costs, or purchase supplies for the transport (crates, etc.).

Invite them to come to your clinic, so they can meet your staff and observe your protocols. If one-on-one visits aren't an option, you can hold an open house and invite all of the area rescues and humane societies to attend. The goal is to make sure your transport partners are familiar with your clinic operations and can describe them accurately. These groups will be representing your clinic to pet owners all over your region - you want to make sure they leave with a thorough understanding of who you are and what you do.

Any group that signs on for transport should be scheduled for a training session at your clinic.



Alternative 1: Rather than setting up the transport program yourself, you might encourage the partner organizations you've identified to transport their own animals or form a separate group dedicated to providing transport. In this model, the partner organization or transport group does all the paperwork, collects all fees, and simply delivers owned or shelter animals to your clinic on pre-scheduled days. We call these "Self-Transports," and loves them! The partners know what to do, and basically deliver 10-25 animals to their doorstep on a weekly basis.

For example, <u>C-SNIP</u> in Grand Rapids, MI never has to turn an animal away for lack of transportation. Even though they don't operate a transport program themselves, 25% of their animals at their clinic arrive by transport! In 2006, a volunteer developed a program to transport animals to the clinic from areas where the need was acute. The volunteer purchased a vehicle and C-SNIP set the transport guidelines (see CSNIP Transport Guidelines in <u>Appendix</u>). Since then, five different transporters – individuals, rescues, and humane societies – have taken it upon themselves to get animals to the clinic from throughout a ten-county area. The transporters run their own programs, charge their own fees to cover their costs, and set their own schedules. C-SNIP continues to set transport guidelines and train the transporters to complete all of the clinic paperwork.

Alternative 2: Rather than working with several animal welfare agencies, you could work directly with the public. When *Spay/Neuter Alliance and Clinic* in Ridgeland, SC wanted to start their transport program, they didn't have partners willing to take on the responsibilities in the areas they wished to reach, so they did it themselves. Four days a week, they pick up owned animals at established meeting points in eight counties in South Carolina and Georgia. Owners make appointments directly with the clinic and are assigned specific pick-up points. The driver has the owners fill out the proper forms, checks proof of rabies vaccination, and does a preliminary check to make sure animals are healthy enough for surgery. Animals are returned to the pick-up point the following afternoon. The driver collects surgery fees at that time. The transport is free. The program is promoted through area rescues and animal control officers as well as through bi-monthly ads in local shoppers and trade periodicals. Roughly half SNAC's animals come to them through transport.

Reach Out To The Local Veterinary Community

Because you'll be transporting animals from their service areas, it will be essential to develop a good working relationship with the local veterinary community. We recommend sending a letter (see Sample Veterinarian Post-Op Program Letter in <u>Appendix</u>) explaining your mission and offering a partnership through which they agree to see your patients (who can't get back to you) with post-operative complications. If you can send a joint letter with your partner organization, all the better - it will give the vets a local group to contact with questions about the transport. We welcome any veterinarian to drop in for a visit at any time to tour their facility. An open door policy generally helps ease concern and promotes your clinic as a community resource.



Hold Training Sessions With Transport Partners

Schedule regular training and maintenance sessions with transport partners. Use these sessions as an opportunity to make sure that everyone is on the same page regarding such important issues as scheduling, paperwork, animal identification, your clinic policies and procedures, and payment. We require all potential partners to spend three-to-four hours at the clinic, where they observe surgery, housing, and recovery, and meet one-on-one with the coordinator to discuss all aspects of the program.

When they visit, cover the following points:

- How the program works
- The medical protocol followed *
- · The organization's responsibilities if they decide to participate
- The benefits to participating
- Answers to frequently asked questions
- "How many animals can you pick up?"
- "How often can you pick up animals?"
- "Is the transport service reliable?"
- "What is the mortality rate of your facility?" *
- · How to collect fees and deal with no-shows
- Weather/delay policies

Review paperwork and financial requirements with organizations.

- Transport System Contract: All organizations must sign it to participate.
- · Surgical fees and invoicing/payment policies
- Pre- and post-operative instructions
- Information about vaccinations *
- Discuss potential issues that organizations might run into (if animals have existing medical conditions) *

Finalize the commitment with the participating organization.

- Sign the Transport System Contract.
- Give the organization the admission forms and any other forms they'll need to give to animal owners.
- * It may be helpful to have your veterinarian cover the medical portions of this visit.



Offer to help partners get off to a good start! Transport is a huge undertaking. Shenandoah Valley Spay/Neuter Clinic recommends inviting potential partners to observe a transport from start to finish. They also offer to help partners at the transport site until they feel comfortable. Most are overwhelmed at the beginning, and having you there to help them through the bumps can give them the confidence to continue.

System Maintenance

Remember there may be high turnover among the transport partner staff and volunteers. Group maintenance is very important. Up-front training will save hours of troubleshooting. Spay/ Neuter Alliance periodically sends out reminder letters to partner groups covering all manner of policies and procedures. They also listen for word of staff and/or volunteer turnover at partner groups, so they can schedule training sessions for new folks.

Shenandoah Valley Spay/Neuter Clinic periodically takes their partners to lunch to put a face on the clinic and give them a chance to make suggestions. We send out a special letter at the end of each year, letting partners know how many animals have been sterilized thanks to their hard work.



Transport Loading for Safe Transportation of Animals

Vehicle Features

- No carpet it's a disease vector!
- The vehicle must have rear AC/heat vents. A front-only system is not sufficient to safely control the temperature for the animals in the back.
- Tinted windows are also an option for temperature control.



Washable rubber mat and plastic side walls



Alternative van interior with no side windows and unfinished walls. More nooks to attach bungee cords.



Vehicle Loading

- Loading the van is like a puzzle! First step is to assess all the crates. Largest crates go in first.
- If you have animals from multiple partners, then arrange them in a way to ensure all animals get off at the right stop and ease of access to the carriers.
- Make sure all crates are secure & doors are latched. Double check that doors are latched! Use zip-ties to replace missing bolts or to secure doors.
- Hard-sided, plastic carriers are the best and safest. Wire crates are unstable. You should not allow makeshift carriers (cardboard boxes, laundry baskets, etc.) on the transport.
- Largest crates on bottom.
- Notice how that no crate is face-to-face with another crate. In other words, the animal is always looking at either the back or side of its neighbor's crate.
- This set-up minimizes stress and spread of disease.
- Drape carriers with a light sheet if animal is fearful or aggressive





ASPCApro

Transport Vehicle Loading Video

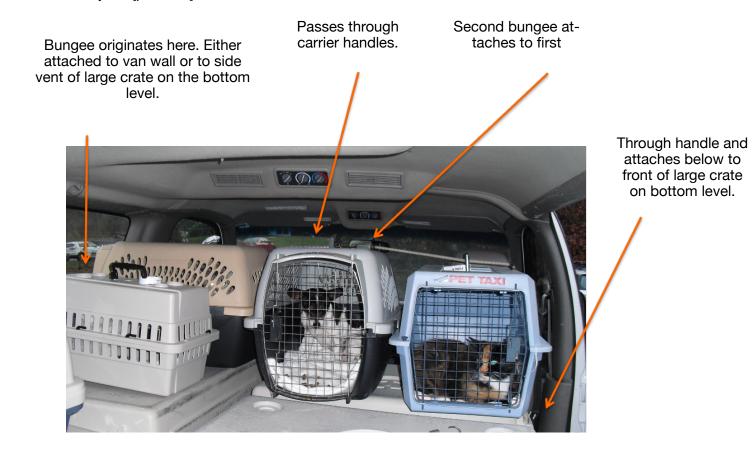


Securing Crates

- Equip your vehicle with a variety of bungee cords sizes with metal (not plastic) ends.
- All crates need to be secured to something, either to a larger crate on first level, to part of the vehicle—or a combination of both.
- Keep your stacks to no more than three layers, if possible. Taller stacks are very hard to stabilize. Do a "shake" test to make sure all crates are secure.



It is very important to have the metal end of the bungee on the outside of the crate, so the animal doesn't cut their lip paw, or eyelid [pictured].



Side view of bungee system



21 Crates (9 dogs, 12 cats) in an extended-body cargo van.

- 1. Stack the crates. The bungee system starts on the bottom crate on left side and ends on large crate on bottom right.
- 2. Stack bungee system same as first stack.
- 3. Sack bungees starts on large crate and ends to van fixture.





Other Tidbits

- We don't recommend built-in shelves or crates. This will limit capacity, create more work cleaning crates & slower loading/unloading.
- Keep a supply of lightweight sheets (not heavy blankets) to cover community cat traps or crates of fearful animals. Newspaper should always be placed under community cat traps.
- Other supplies to have: duct tape, zip-ties, extra bungee cords, newspaper, paper towels, spray cleaner, hand sanitizer, intake forms, clipboards, pens, and extra carriers (if there is room).

 It's nice to have nooks to attach bungee cords. If your vehicle does not, you can easily retrofit.



 Have a checklist, so as crates are loaded, you can ensure all animals are on board.

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Appendices

C-SNIP Transport Guidelines

C-SNIP Transport Guidelines and Procedures

Mission: To significantly reduce the overpopulation of dogs and cats in West Michigan by providing low-cost spay and neuter services and by supporting all efforts that promote humane population control.

Transporters to thoroughly understand and support the mission of C-SNIP.

Transport drivers need to provide C-SNIP with the following:

- A copy of current driver's license.
- Proof of automobile insurance

Transporters will receive training in the following areas:

- Completion of C-SNIP's Intake/Consent Form, if transporter is also scheduling animals to be brought to the clinic.
- Pre-operative identification of animals deemed unsuitable for surgery.
- Post-operative care instructions to provide pets owner's upon their return.

Transport Requirements:

- 1. All dogs and cats transported must be in secure, safe, clean and size appropriate cages.
- 2. Do not remove animals from their carriers at any time until they are safely inside the C-SNIP building or secured with slip knots.
- 3. Doors on crates must be fastened securely; make sure bolts are not missing from the perimeter of the crate. If they are, please fasten top and bottom of crate together with heavy duty zip or other types of secure ties.
- 4. If pet owners send blankets, towels, toys, collars, leashes or other personal items in crates, please inform them there is no guarantee these objects will be returned with their animal.
- 5. Each crate must be clearly marked with marking tape and permanent markers the animals first name, owner's last name and the transport group's ID letters or name. Tape the information on the FRONT top of carrier.



- 6. All animals transported must be accompanied by C-SNIP'S Consent Form with the owner's signature authorizing surgery. Surgery cannot be performed if Consent Form is not received or signed by owner.
- 7. Transporters are responsible for the collection and delivery of surgery fees.
- 8. Transporters may charge an amount over and above the surgery fee to the owner to cover the cost of their transportation.
- 9. Transporters will work with the C-SNIP staff to schedule the appropriate mix of dogs and cats.
- 10. Transporters will call the C-SNIP office a minimum of three (3) business days prior to delivery to report the number and mix of animals scheduled.

Transporters have the right to deny any animal/owner transport services if any situation arises that might place them (transporters) or the animal in jeopardy or for any other reason. Examples of denial might be:

- Appearance that animal might be ill (coughing, sneezing, runny nose, labored breathing, lethargic).
- Animal appears extremely volatile or attempts to harm itself while in crate or carrier.
- Inadequate crate or carrier (dirty, unsafe, too small).

If owner requests any exceptions to the standard fee schedule the transporter will need to direct the pet owner to the CSNIP staff or call on behalf of the owner to determine payment of fee.

THANK YOU FOR ALL YOU DO! WITHOUT YOUR HELP, THOUSANDS OF DOGS AND CATS WOULD BE MULTIPLYING, HOMELESS OR WORSE!



ASPCA Spay/Neuter Alliance Transport System Contract & Checklist

OUR GOAL

One of our goals is to reduce future generations of unwanted animals through the non-lethal solution of surgical sterilization. In addition, by requiring rabies vaccinations at the time of surgery, we hope to help control the incidence of rabies in our community.

PAPERWORK

Intake forms will need to be obtained from Spay/Neuter Alliance at a cost of \$37.50 per 150. All forms must be completed. If there is not an owner signature, we cannot legally do the surgery. Please be certain that every animal has an admission sheet. If the owner has two or more animals, an individual admission sheet is required for each animal. Paperwork, cage labels, and name collars must match. Please make sure that the owner has supplied a phone number on the paperwork where they can be reached immediately in case of an emergency.

WHAT THE TRANSPORT ORGANIZATION NEEDS TO KNOW

Surgical fees

Your organization will be invoiced for all patients received at the clinic. The invoice will be sent by email and in hard copy with your return transport.

Vaccinations

The following vaccinations are available:

DA ₂ LPPv	(canine distemper/parvo/leptospirosis)
Bordetella	(kennel cough)
FVRCP	(feline distemper combo)
FeLV	(feline leukemia)
Rabies	(We require proof of rabies. Only acceptable proof is a paper certificate/receipt. If no proof is provided, the animal will be given a rabies shot, and the owner's expense)

Pre-op Instructions

Pets may have a quarter of the amount of their usual breakfast on the day of surgery (animals four months or younger may have half of their usual food intake). Pets must be kept indoors or confined the night before surgery, to ensure a larger amount of food is not consumed. All pets can have water up until the time of surgery.



<u>Tattoos</u>

All owners need to be notified that their animals will receive a small tattoo on their underbelly near the incision sight. The tattoo is very important to identify that the animal has been spayed or neutered. This is to ensure that if lost, the animal will not have to go through unnecessary surgery in the future.

Prior Medical Concerns

Ask the client if their animal has any prior medical concerns. While Spay/Neuter Alliance will sterilize females that are pregnant or in-heat, it is good to let the owner know that they are at a slightly higher risk during surgery. Advanced age is also a concern; we require a pre-anesthetic blood panel before surgery for any animal eight years old and up.

<u>Strays</u>

Please let us know if animals are strays as they may have already been altered.

<u>Scheduling</u>

Proper scheduling is crucial to the daily success of our clinic. It is very important to call in your appointments (divided by sex and species) no later than 12:00 pm, three business days prior to your transport. This gives us time to fill in any gaps with our public appointments. **If we are not notified of your appointments within 72 hours, your transport may be canceled.**

Name Collars (Disposable)

Make sure the animal's name, the owner's last name, and the shelter ID are on the animal's collar. If there is no owner a shelter number is required.

Animal Carriers

It is your responsibility to have enough carriers for your transport. Please ensure all carriers are lined with newspaper and labeled with the animal's name and/or number, owner's last name, shelter's ID. Please label all caution animals for our staff's safety.

<u>Fees</u>

Money and change are the responsibility of the organization; the driver does not carry change. The shelter will be invoiced for all animals (shelter and owned) on their transport.

Dates & Times

The transport schedule will be set up at least two weeks in advance. Normally you will have a rotating schedule. However, the schedule is subject to change. Make sure to have the owners arrive in enough time to do the paperwork, collar the animal, and label the carrier before the transport van arrives.



Surgical Costs

Female dogs	\$50.00	Vaccinations	\$10.00 each
Male dogs	\$50.00	Heartworm test	\$15.00
Female cats	\$50.00	FIV/FeLV test	\$18.00
Male cats	\$35.00	FeLV test	\$18.00

<u>Signatures</u>

I understand and agree to follow the above procedures while participating in animal transport with the ASPCA Spay/Neuter Alliance.



Transport System Contract

TRANSPORT GROUP	DATE OF TRANSPORT
PICK-UP SITE	PICK-UP TIME
RETURN DATE	RETURN TIME

CHECKLIST

- 1. All scheduled animals and their corresponding paperwork should be ready at least 30 minutes prior to the arrival of the Spay/Neuter Alliance transport vehicle.
- 2. PLEASE ENSURE ALL PAPERWORK HAS BEEN PROPERLY COMPLETED AND SIGNED BY THE PET OWNER PRIOR TO THE ARRIVAL OF THE SPAY/NEUTER ALLIANCE TRANSPORT VEHICLE. The intake form must be signed. Spay/Neuter Alliance will not perform surgery without a signed intake form.
- 3. A transport group representative must witness proof of rabies vaccinations and verification of such must be initialed on the intake form. Please note: If there are no initials, Spay/ Neuter Alliance must administer a one-year rabies vaccination and charge the transport group accordingly.
- 4. All dogs must have paper neckband/collars for identification. No flea collars or leads. Using permanent marker, please include the following information on the neckband: animal's first and last name and the transport group's ID letters or name. For very large dogs, or fractious dogs, the ID neckband may be attached to the crate handle.
- 5. EACH CRATE MUST BE CLEARLY MARKED WITH THE FOLLOWING IDENTIFYING IN-FORMATION: Animal first and last name, the transport group's ID letters or name.
- 6. All pets must be secured in clean, plastic, size appropriate crates. For animal health and safety, wire crates are not acceptable. Crate doors must fasten securely.
- 7. Make sure that bolts are not missing from the perimeter of the crate. If they are, please fasten top and bottom of crate together with heavy-duty zip ties.
- 8. No more than one animal allowed per crate! Exceptions are small puppies or kittens less than 16 weeks old (no more than 3 per crate) and domestic cats from the same household (no more than 2 per crate).
- 9. Feral cats must be in live traps.
- 10. Animals should not be muzzled, for their own health and safety.
- 11. If pet owners send blankets, towels, toys, collars, leashes or other personal items in crates, please inform them that there is no guarantee that these objects will be returned with their animal.
- 12. Please have sufficient number of staff/volunteers to help with the transport loading process.



Sample Transport Coordinator Job Description

	1	& Responsibilities
JOE	3 TITLE:	Transport Personnel
JOE	B RELATIONSHIPS:	Reports to Executive Director
JO	3 SUMMARY:	Responsible for transport of animals between shelters and the clinic, including scheduling of transportation and maintenance of vehicle.
	PONSIBILITIES:	
1.	neral transporting: Schedule pick-up time, if possible.	and delivery by the month; accommodate groups with regard to day an
2.	Be punctual for pi	ck-ups; if unavoidably late, advise by phone.
		II animals to determine fitness for surgery. Any animals showing signs of baded on transport.
4.	Be careful and ge	ntle with animals in loading and unloading.
5.	Make sure all anin	nals are in crates and crates are closed.
6.	Secure all crates in	n back of transport vehicle.
7.	Call the clinic with	an animal count at completion of pick-up.
8.	Make sure all anin	nals are on return delivery (check-off on transport list).
9.	Drive defensively	with care and caution; observe speed limits and all good driving rules.
	nicle Care:	
		the animal compartment of vehicle each day.
		and driver compartment of vehicle on a regular basis.
•		aintenance of the vehicle on a regular basis; breakdowns jeopardize the e unnecessary delays.



Sample Veterinarian Post-Op Program Request

Dear Colleague:

As you are aware, the current solution to the overpopulation of homeless and unwanted companion animals is euthanasia. The [area name] region has been recognized as an area with a high feral cat population, a high companion animal euthanasia rate, and a large number of citizens with significant financial restraints when it comes to veterinary care for their companion animals. Thus, the [organization name] has rallied support to bring a high-volume, low-cost spay/neuter clinic to the region to ease the burden. [Name] hopes to establish this clinic with one mission in mind, to reduce the homeless animal population in our region. We intend to concentrate solely on spay/neuter, not wellness or full-service treatments.

We hope to create a mutual spirit of cooperation with the veterinarians in our region. One method we utilize toward this end is by recommending that our clients take their pets to a full-service veterinary clinic 7-10 days post-op for a free incision check. This "free" check involves visualizing the site to make sure everything seems to be healing uneventfully (for any type of problem, the owner may return to our clinic to have the issue addressed). This gives the full-service veterinarian the chance to discuss the importance of vaccination boosters, heartworm preventative, flea control, etc. In fact, our written post-op instructions include notes on any issues we observe and recommend that clients follow-up with their full-service vet for advice on treatment.

A list of all participating veterinarians is available to clients at the time of discharge. I hope you'll consider participating in this program. I would be very interested in discussing this with you and answering any questions you may have, about this program or our clinic in general.

Sincerely,

[Veterinarian's name], DVM Veterinarian, [organization name] [Phone number], [Email address]



Spay/Neuter Alliance Transport Calendar

Spay/Neuter Alliance Transport Calendar

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
	McDowell 40 9:00/12:00	BRHS 50 8:30/12:00 H.Public 9:00/11:30 HCAS 30 9:30/11:00	Macon 50 8:30/1:00	WHS 60 8:00/10:45 ACHS 30 9:30/9:45		
9	10 YCHS 40 8:45/12:00	11 CHS 80 8:00/12:30	12 HAWA 60 8:30/12:30 FOMCA 30 8:00/8:30	13 WHS 50 8:00/10:45 ACHS 30 9:30/9:45	14	15
16	17	18	19	20	21	22
	JCHS 60 8:30/12:30	Macon 50 8:30/10:00	PUBLIC	WHS 60 8:00/10:45 ACHS 30 9:30/9:45		
23	24	25	26	27	28	29
	YCHS 40 8:45/12:00	HSLC 80 8:30/12:00	HAWA 60 8:30/12:30 FOMCA 30 8:00/8:30	WHS 50 8:00/10:45 ACHS 30 9:30/9:45		
30	31					
Small Van #'s For Transport	McDowell 40 9:00/1200					

Don't forget to call in your exact numbers three business days prior to pick up!

* This first time indicates the pick-up time; the second time indicates the drop-off time the following day.



Spay/Neuter Alliance Community Cat Policy

Community Cats: Trap-Neuter-Return-Model (TNRM)

What is a feral cat? And what do we do with them?

A feral cat is one that lives outside and is not socialized to humans. Feral cats can have the same lifespan, and the incidence of disease is just as low, as companion cats. Feral cats can live long, healthy lives, content in their outdoor home.

Feral cats typically live in colonies where they have access to food and shelter. An unmanaged colony can become a problem, with rampant breeding, and the onset of problem mating behaviors (fighting, yowling, etc.). However, feral cats should not be taken to the animal shelter, as they are not adoptable and can only be euthanized. Catching and killing the cats does not work - when cats are removed from an area, survivors breed to capacity or new cats move in (this is known as the "vacuum effect," and is well-documented).

Trap-Neuter-Return-Monitor (TNRM) is the most humane and effective method available to end the severe feral cat overpopulation crisis faced by this country. This method has been endorsed by national animal welfare groups, as well as many animal control departments, as the best option for feral cats and the communities they inhabit.

What is TNRM & Why Does It Work?

Here's how TNRM works:

- A feral cat colony is identified
- The cats are trapped humanely.
- The cats are transported to a clinic for their spay/neuter surgery and rabies vaccination (at minimum)
- The cats have their left ear "tipped" for future identification
- The cats are returned to their colony within 24 48 hours
- Volunteers feed and care for the cat colony on a daily basis

TNRM stabilizes the colony size by eliminating new litters. It also reduces the nuisance behavior associated with unsterilized cats. TNRM's most measurable effect is that fewer cats/kittens flow through animal shelters, resulting in lower euthanasia rates and increased adoptions of shelter cats.

For more information on TNRM, or for help with feral cats in Buncombe County, please contact Friends2Ferals at (828) 505-6737 or <u>www.friends2ferals.org</u>.

Spay/Neuter Alliance Feral Cat Protocols/Policies



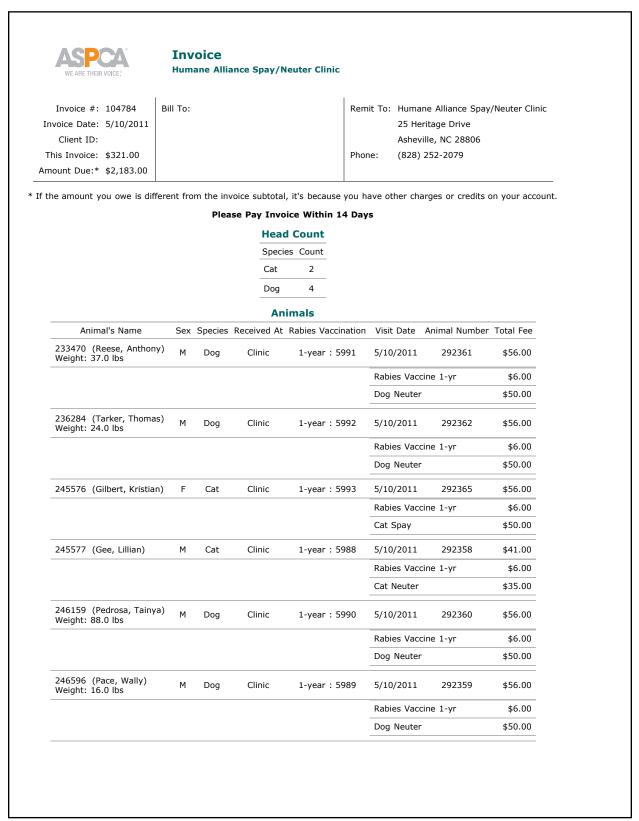
In the interest of giving the cats the very best medical attention possible, we have developed special protocol for feral cats at our clinic:

- All feral cats must come to the clinic in a secure, live-release trap. No exceptions. This is for the well-being of the cats and the safety of our staff. If they are tame enough to be put in a carrier, please make an appointment. If they are free-roaming cats, please make an appointment. If you need to borrow traps, or want to learn how to trap properly, please contact Friends 2 Ferals at 505-6737.
- Spay/Neuter Alliance will no longer be holding feral cats overnight prior to their surgery day. Feral cats must be fasted by the trapper - no food after 7am the day of surgery. If there is a food bowl/tin in the trap with the cat, please just turn it over.
- Feral cats must be in the clinic by 11:00 am.
- We will receive feral cats at the clinic Monday through Thursday.
- Any cat that arrives in a live-release trap will not receive a physical exam to determine fitness for anesthesia prior to receiving anesthesia.

Please contact the clinic if you have any questions about these policies!



Spay/Neuter Alliance Sample Transport Invoice





Humane Ohio Vehicle Incident Report Kit

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Date of incident					Time	of Incide	nt			
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	amages to									
			Other D	river's V	ehicle Info	ormation	:			
Make and Mo	del of Vehic	e					Yea	r of Veh	icle	
n No.										
ddress	!						I			
ity		S	tate				Zip C	ode		
Descript	ion of Dama	ges to Oth	er Vehi	cle						
Driver's Na	me	9	Other Di	river's Pe	rsonal Inf	ormation	<u>n:</u>]
Address										
City				State			Zip Cod	•		
Driver's Lic	ense No.									
Insurance (Co. Name					Ph	one No.			
				Contac	t Person					



Humane Ohio Transport Van Accident/Breakdown Policy

Accidents

The following should be in the van at all times:

- Proof of insurance card (this also contains contact information for our current insurance coverage)
- Camera to take pictures of vehicles (can be camera in cell phone)
- Incident report form
- Cell phone

Steps to take if the van is in an accident:

- Turn on hazard lights immediately.
- Call the police and file a report.
- Contact the director to alert her of the situation. If the van is not drivable and animals are in the van, the director will make arrangements to pick-up the animals.
- Fill out the incident report form located in the van. Take this form back to Humane Ohio and give to the director.
- Secure names and address of witnesses or first person at scene.
- If you strike an unattended vehicle and the owner cannot be located, you MUST place your name, Humane Ohio's name and Humane Ohio's address and phone securely on the vehicle
- Comply with any required alcohol/drug test
- The director will determine who will contact the insurance company.
- Take pictures of the van and the accident scene with the camera in the van.

Van breakdown:

If the van breaks down, call AAA and give them this number: _____ They will be able to provide roadside assistance. Employee safety is a major concern. The transport van driver should remain in a secure, safe location while waiting for AAA.

Call the director to let her know of the situation. If necessary, the director will make arrangements to pick-up the driver and animals if animals are in the van.

If the van is drivable but needs service, call _____. If this is not possible, go to the closest service station.



Sample Policies for Driving the Van

- Staff and volunteers will submit copies of their driver's license to the clinic director who will submit to our insurance company (must be added to our insurance before driving the van). Staff and volunteers should have a good driving record with no major infractions or DUIs. If someone gets a DUI (even if it's on personal time), they will be suspended from driving the van for at least one year. Any DUIs should be immediately reported to the clinic manager.
- 2. Staff and volunteers driving the van will not talk on a cell phone while driving. If they need to take a work related call, they should pull over. Personal calls should be made while on a break.
- 3. Staff and volunteers should not eat/drink while driving the van. Meals should be eaten on break.
- 4. Staff and volunteers will not smoke in the van.
- 5. Staff and volunteers shall comply with all traffic laws in local communities.
- 6. Staff and volunteers will not make personal stops with the van.
- 7. Staff and volunteers are to provide good customer service to our partners and the public while at pick-up and drop-off locations. Staff and volunteers are representing the clinic and should do so in a professional and courteous manner.
- 8. For transports: Staff and volunteers need to understand the directions to each facility before the date of transport. It is vital the van is on time with picking up the animals and dropping them off.
- 9. Staff and volunteers should obtain petty cash from the clinic manager for tolls. A receipt must be turned in to the clinic manager unless using pre-pass for the turnpike.
- 10. Staff is responsible for putting gas in the van so it's ready for the next transport and a receipt must be turned in to the clinic manager and noted in the van transport log.
- 11. The key to the van must be returned to the clinic manager at the end of each transport.
- 12. The transport driver is responsible for ensuring the van is locked, alarm is set and parked in front.

Any exceptions to the procedures must be approved by the clinic manager or director.

I have read, understand and agree to the rules listed above.

Signature

Date



Setting Up a Transport Program

Transport Vehicle Wrap Examples









