



Society of Animal Welfare Administrators

BEST PRACTICE

COMPANION ANIMAL TRANSPORT PROGRAMS

Overview and Introduction

The Society of Animal Welfare Administrators (SAWA) considers transport a program integral to serving the needs of companion animals. Animal transport at its most basic level is a supply and demand equation. However, there is much more to consider when establishing a successful transport program that benefits communities, adopters, over-crowded source shelters, destination shelters and most importantly, companion animals.

Today's shelter workplace is constantly evolving along with the policies, procedures and laws that guide our work. To better assist SAWA members with this challenge, SAWA leaders have developed the following Transport Best Practice guidelines, templates and tools along with recommended links to other resources. We remind you, however, that laws vary from state to state and country to country. Sample policies are intended to be guidelines only. Please consult with an attorney or licensing authority before adopting or implementing any policy or practice to avoid conflict with state or federal statutes that may apply to your organization.

Potential Barrier to Transport Programs

Animal transport is an important component in sheltering and there are several over-arching issues that could significantly impede the ability to transport animals.

Many state veterinarians have a serious concern about animals being moved across state borders without proper health certificates and the required vaccinations. Local authorities are concerned about unscreened animals that may pose a public health or safety risk entering their jurisdictions. Several states are proposing licensing programs for all organizations participating in transporting animals as a means of regulating the practice and some jurisdictions have even discussed regulation to stop transport altogether.

It is incumbent on all organizations working to alleviate companion animal population imbalance to ensure that all stakeholder concerns are adequately monitored and addressed if transport programs are to be a widely accepted tool in the effort to find homes for all healthy and treatable animals. To this end, SAWA encourages collaboration among all stakeholders to provide input for our efforts to promote the best practice which will ensure the safe and effective transport of animals between organizations. Animal transport is an important tool in reducing pet population issues. It is our responsibility to be vigilant, guard against abuses and role model quality transport to ensure continued access to this valuable tool that saves animal lives.

The Role of Transport

Transport provides a means of addressing population imbalance issues in communities. It supports the movement of animals from shelters overburdened with more animals than they have the capacity to care for and a limited market demand to shelters with fewer animals and higher market demand thus reducing euthanasia and saving animal lives.

- Market demand –Considerations for the destination organizations should include community demand and community capacity as well as the demand, capacity, and specific mission of the agency. Destination organizations are often in areas where demand exceeds local supply. Transport enables organizations to provide their communities with a wide range of companion animals for adoption. As a result, organizations can remain a trusted and valued source for pets. Developing an understanding of the potential impacts of not fulfilling that demand are the first steps.
- Collective responsibility for animals – Agencies should consider the role and responsibility that they have within their local community, regional community and broader national community. We have a responsibility for the success of our independent agency and a collective responsibility for the success of the industry and our work on behalf of animals.
- Driver for placement of all animals – Transport, when done properly and safely, has the potential to save the lives of animals in overcrowded shelters while at the same time freeing up time and resources in those communities to address some of the root causes of the population issues. The end goal being that homeless animals are placed into caring homes, while population issues continue to be addressed where needed.
- Local, regional, national transport – Transporting animals has a potential impact on many levels. Shelters should work with and consider each of their specific communities to develop a plan that works best for their local community while at the same time connects to the broader community. Consideration should be given first to local transport needs, then regionally and nationally last.
- Models – there are different potential models for transport relationships
 - Agency to Agency – One agency develops a relationship with another and works directly to facilitate transport. Transport could be done by either the source or destination agency.
 - Shelter Aggregator – Another form of agency to agency work. The source agency also has relationships with other local agencies desiring transport and arranges for transport to a central location for inclusion in the transport process. Transport could be done by either the source or destination agency.
 - Third Party Aggregator – an independent organization specializes in transport and is not a sheltering agency. The aggregator works with both the source and the destination agency to facilitate transport and the movement of the animals.
 - Volunteer Transport – Typically, foster based and volunteer run organizations are facilitating transport by removing animals to foster from a source agency in advance of transport – days to weeks. Transportation is provided through a network on individual drivers.

Key Considerations – Is Transport Right for Your Agency?

The transport of animals from one agency to another has been happening for more than a decade. In that time transport has evolved. Transport impacts individual agencies, whole communities and most importantly individual animal lives.

When embarking on transport there are a number of key considerations that each agency and its' organization leadership must think through and prepare for when determining whether your agency is ready to participate in transport and in what capacity.

Any individual or agency that is participating in the transport of companion animals, in any capacity, should be in compliance with the Transport Best Practice. Additionally, these key considerations should be addressed and understood.

- Your agency's motivations for transport
- Impact on/capacity of your agency
- Impact on/capacity of your community
- Outcomes for animals
- Partnership capacity between source and/or destination agencies

Motivations for Transport

Why does your agency want to participate in transport?

- Do you have a community imbalance with low demand resulting in increased euthanasia?
- Do you have a community imbalance with high demand and too few animals?
- Does high adoption demand give you capacity to help animals from other agencies or regions?
- Do you want variety in your adoption center?
- Are you reliant on income from adoptable animals?
- Are you motivated to be a primary resource for people to acquire a pet?

All of these are things that could impact our agencies and influence our decision about transport. In the end the best outcome for an animal is the highest consideration.

Impact on Your Agency

Transport requires adequate physical infrastructure, staffing and financial resources. The depth and type of resources needed depend on whether you are a source or destination agency.

- Do you have the capacity for required medical care to prepare an animal for transport or to care for an animal upon receipt?
- Do you have the space to appropriately house animals awaiting transport or the space to appropriately house a high volume of animals upon receipt of transport?
- Do you have staffing capacity to prepare for sending or receiving a varied volume of animals in addition to the required maintenance of those in your ongoing care?
- If you transport animals in does it divert resources away from addressing the needs of more difficult to place animals, limiting or ending their options for placement?
- Are there source or destination agencies you can work with in your direct community before expanding beyond that reach?
- Does your community have the capacity to provide placement for the animals you transport in?
- Are you able to maintain a desirable set of animals for placement in your community if you are transporting out?
- If you are a Destination agency are you ready to partner with and support the Source agencies beyond taking their dogs or cats?
- If you are a Source agency are you ready to pursue changes that address the population imbalances in your community as a long term solution?

Impact on Your Community

Beyond what your agency is prepared for, how will what you do impact other animal welfare agencies in your community and the welfare overall of animals in the community?

- If you transport animals in how does it impact the total volume of animals available in your community?
- Are you working collaboratively in your community to best meet the direct needs before transporting from outside?
- When using transport as a means of reducing euthanasia are you pursuing other avenues in the community to address this issue?

Outcomes for Animals

Transport is used as a means of addressing community animal population imbalances. Moving them from an agency or community with more animals than demand to one with more demand than animals. This process can support and address a number of needs and issues. Most importantly, it is for the purpose of providing the best outcomes for animals. It is important to ensure that animals being transported don't die or cause the death of another animal in the community due to resource constraints tied to transport.

Partnership Capacity between Source and Destination Agencies

Transport is not just a means of moving animals from one location to another. It is a partnership and collaboration between agencies that provides a short-term solution to a deeper problem.

- Are you prepared to invest in your own community to end the population imbalance long-term?

- Are you prepared to invest in achieving best practice standards for transport for both the Source and Destination agency? Are you prepared to share resources to ensure a balanced and equitable collaboration that saves animal lives?

Key Elements

The way agencies conduct themselves, regardless of their role, in a transport program will impact credibility and will either undermine or garner trust in the agency's ability to be an effective transport partner.

SAWA believes that in all transport programs there are several key components that must drive all decisions relating to transports. These are:

- A. Public health and safety must be the primary concern;
- B. All transport agencies must be registered 501-C-3 agencies or be a municipal agency;
- C. All participants must be committed to abiding by all local, state and federal regulations;
- D. Humane standards of care must be afforded to every animal being transported.

General Requirements for Source and Destination Organizations

1. Source and Destination organizations should establish a solid working relationship, both for philosophical alignment and ongoing communication. A memorandum of understanding (MOU) is recommended. Exhibit A – Sample MOU
 - a. Source and Destination organizations should establish a clear understanding of each agency's capacity for medical treatment.
 - b. Consideration of disease concerns specific to local or geographic regions.
 - c. Source and Destination agencies enter into a trusting partnership whereby ultimately the Destination is responsible for the outcome of the animals if they are not placeable. Returning pets to the Source agency can create stress for the animals and is a draw on resources that could be better used to save lives.
 1. If two agencies determine that returns will be part of their arrangement, it is recommended that clear guidelines are established from the start of the partnership and are strictly followed. Consideration must be given to minimizing stress of the animals, including an acceptable health or behavior plan for those animals who are returned.
2. Source and Destination organizations must have 501 c (3) or pending status, or be a municipal agency.
3. The relationship between Source and Destination organizations is a collaboration meant to have a positive impact on the communities of both agencies and the animals – short term and long term. Collaboration may be warranted to not only transport animals but develop a long-term solution to address the excess of animals in a Source community.
4. The Destination shelter must:
 - a. Have a community demand from adopters for dogs, puppies, cats and/or kittens.
 - b. Not euthanize animals of the species being transported due to a lack of capacity to care for the animal and provide adequate rehabilitative medical or behavioral services.
 - c. Have a strong infrastructure appropriate to the volume of animals being transported.
 - d. Comply with State Veterinary guidelines.

5. There should be a designated coordinator at both ends of the transport. This is essential. The role of the coordinator is to:
 - a. Organize timing, number, and types of dogs, puppies, cats or kittens.
 - b. Evaluate any health or behavior considerations.
 - c. Maintain good communication between the agencies.
6. Prior to each transport, develop a transport census:
 - a. Source organization should share lists of animals being considered for transport.
 - b. When the final transport list is generated, the description and history of the animals should include: physical description, intake date, reason for surrender, health and behavior status, and any other available information. Exhibit B –Transport Census Spreadsheet
 - c. Transport coordinators should develop a mutually acceptable protocol and timeframe for approving the animals that will be transported.
7. Destination organizations must be flexible as to the animals they will accept and not expect all puppies or kittens and highly adoptable animals. Source organizations should ensure that the populations of animals they maintain supports a mix of animals adoptable within a relatively short period of time and helps drive traffic to their agencies for placement.
8. All animals scheduled for interstate transport must travel with a valid health certificate or certificate of veterinary inspection (CVI), as required, and be transported in accordance with state and local laws and regulations.
9. Each animal should be treated with dignity and respect throughout the process.

Land Transport.

1. The following Transport Guidelines are recommended for land transport.
 - a. Transport vehicles and equipment must be cleaned and sanitized to industry standards prior to transport. Cleaning and sanitation are of the utmost importance for any group housing situation to ensure the safety and health of the animals.
 1. Use agency cleaning protocols as a guide to set vehicle transport protocols. Also refer to the Guidelines for Standards of Care in Animal Shelters for additional information.
 2. Ensure use of materials and processes that are appropriate to vehicle surfaces and materials.
 - b. Proper climate control must be maintained—the vehicle must be able to provide heat and or air conditioning to the animal housing areas and there must be sufficient air ventilation.
 1. Temperatures should not fall below 60° F or above 85° F. Thermometer must be placed in an area where kennels are located and be easily visible.
 - c. Appropriate housing must be used for all animals.

1. Animals should be transported in separate enclosures (except in the case of litters) with solid, leak-proof bottoms and adequate bedding. Animals must be able to comfortably stand up, lie down and turn around.
2. Litters or single juveniles under six months of age should not be mixed.
3. When transporting mixed species consideration should be given to:
 - a. Separate transport of species is preferred.
 - b. Noise level
 - c. Visual barriers between the species
- d. Ensure access to fresh water for every animal at breaks.
- e. Felines must have access to a litterbox for transports longer than two hours in duration.
- f. Felines should be provided a place to hide within their transport kennel or a lightweight enclosure cover that allows sufficient airflow.
- g. At a minimum, stop every 4-6 hours in a safe area to perform a visual check on the animals and as appropriate to clean transport kennels, and water the animals. For puppies and kittens, small amounts of canned food should be provided, otherwise withholding food for adults is appropriate to diminish issues with possible motion sickness provided animals are fed at least once in a 24-hour period.
- h. Dogs should be walked or exercised on trips that require an overnight stay or when transport requires dogs moving to a new vehicle/crate. Dogs should be walked at a safe and secure sight. This limits stress and ensures safety for the animals.
- i. Transporting organizations should strive to meet the State and Federal Department of Transportation guidelines to ensure driver safety. <https://www.fmcsa.dot.gov/regulations/title49/part/395>.
- j. All transports should be staffed with sufficient personnel to appropriately handle and care for all animals. Transporting organizations should strive to be in compliance with state and federal department of transportation guidelines.
 1. Factors to consider when staffing transports are:
 - Distance
 - Numbers of animals being transported
 - Species being transported (dog, cat or other)
 - Weather – time of year
 - Driver training – are drivers volunteers, staff or independent contractors with a CDL?
- k. Driver and staff safety is of utmost concern. Drivers should travel with cell phones, maps, preferably GPS and emergency equipment.
 1. Emergency backup plans should be made, in advance, for all routes used for transport.
- l. The organizations should have an agreed upon contingency plan to address weather, mechanical or other unexpected situations that may go awry during the transport.
- m. There must be appropriate identification on each animal and its carrier during transport.

Transport Preparation and Receipt.

SAWA recognizes the varying level of resources available for shelters and rescue groups across the country and there is a set of standards that must be met in order to responsibly and effectively conduct and/or participate in a transport program. Resources must be available to support the Transport Best Practice standard.

An organizations' level of available resources will determine how robust a transport program can be. The critical relationship between the participating agencies combined with their joint expectations and their joint resource capabilities will ultimately determine the scope and size of the transport partnership.

Public health and the health of the animal population at both the Source and Destination agencies are of utmost importance. Consultation with a veterinarian is recommended with implementation of the practices outlined below. The following practices will be in place prior to transport of animals:

1. Transported animals will have received core vaccinations prior to or upon intake at the source shelter and have been provided with booster vaccinations every 2-3 weeks, as appropriate for the specific vaccinations and age of the animal, until they are transported. Animals should not be held at source shelters specifically to receive boosters if transport can be completed sooner. Core vaccinations include:
 - Feline: Rhinotracheitis, Calicivirus, Panniculopenia
 - Canine: Distemper, Adenovirus 2 (Hepatitis), Parvo, Parainfluenza and Bordetella
 - The use of modified live products is strongly recommended
 - Other core vaccinations may be required depending on specific arrangement between source and destination shelters and based upon risk/exposure in the source area.
2. Transported animals 16 weeks or older (canine and feline) will be administered a Rabies Vaccination by a licensed veterinarian, or in compliance with state standards for the source and destination shelters, unless contraindicated for health reasons. Rabies Certificate must be signed by a licensed veterinarian and will accompany the animal on transport.
3. Animals transported across state lines will have a Certificate of Veterinary Inspection (CVI) also known as a Health Certificate, signed by a licensed veterinarian.
4. Transported animals will have a physical exam conducted by a trained animal care professional within 24 hours of transport to ensure the animal is healthy. Any abnormalities will be disclosed to the destination shelter prior to transport and, if approved to send, documentation of those abnormalities will be sent with the animal.
 - Trained animal care professional refers to an individual that is under the direct or indirect supervision of a licensed veterinarian, or, their level of expertise has been assessed by a licensed veterinarian and deemed qualified to conduct the stated exam and indicated treatment.
5. Generally, animals with contagious or communicable diseases should be deemed ineligible for transport. However, transfer of animals with a known illness may be justified if life-saving resources that are unavailable at the Source can be provided at the Destination. In this instance, the following conditions will also be met:
 - All precautions will be taken during transport to ensure the comfort, health and safety of the sick animal, as well as the rest of the animals on board.
 - Transporting the animal will not exacerbate the diagnosed condition or cause additional pain/discomfort to the animal.
 - The condition of the animal is fully disclosed to the destination shelter prior to transport.
 - Animals recovering from surgery are allowed at least 48 hours recovery time prior to transport.
6. In general, puppies and kittens should be at least eight weeks old at time of transport unless they are being transported with their mother. However, transfer of orphaned animals under eight weeks old may be justified if resources for proper orphan care are unavailable at the Source and can be provided at the Destination, such as foster homes for bottle-feeders, etc. In this instance the following conditions will also be met:

- All precautions will be taken during transport to ensure the comfort, health and safety of the animals, including close monitoring of temperature and maintaining nutrition and hydration requirements and providing protection from infectious disease exposure.
 - The age of the animals and their care requirements is fully disclosed to the Destination shelter prior to transport, and arrangements are previously made for appropriate care upon arrival.
 - State regulations for interstate transport of animals under eight weeks of age will be adhered to.
7. Transported animals will be treated for diagnosed internal and external parasites.
 - At a minimum, all dogs, cats, puppies and kittens will be dewormed with a product effective against hookworms and roundworms prior to transport.
 8. Transported canines will undergo a behavior assessment. The following conditions will be met with regard to behavior assessment:
 - The Source and Destination organizations should establish a clear understanding of each agency's behavior assessment process. The agencies should mutually agree on the type of assessment that is used, how results are recorded and interpreted, and how assessment information is used to determine adoptability.
 - Behavior assessment results, of the mutually agreed upon assessment, will be documented and included in the animal specific file.
 9. All transported animals must be sterilized prior to adoption. Sterilization will be done by the Source or Destination upon mutual agreement based on what makes most sense financially or otherwise. If animals are sterilized at the Source:
 - Animals may be transported no less than 48 hours after sterilization surgery and only if the animal is free of post-surgical complications.
 10. Transported animals will be accompanied by individual records including a valid health certificate or CVI, Rabies Certificate, vaccine records, shelter health records and behavior assessment results along with any additional, pertinent information on the animal.
 11. Transported animals will be identified with a collar and tag, tape collar, or other definitive means of identification that will tie back to the animal's individual records.
 12. Any and all Federal and State regulations for animal transport must be adhered to. State regulations may vary.

Above and Beyond Best Practice

In some instances Source and Destination organizations will have the resources to do more than is required of the Transport Best Practice. In those cases the recommendations below provide guidance to additional services that can benefit the animal but are not required to meet the Transport Best Practice standard.

13. In addition to core vaccinations listed above, the following vaccinations may also be administered to transported animals:
 - Feline: Feline Leukemia
14. Transported animals are administered preventative flea and tick treatment prior to transport.
15. A parvo virus titer test may be used to assist in health evaluation.
16. Transported animals over six months old will be administered a Heartworm test. The result of the test is fully disclosed to the destination shelter. If Heartworm positive and approved for transport, the following conditions will also be met:
 - All precautions will be taken during transport to ensure the comfort, health and safety of the animal, as well as the rest of the animals on board.
 - Transporting the animal will not exacerbate the diagnosed condition or cause additional pain/discomfort to the animal.
 - Destination agency is required to treat the Heartworm condition.
17. Transported animals will receive a microchip for conclusive identification, registered to Destination agency.

18. Transported cats will be tested for FeLV and FIV.
19. A photo of the transported animal is included in the paperwork.
20. Individual animal records are emailed digitally to the Destination agency prior to transport.

Funding Transport

Destination and Source agencies have costs associated with the transport of animals – agencies must share the cost. Included in the best practice is a tool to identify and calculate costs associated with transport. Each type of agency has a responsibility to put resources in to the program. Exhibit C – Funding Transport Cost Estimation

1. The Destination agency should pay transportation costs, whether transportation is done internally, by the Source or outsourced to a third party.
2. The Destination agency should make a financial contribution to the Source agency to support affordable spay/neuter programs for community animals. This can be determined as a fixed dollar amount or percentage of adoption fees from animals transferred.
 - a. The funding support is not for use to sterilize agency animals.
3. The Destination agency should consider additional ways to support Source agency partners. There are a variety of options including but not limited to:
 - a. Employee training
 - b. Scholarships for conference attendance
 - c. Medical supplies and/or equipment
 - d. Resources and/or equipment to support operations
4. Source agencies are responsible for part or all of the cost of preparing animals for transport. These include the items detailed in the section titled Transportation Preparation and Receipt.
 - a. Destination agencies may be able to assist with requirements that pose a burden to the Source agency and should be negotiated in the MOU.

Goals and Measurement of the Transport Best Practice.

Goals:

1. Foster open relationships between Source and Destination agencies to help both improve operations and reduce the need for transport.
2. Improve the quality of transfers that occur by minimizing animal stress and disease transmission.
3. Ensure that transport programs are conducted in a manner which fully embraces and meet or exceed all local, state and federal regulations pertaining to public health and animal safety.
4. Promote transport best practices to achieve the above.
5. Collect data on transports (outcomes, health, behavior, number of animals and number of transports as examples)
 - a. Data collected should be used to guide decision making and program direction for transport.

Measurements:

SAWA believes it is important to monitor the use of these best practices and we propose to do this through regular member surveys.

1. Do members participate in animal transport?
2. If so, are members a Source or Destination agency?

3. Have members heard of or read SAWA's transport best practice?
4. Did the member organization adopt some or all of this best practice?
 - a. If yes, which practices have been adopted?
 - b. Were there obstacles that prevented the member from fully utilizing the best practice and if so what are they?
5. The frequency of transports and the number of animals transported annually.
6. Transport model used – Agency to agency, aggregator?
7. How is transport funded?
8. What does the Destination medically and/or behaviorally require prior to accepting transport?
9. Do members return animals to the Source agency if they will be euthanized?

Review:

The Companion Animal Transport Program Best Practice will be reviewed bi-annually.

Glossary

1. Adoptable – Animals meeting the criteria identified and set forth by an individual group as being a safe, healthy, and responsible candidate to be rehomed in their community through their adoption program. For purposes relating to transport, adoptable is defined by the Destination agency.
2. Aggregator – Unaffiliated third party providing the service of transportation between Source and Destination agencies. Provides care and complies with the best practices for animals during transport; does not provide services for transport candidates prior to transport or after arrival at the Destination agency.
3. Behavior Assessment – A method of information gathering regarding an animal's behavior that can be utilized as part of the decision making process to determine adoption candidacy. A variety of formal assessments are available to be utilized.
4. Destination Agency – Agency that receives animals transported from a Source agency. Transferred animals supplement adoption program population and do not infringe upon the resources and placement opportunities available to local community of animals.
5. Memorandum of Understanding (MOU) – A written agreement between two agencies to establish and define expectations as said agencies embark on a partnership. MOU'S are established out of mutual respect to help groups adhere to their commitments to one another throughout their professional relationship.
6. Population Imbalance (also referred to as: community imbalance) – There is a greater number of animals surrendered to a local shelter(s) than there are individuals adopting animals in a community. Or, there are a greater number of individuals wanting to adopt than there are animals available for placement through the shelter(s) in a community.
7. Resources – Availability and access to a pool of services and assets that contribute to the network that provides care to the animals in an agency's charge, including but not limited to financial support, staff availability, volunteer programs, veterinary services, behavioral expertise, and housing accommodations.
8. Source Agency – Agency from which transport animals originate. A Source agency is in need of transport opportunities for animals to provide immediate relief due to population imbalance and/or inadequate resources to address the medical or behavioral conditions of transport candidates.
9. Transport – The physical act of relocating animals from a Source agency to a Destination agency.

EXHIBIT A

SAWA Companion Animal Transport Best Practice

Animal Transport Memorandum of Understanding

This Animal Transport Memorandum of Understanding (this "MOU") is entered into as of this ____ day of ____, 2016 (the "Effective Date") and is made by and between _____, a _____ organization having an address of _____ (the "Source Agency") and _____, a _____ organization having an address of _____ (the "Destination Agency").

WHEREAS, Source Agency confirms its intent to transfer certain animals to the Destination Agency and confirms it is the rightful owner of any animals that may be transferred and that such animals have surpassed any applicable state or municipality required stray hold period; and

WHEREAS, Destination Agency has the desire, as well as the available space and sufficient resources, to take ownership and possession of the animals with the intent of finding permanent placement for the animals; and

WHEREAS, Destination and Source Agencies shall mutually arrange for the safe and humane transport of the animals ("Transport") through its own means or through the assistance of a reputable third party carrier; and

WHEREAS, Source Agency shall transfer, and Destination shall accept, all rights, ownership, control and responsibility of the animals in accordance with the terms of this Agreement.

NOW THEREFORE, in consideration of the mutual promises contained herein and for other good and valuable consideration the receipt of which is acknowledged, the Agencies hereby agree as follows:

AGREEMENT

1. Confirmation of the Viability of a Transport Program

Both Agencies have reviewed and confirmed the following:

- a. Each Agency's motivation for participating in animal transport
- b. The impact on and capacity of each Agency to engage in animal transport

- c. The impact on and capacity of each Agency's community if that Agency participates in animal transport
- d. A high likelihood of improving the outcome for animals if a transport program is implemented
- e. A strong commitment to transparent collaboration

2. Key Transport Program Elements

The transport program operates within these parameters:

- a. Public health and safety will be the primary concerns.
- b. Agencies will be registered 501-C-3 or municipal organizations.
- c. Agencies and all their representatives will abide by all local, state and federal regulations.
- d. Humane standards of care will be afforded to every animal being transported.
- e. Animal Transport Best Practices (Exhibit A) as outlined by the Society of Animal Welfare Administrators (SAWA) will be utilized to establish and improve the program.

3. Term

This MOU shall be effective as of the Effective Date written above and binding upon the Parties until the notice of termination is provided by either Party of this MOU. A 30-day notice of termination is desired but not required.

IN WITNESS WHEREOF, the Parties have, by their authorized agents, signed and delivered this Agreement as of the Effective Date set forth above.

 SOURCE AGENCY
 Signature: _____
 Print Name: _____
 Title: _____

 DESTINATION AGENCY
 Signature: _____
 Print Name: _____
 Title: _____