



**Global Federation of Animal Sanctuaries
Standards of Excellence**

**OPERATIONAL STANDARDS
FOR SANCTUARIES**

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OPERATIONAL STANDARDS for SANCTUARIES

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DEFINITION - ANIMAL SANCTUARY

1. An "*Animal Sanctuary*" is a Facility that rescues and provides shelter and care for animals that have been abused, injured, abandoned or are otherwise in need.
2. An "*Animal Sanctuary*" is a Facility with the following characteristics:
 - a. Sanctuaries located in the United States , including Puerto Rico, with 501(c) 3 status described in Section 170(b)(1)(A)(vi), Internal Revenue Code 1986, and its subsequent amendments
 - b. International Sanctuaries with equivalent designation in the country of registration
 - c. Obtain and maintain all permits and licenses required under city, county, state/province, country and international laws and statutes for each animal entering and housed at the Sanctuary
 - d. No commercial trade in animals occurs (including, but not limited to, no sale of animals, animal parts, by-products, and offspring).
 - i. An exception may be made for purchase of an animal, with approval of an appropriate decision-making body of the Sanctuary, if it is determined that the purchase is the only sure means of saving the animal from certain abuse, suffering or probable death (e.g., purchase of animals who might otherwise end up in slaughter)
 - e. No propagation of animals occurs and sound practices are in place to prevent propagation
 - i. An exception may be made for rehabilitation and release centers engaged in a bona fide breeding-for-release-program of endangered species with available release sites within the state/province, conducted with specific conservation goals, in accordance with local, state/province, national, and international law and regulations.
 - f. In wild animal Sanctuaries, no unescorted public visitation is allowed.
 - i. This is not to exclude discrete, non-intrusive observation by a carefully evaluated person, such as a wildlife student, as allowed by the appropriate decision-making body of the Sanctuary.
 - ii. No direct contact between the public and wild animals shall occur.
 - iii. In equine and farmed animal Sanctuaries with adoption programs, supervised direct contact is allowed for potential evaluated adopters. Direct contact is also allowed for potential adopters for some limited avian and small reptiles species, solely if such adoption is in accordance with local, state/province, national, and international law and regulations.
 - iv. In certain rehabilitation/reintroduction programs, with young orphaned wildlife, evaluated members of the public may assist staff in carefully structured programs which ensure the safety and

well-being of both the animals and the public.

- g. In farmed animal Sanctuaries and those housing primarily domesticated animals, unescorted public visitation is allowed in certain cases where the temperament of the animal(s) in question makes such interaction stress-free and safe for both animals and humans and where the visitors are evaluated by Sanctuary staff.
- h. Wild animals shall not be taken from Sanctuaries or enclosures for exhibition, education, or research purposes.
 - i. Rare exceptions for education may be allowed as approved by the appropriate decision-making body of the Sanctuary based on mandatory permit requirements (when it is felt there is no other feasible alternative, such as the use of a webcam, for meeting the requirements) and based on the temperament of the particular animal involved. In no case shall such use cause distress for the animal, nor put animals or humans at risk. Exceptional standards of animal care are provided and ensured.
- i. Fundraising activities approved by an appropriate decision-making body of the Sanctuary are allowed provided:
 - i. The activity does not violate the above criteria regarding animal contact with the public
 - ii. The activities are deemed to not be distressing or in any way negatively disruptive to the animals and their normal routine, nor are normal routines designed specifically for fundraising needs
 - iii. Animals are not in enclosures or habitats specifically designed to minimize their privacy and all wild animals have the ability to seek undisturbed privacy and quiet, and
 - iv. Animals are not being used as entertainment, which, of course, includes the performance of “tricks” for public display.
- j. Sanctuaries are prohibited from making any resident animals available for participation in research studies unless the studies are strictly observational and do not interfere with the normal daily activities of individual animals.
 - i. An exception may be made, with approval of an appropriate decision-making body of the Sanctuary if:
 - ii. It is determined that the health and welfare interests of the individual animal are best served by participating in a new treatment study, and
 - iii. There is reason to believe that outcome of the study will be a tangible benefit for the individual animal involved, and
 - iv. The study does not prevent normal activities of daily living.
 - v. Naturally, interventions that cause pain or distress are unacceptable.

A. GOVERNING AUTHORITY

1. Sanctuary Structure

- a. The Sanctuary shall incorporate as a 501(c) 3 Sanctuary described in Section 170(b) (1) (A) Sanctuary Structure (vi), Internal Revenue Code 1986, and its subsequent amendments, or for international Sanctuaries, the equivalent designation in the country of registration.
- b. Ownership of Land & Property
 - i. Sustainability of the Sanctuary and property shall be ensured.
 - ii. All property shall be held in the name of the Sanctuary as either owner or lessee.
 - iii. If leased, a long-term contractual lease, of at least 10 years, shall be in place.
 - iv. The Sanctuary shall place in effect a contingency plan for the continuance of the Sanctuary and lifetime care of its animals should the founders or director meet their demise or become incapable of continuing the daily operations of the Sanctuary
- c. Board of Directors
 - i. Board of Directors shall be in place with a minimum of 3 members, where at least one board member is not a family member.
 - ii. Board of Directors shall organize itself in a manner that allows its duties to be carried out in a timely and responsible manner and in accordance with all relevant non-profit regulations.
 - iii. Bylaws, as required by law, shall be developed and adopted as the general policies and rules that govern the Sanctuary and define the Board's composition and structure.
 - iv. The Board of Directors shall meet on a regular basis and minutes shall be kept.
 - v. The members of the Board of Directors shall be informed of their legal obligations and accept responsibility for self-regulation, accountability, and ethical practice of the Sanctuary.
 - vi. The Board shall accept responsibility for sound financial management and oversight.
 - vii. The Sanctuary Director is responsible for assuring that the Sanctuary's official documents are appropriately maintained or safeguarded.

2. Professional Ethics

- a. A code of ethics/code of conduct for the Sanctuary shall be drafted by the Board of Directors and shall address the core values of: integrity, openness, accountability, service and charity, and reinforce standards of professional behavior.
- b. All personnel associated with the Sanctuary shall agree to adhere to the code of ethics/code of conduct.

- c. The Board is ultimately responsible for the conduct of Sanctuary employees and others affiliated or associated with the organization.
- d. The Board shall draft a Conflict of Interest Policy.
- e. It is the responsibility of the Sanctuary and its staff to be vigilant and aware of the potential for misconduct, maintain high ethical standards and demonstrate a strong sense of professionalism.
- f. Business and related activities shall be conducted in a professional manner, with honesty, integrity, compassion and commitment, realizing that an individual's behavior reflects on the Sanctuary community as a whole.
- g. In recognition that some animals are used for food, and Sanctuaries are in the business of protecting animals, the Sanctuary should ensure that its Sanctuary events are conducted in a manner that is consistent with their mission.
- h. The Sanctuary Director shall develop a process whereby employees, volunteers or others associated with the Sanctuary are allowed to file ethics complaints. Any such complaints shall be brought to the attention of the Board.
- i. The Sanctuary shall interact with other Sanctuaries in a respectful and professional manner.

3. *Communication between Director, Board and Staff/Volunteers*

- a. The lines of communication between the Director and the Board shall be clearly defined.
- b. The Board shall be structured so that its relationship to the professional staff is clearly understood and adhered to.
- c. There is a written grievance process that is clearly communicated to the staff and volunteers; includes an alternate pathway if the normal person to whom one should take concerns is non-responsive or the focus of the concern; and allows for fair, prompt and meaningful resolution.

4. *Permits and Licenses*

- a. The Sanctuary shall obtain and maintain all appropriate permits and licenses required under city, county, state, federal, and international laws and statutes.
- b. Copies of all relevant permits, health certificates, titles, and other appropriate documents shall be maintained and available for inspection.

5. *Strategic Planning*

- a. The Sanctuary shall have a Strategic Plan in place that provides a structure within which fundamental decisions and actions of the

Sanctuary are based to shape and guide Sanctuary operation.

- b. The Plan ideally shall consist of the following: mandates for the Sanctuary; development and clarification of mission and values; external and internal environment assessment; identification of strategic issues; strategy development to address issues; description of the Sanctuary in the future, methods for evaluation and timeline for review and revision

B. FINANCE

1. *Demonstration of Financial Stability*

- a. Ideally, the Sanctuary shall maintain cash reserves equal to at least three months of those operating costs essential to the proper care and welfare of Sanctuary animals.
- b. Ideally, the Sanctuary should maintain a profile with at least one recognized public charity evaluation service, such as Charity Navigator or Better Business Bureau.

2. *Financial Reports*

- a. Ideally, generally accepted accounting principles shall be followed for nonprofit organizations as prescribed by the Financial Accounting Standards Board (FASB), or in the case of Sanctuaries outside the USA, the equivalent accounting regulations based upon the country of operation.
- b. Detailed, accurate financial records shall be kept on file and available for public review.
- c. The Sanctuary shall produce on a regular basis (at least annually) the following financial statements: Statement of Financial Positions (also known as the Balance Sheet), Statement of Activities (also known as the Operating Statement, Statement of Revenues and Expenses, or Operating Statement, or Income Statement, or Profit and Loss Statement), and Statement of Cash Flows. Other pertinent information, such as loan amortization schedules, and lease commitments are also maintained and updated at least annually.
- d. Copies of 990's and other tax documents, such as exempt status determination letters are kept on file with other Sanctuary documents and shall be available for public review.
- e. Ideally, an accountant, CPA, or other individual experienced with nonprofit accounting practices is consulted to assess financial policies and practices, to oversee the preparation of financial statements, and to verify the information in the IRS Form 990 and other tax reports prior to

their filing.

- f. Audited Financial Statements as applicable (recommended for larger Sanctuaries) shall be made available for public review.

3. Banking Responsibilities

- a. A checking account shall be registered in the Sanctuary's name.
- b. Personal business shall be kept completely separate from Sanctuary business.
- c. If the Sanctuary is being funded through personal loans or donations, loan documents shall be signed and maintained in the accounting record. Repayment schedules shall be developed and adhered to.
- d. All public contributions are properly documented and promptly deposited. Donors shall receive receipts in accordance with IRS regulations (or the equivalent outside the US.)
- e. If petty cash is kept on hand, transactions shall be documented and receipts shall be kept on file substantiating the related expenditures.

4. Financial Plan and Budget

- a. The Sanctuary shall develop a financial plan for the near-term and for long-term financial projections.
- b. The Projected budget shall include a line item for capital improvements, or be noted elsewhere in the financial plans.
- c. The projected budget shall include a line item for ongoing maintenance to maintain the Sanctuary and ensure all animal enclosures are kept in good repair, or be noted elsewhere in the financial plans.
- d. An Operating Budget shall be developed and reflect estimated future expenditures.
- e. Ideally the budget shall include staffing and benefits, overhead expenses, supplies, capital improvements, etc. and shall provide an adequate reserve for emergencies.
- f. Ideally, the estimated budget shall be compared to the actual expenses of the Sanctuary and where necessary, appropriate adjustments shall be reflected in future budget estimates.

5. Fundraising

- a. Fundraising techniques shall conform to 501(c) 3 regulations and shall conform to the spirit as well as the letter of all applicable laws and regulations.

- b. Fundraising activities shall be conducted with honesty and integrity.
- c. All fundraising shall put the charitable mission of the Sanctuary above personal gain.
- d. All fundraising activity shall be consistent with the humane care and welfare of Sanctuary animals.
- e. All fundraising and soliciting materials shall be accurate and correctly reflect the Sanctuary's mission and use of solicited funds.
- f. Use of restricted funds shall be allocated in accordance with donor's intentions.
- g. The Sanctuary shall ensure, to the best of its ability, proper stewardship of charitable contributions, including: timely reports on the use and management of funds. Restricted funds are expended in accordance with donor's intentions. Explicit consent by the donor is obtained before altering restrictions or conditions of a gift.
- h. Fundraising expenses shall be reasonable and total fundraising expense shall be disclosed on the Statement of Activities and the IRS Form 990.
- i. Fundraisers shall ensure that all information provided to donors is accurate and complete. Any statements about the taxable nature of donations indicate that each donor's tax situation should be taken into consideration before deductions are claimed.

6. Insurance

- a. Ideally, the Sanctuary shall have a risk management process in place that provides a systematic method of responding to the dangers of running a Sanctuary. This process shall include: identification of risks; evaluation of risks; reduction of risks to the extent possible; provision of adequate insurance coverage; and the monitoring of activities and their revision as necessary.
- b. Insurance policies shall be in place that protect the financial resources of the Sanctuary and staff as well as protect the community from harm that the Sanctuary might cause.
- c. Ideally, these policies shall at a minimum include:
 - i. Directors & Officers (D & O) Liability Insurance;
 - ii. General Liability Insurance;
 - iii. The amount of coverage shall be commensurate with the size of the Sanctuary and the implied risk associated with the type of animals housed at the Sanctuary.

C. GUIDELINES

1. Acquisition

a. Life-long Responsibility

- i. The Sanctuary assumes lifelong responsibility for animals it acquires. Certain exceptions include transferring animals to a more suited environment at a different accredited Sanctuary or other comparable facility
- ii. Animals may only be transferred to a different accredited Sanctuary or other comparable facility and only if by so doing the animal will benefit.
- iii. It is the responsibility of the Director of Chief Executive Officer of the Sanctuary transferring an animal to another Sanctuary to ensure that the animal is not transferred to any Sanctuary that lacks the appropriate expertise, facilities and resources to care for them.

b. Ethics of Acquisition

- i. Animals shall only be accepted if they will not jeopardize the health, quality of care or maintenance of animals currently housed at the Sanctuary.
- ii. Animals shall only be accepted if the Sanctuary has the financial resources to provide appropriate professional care, as well as all necessary permits and licenses.
- iii. Acquisition of animals shall only occur if the Sanctuary is located in a geographical location with a climate appropriate for the species and that closely approximates the animals' natural habitat for the majority of the year. Certain exceptions may include, for example, exotic birds and small reptiles, housed indoors.
- iv. Acquisition of animals can occur through donation or rescue. Animals are not purchased. An exception may be made for purchase of an animals, with approval of an appropriate decision-making body of the Sanctuary, if it is determined that purchase is the only sure means of saving the animal from certain abuse, suffering or probably death (e.g., purchase of animals who might otherwise end up in slaughter.)
- v. An acquisition contract shall be in place that clearly identifies the Sanctuary as the "responsible party" for the animals and when such responsibility takes effect; whenever possible the contract shall include information on the "surrendering party" as well as any intermediary parties (rescue groups, zoos, etc.).
- vi. No acquisition resulting from intentional breeding of animals for or at the Sanctuary. An exception may be made for rehabilitation and release centers engaged in a bona fide breeding-for-release-program of endangered species with available release sites within the state/province, conducted with specific conversation goals, in accordance with local, state/province, national, and international law and regulations

- vii. When wild animal orphaned infants are rescued, it shall be a top priority to place these infants with an appropriate surrogate. If the surrogate attempt fails or is not an option, the infant shall be placed with an appropriately aged con-specific whether this is at the current Sanctuary or at another accredited Sanctuary or other comparable facility.
 - viii. When physically and/or medically compromised animals are brought into the Sanctuary, consideration shall be made to ensure these animals are placed in an appropriate environment even if that environment is at another accredited Sanctuary or other comparable facility.
- c. Monetary exchange
- i. Financial expenses associated with acquisition may include medical testing, behavioral assessment, crate construction costs, quarantine costs, shipping and transport costs. Life time care costs may be factored in as appropriate.
 - ii. The Sanctuary shall not purchase animals or provide compensation as a condition of acquiring any animal. Nor will any Sanctuary knowingly engage a third party to do so on its behalf
 - iii. See also below: Commercial Activities.
 - iv. Exceptions in which the Sanctuary may purchase animals are limited to cases in which purchase is the only means of ensuring that an animal which will otherwise suffer may be rescued. (For example, purchasing horses headed for slaughter).
- d. Responsibility
- i. The Director or Chief Executive Officer of the Sanctuary or his/her appointed representative is charged with the final authority and responsibility for the monitoring and implementation of all acquisitions and dispositions.
- e. Laws and Permits
- i. The Sanctuary shall obtain and maintain all permits and licenses required under city, county, state/province, federal and international laws and statutes for each animal entering and housed at the Sanctuary.
- f. Records
- i. Appropriate records shall be maintained for each animal entering and housed at the Sanctuary.
 - ii. An acquisition contract shall be in place that clearly identifies the Sanctuary as the "responsible party" for the animals and when such responsibility takes effect; whenever possible the contract shall include information on the "surrendering party" as well as any intermediary parties (rescue groups, zoos, etc.).
- g. Transport of Animals
- i. At a minimum, transport enclosures shall meet Animal Welfare Act Transportation Standards, and shall only occur for reasons in

the animal's individual best interest, such as transport to a medical facility.

2. Disposition

a. General

- i. Disposition occurs when an animal leaves the Sanctuary for any reason.
- ii. Only in very rare circumstances shall an animal leave the Sanctuary.
- iii. Acceptable reasons for disposition include:
 1. Releasable wildlife reintroduction
 2. Animal health concerns that can not be adequately addressed by the Sanctuary, where another accredited Sanctuary or comparable Sanctuary is better equipped to provide care for the animal
 3. Another accredited Sanctuary or comparable Sanctuary can provide a better long-term environment
 4. Financial insolvency or closure of the Sanctuary
 5. Death of the animal.
 6. Adoption of farmed animals, equine, and some limited avian and small reptile species, solely if in accordance with local, state/province, national, and international law and regulations.
 7. Foster care on private properties for equine, farmed animals; and some limited avian and small reptile species, if in accordance with local, state/province, national, and international law and regulations.

b. Live Animals

- i. Animals shall never be transferred to individuals or Sanctuaries that lack the appropriate expertise, resources, or facilities to care for them appropriately.
- ii. The Sanctuary shall be convinced that the recipient has the expertise, records management capabilities, financial stability and facilities required to properly care for the animals.
- iii. Animals shall not be disposed of at auctions or to breeders, dealers or private pet owners. Private owners under certain conditions may adopt farmed animals and equine; and some limited avian and small reptile species, solely if in accordance with local, state/province, national, and international law and regulations.
- iv. For Sanctuaries engaged in rescue, rehabilitation and release of wild animals, subject to all pertinent regulations and laws, native wildlife species may be released within native ranges, in accordance with local, state, federal and international laws and regulations.
- v. An animal that is housed individually that shows signs of self-mutilation, apathy, is uncontrollable, has a highly aggressive disposition, is suffering physically or psychologically, and/or is terminally ill and if the Sanctuary cannot remedy the situation, the animal shall be transferred to another accredited Sanctuary or

other appropriate facility or considered for euthanasia as a last resort if appropriate medical, behavioral or surgical options have failed, and shall be performed in accordance with the Humane Euthanasia Policy.

c. Euthanasia

- i. The Sanctuary shall establish and maintain a Humane Euthanasia Policy for animals, administered under the strict supervision of a licensed veterinarian.
- ii. Euthanasia of animals shall meet the standards set forth in the Euthanasia protocol of these Standards.
- iii. Euthanasia shall only be used as a final option after all other options have been considered and either attempted or judged impossible.
- iv. Euthanasia cannot be used as management tool.
- v. Animals shall not be euthanized as a means to create space for more animals.
- vi. Only a licensed veterinarian or other suitably qualified individual, ideally with an established relationship with the Sanctuary and the animal, shall recommend and perform humane euthanasia.
- vii. In extreme circumstances of animal suffering when a veterinarian is unable to reach the Sanctuary in a timely manner, methods such as the use of a firearm to euthanize an animal may be required and shall be performed by a trained and qualified staff member when no other humane option is available.— i.e., horse breaks leg or other fatal injury resulting in prolonged death.
- viii. Examples of cases where euthanasia may be accepted
 1. Incurable disease/injury that is likely to cause unmanageable pain or suffering
 2. Disease/injury where treatment is likely to cause unreasonable pain or suffering
 3. Disease/injury where treatment will not be effective in restoring the animal to an acceptable quality of life
 4. Disease/injury where treatment is beyond the normal community standards of monetary expenditure and would cause an excessive burden on the Sanctuary resources and no other Sanctuary can step in, after reasonable efforts to locate such a Sanctuary
 5. Where the process of aging has resulted in an unacceptable quality of life
 6. In the event of presenting an infectious disease risk to some or all of the residents
 7. In the case of equine, when equine are purchased at auction, to provide a more humane death, when the only alternative is slaughter

d. Live or Deceased Animals

- i. The Sanctuary Director has the ultimate authority and responsibility for all aspects of animal disposition, consistent with the Sanctuary governing documents.

- ii. Detailed records of animal disposition shall be logged and maintained, including details of all body parts.
- e. Deceased Animals
 - i. Personnel shall conduct themselves in such a manner that is respectful during disposition activities.
 - ii. Body parts shall never be sold, traded or donated.
 - iii. Disposition of deceased animals shall meet the requirements of all acceptable practices along with applicable local, state, federal, and international regulations and laws.
 - iv. The species and ecosystems shall be carefully considered during disposition activities.

3. Breeding

- a. No Breeding is allowed. Even with appropriate contraceptive measures, unplanned pregnancies may occur, but it is the responsibility of the Sanctuary Director to take appropriate measures to prevent propagation. An exception may be made for rehabilitation and release centers engaged in a bona fide breeding-for-release-program of endangered species with available release sites within the state/province, conducted with specific conservation goals, in accordance with local, state/province, national, and international law and regulations
- b. The Sanctuary is required to have species appropriate contraceptive programs in place.
- c. Infants born at the Sanctuary must remain with the mother and social group as appropriate for natural rearing, provided there is no further opportunity for breeding during this period of time.
- d. Infants should only be removed from parents for hand-rearing if there is a threat to the life of the infant or the mother.
- e. Whenever possible, and determined appropriate for the species, animals shall be surgically sterilized prior to or upon arrival at the Sanctuary.
- f. If a wild animal is pregnant upon arrival, and re-release is not a viable option and a Veterinarian determines ovariohysterectomy is not a viable option, reproductive control methods are to be applied after allowing adequate time for weaning as appropriate for that species, provided there is no further opportunity for breeding during this period of time.
- g. Whenever possible, and under the guidance of the veterinarian of record, pregnant wild animals shall be surgically sterilized prior to parturition.

4. Commercial Activities

- a. No commercial trade in animals shall occur (including, but not limited to, no sale of animals, animal parts, by-products, and offspring). An exception may be made for purchase of an animal, with approval of an appropriate decision-making body of the Sanctuary, if it is determined

that the purchase is the only sure means of saving the animal from certain abuse, suffering or probable death (e.g., purchase of animals who might otherwise end up in slaughter).

- b. Public Contact shall abide by the following:
 - i. In wild animal Sanctuaries, no unescorted public visitation shall occur. This is not to exclude discrete, nonintrusive observation by a carefully evaluated person, such as a wildlife student, as allowed by the appropriate decision-making body of the Sanctuary.
 - ii. No direct contact between the public and wild animals shall occur. In certain rehabilitation/reintroduction programs, with young orphaned wildlife, evaluated members of the public may assist staff in carefully structured programs which ensure the safety and wellbeing of both the animals and the public.
 - iii. In equine and farmed animal Sanctuaries with adoption programs, supervised direct contact is allowed for potential evaluated adopters. Direct contact is also allowed for potential adopters for some limited avian and small reptiles species, solely if such adoption is in accordance with local, state/province, national, and international law and regulations.
 - iv. In farmed animal Sanctuaries and those housing primarily domesticated animals, unescorted public visitation can be allowed in certain cases where the temperament of the animal(s) in question makes such interaction stress-free and safe for both animals and humans and where the visitors are evaluated by Sanctuary staff.
- c. Fundraising Activities Involving Animals in the Sanctuary
 - i. Fundraising activities approved by an appropriate decision-making body of the Sanctuary are allowed provided the activity:
 - 1. shall not violate any of the other criteria in "Guidelines," including those regarding contact with the public, handling of animals, and removal from the Sanctuary or enclosures/habitats
 - 2. the activities shall be deemed to not be distressing or in any way negatively disruptive to the animals and their normal routine, nor are normal routines designed specifically for fundraising needs in opposition to the welfare of the animals
 - 3. animals shall not be in enclosures or habitats specifically designed to minimize their privacy and all wild animals have the ability to seek undisturbed privacy and quiet
 - 4. animals shall not be used as entertainment, which of course includes the performance of "tricks" for public display
 - 5. animals shall not be raffled or sold
 - 6. is not inconsistent with the humane care and welfare of Sanctuary animals
 - ii. Education use of animals is addressed under "Education and Outreach".

5. Research

- a. Research shall be Individual Welfare-Centric Research.
- b. The Sanctuary shall prohibit making any resident animals available for participation in research studies unless the studies are strictly observational and do not interfere with the normal daily activities of individual animals. An exception may be made, with approval of an appropriate decision-making body of the Sanctuary if:
 - i. It is determined that the health and welfare interests of the individual animal are best served by participating in a new treatment study
 - ii. There is reason to believe that outcome of the study will be a tangible benefit for the individual animal involved
 - iii. The study does not prevent normal activities of daily living.
- c. Interventions that cause pain or distress shall not be allowed.

6. Handling of Animals

- a. Animals shall be handled and managed only by, or under the supervision of, appropriately qualified and trained staff and volunteers. In certain rehabilitation/reintroduction programs, with young orphaned wildlife, evaluated members of the public may assist staff in carefully structured programs which ensure the safety and wellbeing of both the animals and the public. In equine and farmed animal Sanctuaries with adoption programs, supervised direct contact is allowed for potential evaluated adopters. Direct contact is also allowed for potential adopters for some limited avian and small reptile species, solely if such adoption is in accordance with local, state/province, national, and international law and regulations.
- b. Handling for management purposes or veterinary care shall be done as expeditiously and carefully as possible in a manner that does not cause trauma, overheating, excessive cooling, physical harm, or unnecessary discomfort, and minimizes physical and psychological stress as much as possible. Negative interactions are avoided. However, when they occur, efforts are made to recover trust and a positive relationship.
- c. The Sanctuary shall not publish material which may portray wild animals as tractable. This includes but is not limited to: photos in which staff or others are shown holding or petting wild animals, wild animals on leashes, or dressed in human clothing.
- d. For domesticated animals where human contact is warranted, all interactions shall not cause trauma, overheating, excessive cooling, physical harm, or unnecessary discomfort, and minimizes physical and psychological stress as much as possible. Negative interactions are avoided. However, when they occur, efforts are made to recover trust and a positive relationship.

- e. For animal species not normally handled (wild animals), direct physical interaction is prohibited unless the animal is appropriately restrained (physically or chemically) in order to perform essential veterinary or management activities only.
- f. When handling is deemed necessary by the Sanctuary Director or the attending veterinarian, only trained personnel will be allowed to do so.
 - I. Physical abuse, deprivation of food or water and other forms of negative reinforcement or punishment-based training shall not be used to train, work or otherwise handle animals.
 - II. Any contact with animals for purposes of providing medical care or as part of an enrichment program shall be performed out of public view, with the exception of some enrichment programs for some limited avian species when human bonded, when adoption of these species is in accordance with local, state/province, national, and international law and regulations. In certain rehabilitation/reintroduction programs, with young orphaned wildlife, evaluated members of the public may assist staff in carefully structured programs which ensure the safety and wellbeing of both the animals and the public.
- g. Chemical Restraint:
 - I. Chemical restraint shall be performed only by or under the guidance of a licensed veterinarian. Specific anesthetic protocols, including record keeping, shall be adhered to as defined elsewhere in these Standards.
 - II. Chemical restraint is not used when multiple animals are in an enclosure unless in an emergency situation and safety measures are taken.

D. EDUCATION & OUTREACH

1. General Considerations

- a. The Education Program shall be under the direction of qualified staff as determined by the Executive Director.
- b. The Education Program shall be designed to promote awareness, empathy, and respect for all life through education and advocacy insofar as resources permit, and will convey consistent verbal and visual messages that accurately portray the issues surrounding why individual animals reside at the Sanctuary (and in the case of wildlife, the species' natural history and conservation status), and how the highest welfare of each individual animal is ensured.

2. Policy

- a. The Sanctuary shall strive to educate the public and shall, ideally, have a written Education and Outreach Policy that articulates and evaluates

program benefits.

- b. Wild animals and other animals determined unsuitable for education and outreach shall not be taken off Sanctuary grounds for use in the Education and Outreach Program.
- c. Certain animals are better suited for education programs i.e. generally domesticated animals such as residing at a farmed animal Sanctuary. Such animals should still have visual and tactile access to group members.
- d. Sanctuaries with Education Programs that involve animals ideally shall have a policy in place that clearly identifies how and which animals are to be used in the Education Program and shall ensure that the animals are used in a respectful, safe manner that does not misrepresent or degrade the animal.
- e. As an alternative whenever possible, especially with wild animals, the Sanctuary shall utilize non-invasive educational methods/tools, by means of audio-visual presentations, webcasts, or other forms of multi-media. Exceptions for education may be allowed as approved by the appropriate decision-making body of the Sanctuary based on mandatory permit requirements (when it is felt there is no other feasible alternative, such as the use of a webcam, for meeting the requirements) and based on the temperament of the particular animal involved. In no case shall such use cause distress for the animal, nor put animals or humans at risk.
- f. Any use of animals (on tours, in print or video) for education and outreach programs shall accurately and respectfully portray the animals and shall at all times consider the welfare of the animals and the safety of humans.
- g. Animals are not used as entertainment, which includes the performance of “tricks” for public display.

3. Guided Tours

- a. Non-guided tours are prohibited. However, in farmed animal Sanctuaries and those housing primarily domesticated animals, unescorted public visitation can be allowed in certain cases where the temperament of the animal(s) in question makes such interaction stress-free and safe for both animals and humans and where the visitors are evaluated by Sanctuary staff.
- b. All tours shall be conducted to minimize the impact on the animals and their environment.
- c. Animals shall be provided the opportunity to escape from public view, ideally at any time. Animals are not in enclosures or habitats specifically designed to minimize their privacy and all wild animals have the ability to

seek undisturbed privacy and quiet.

- d. Animals that are easily stressed shall be excluded from tours.
- e. Educational tours shall, ideally, be part of a comprehensive Education and Outreach Policy.
- f. Groups shall be of a size that allows for close monitoring and will vary based on the size and staff of the Sanctuary.
- g. For Sanctuaries housing wild animals, all tours shall prohibit the public from any physical contact with the animals they contain.
- h. All animals shall be confined within a secure environment.
- i. Public feeding of wild animals is not allowed; only Sanctuaries housing domesticated animals may engage in public feedings under the guidance and supervision of qualified and trained staff. Any feeding must be considered as fulfilling part of the daily nutritional requirements of the animals.

4. Measures of Program Effectiveness

- a. The Education Program shall, ideally, be evaluated on an annual basis by the Sanctuary Director for effectiveness and content.

5. Outreach

- a. The Sanctuary shall collaborate with other Sanctuaries whenever possible, keeping the animals' welfare as the first priority. (For instance, if another accredited Sanctuary can provide a more appropriate lifelong environment for an individual animal then the two Sanctuaries collaborate to see that the animal is placed in the best possible environment; best practices are shared; etc.).

6. Advocacy

- a. The Sanctuary shall work within the Sanctuary community to be an advocate for animal protection and animal welfare.
- b. The Sanctuary shall treat other Sanctuaries with professionalism and respect.
- c. The Sanctuary shall collaborate with other Sanctuaries whenever possible, keeping the animals' welfare as the first priority.
- d. The Sanctuary shall serve as an advocate to educate the public on why Sanctuaries exist.
- e. The Sanctuary shall serve as an advocate for conservation.
- f. The Sanctuary shall work cooperatively within the Sanctuary community.

- g. If another accredited Sanctuary can provide a more appropriate lifelong environment for an individual animal then the two Sanctuaries shall collaborate to see that the animal is placed in the best possible environment.

7. Community Relations

- a. Ideally, the Sanctuary shall develop guidelines on appropriate cultural and political behavior when interacting with the community and ensure employees, volunteers, and visitors follow these guidelines.
- b. Ideally, the Sanctuary shall be actively involved in community affairs.

E. STAFFING

1. General

- a. A sufficient number of qualified employees or volunteers shall be employed or enlisted by the Sanctuary to provide the appropriate level of care for the animals and to ensure adequate supervision of all employees. Staff to animal ratio will vary greatly given the nature of the facility and the number of animals.
- b. A list shall be maintained of all staff authorized to work with the animals, together with lines of responsibility and levels of expertise, training, and qualifications.
- c. Ideally, background checks shall be performed on all potential employees prior to hiring to screen for any criminal activity including drug abuse, animal cruelty and violence or any other activity that may place the Sanctuary, its animals or employees at risk.

2. Salary Information

- a. Ideally, staff shall receive fair compensation commensurate with their skills. At a minimum, each salary shall comply with generally accepted standards of compensation for employees of the Sanctuary.

3. Job Descriptions

- a. Ideally, written job descriptions shall be given to all staff members providing a clear description of their duties and shall clearly define employee responsibilities.
- b. Ideally, there shall be distinct delineations between various jobs within the Sanctuary.
- c. There shall be clear management structure within the Sanctuary, which shall be communicated to all employees.

4. Manuals

- a. Employee Manual
 - i. An employee manual shall be developed and given to all new employees. Ideally, every employee shall keep a copy, and the employee's file shall contain a signed statement that he/she has received and understood the manual.
 - ii. Ideally, the employee manual shall include information pertaining to: personnel practices, employee benefits, leave of absence, sick leave, personal appearance and conduct, environmental concerns, filing complaints, and performance evaluation.
 - iii. Ideally, the Employee Manual shall be updated as necessary and employees advised of any changes.
- b. Operating Manual
 - i. A standard operating procedure manual shall be developed and given to all staff members. Copies shall be kept on the premises and in a location accessible to the staff at all times.
 - ii. The manual shall be given to and be signed by all new employees. Ideally, every employee shall keep a copy, and the employee's file shall contain a signed statement that he/she has received and understood the manual.
 - iii. The manual shall be kept updated and reflect any changes in procedures or policies that are made.
 - iv. The manual contains a detailed outline of all daily procedures.
 - v. Care procedures for each species shall be addressed and shall include detailed information specific to that species or individual.

5. Training Requirements

- a. New employees shall participate in a probationary training period suitable to the species in question under the strict supervision of a fully trained senior staff member before working directly with animals at the Sanctuary.
- b. At least one staff member and backup shall be trained in all aspects of animal care for all species housed at the Sanctuary to ensure an experienced employee is always available to care for all animals in case of personnel changes. That staff member and backup shall be noted in writing.

6. Continuing Education

- a. The Sanctuary Director ideally shall ensure that plans for continuing education to improve animal care and management techniques are in place.
- b. Continuous in-house staff training and development ideally shall be offered including such topics as: animal husbandry, animal welfare, health & safety, first aid, action in emergencies or escapes or illness, safety procedures, emergency euthanasia, basic sampling for health monitoring and diagnosis, food hygiene, disease prevention.

- c. Ideally, relevant literature shall be available to all staff as part of their continuing education.

7. Safe Handling Techniques/Practices

- a. For some animals, a minimum of two qualified animal caregivers shall be present during any contact. This includes, but is not limited to, venomous animals and otherwise dangerous animals, and all primates.
- b. A qualified care giver is a person the Sanctuary acknowledges as a trained, responsible individual, capable of and specifically experienced in the care of animals housed at the facility, and meets specific criteria identified by the organization.
- c. Ideally at least two staff members trained in appropriate immobilization techniques for the species residing at the Sanctuary, along with the use of safety equipment, shall be on Sanctuary grounds daily.
- d. All staff shall be trained in appropriate manual restraint techniques for the species they care for.
- e. Staff shall sign a form that clearly states they have been fully trained in these procedures. The signed form shall be kept in the employee's file.
- f. Staff persons shall report any medical conditions or physical limitations, which may hinder their ability to care for animals in a safe and competent manner. Failure to do so may represent misconduct.

8. Emergency Training

- a. Staff shall demonstrate their knowledge of all emergency protocols, policies, and procedures.
- b. All staff shall participate in ongoing training on all emergency, escape, disaster preparedness, and first aid injury and illness procedures. Ideally these drills will be held at a minimum of every 6 months.
- c. Staff shall sign a form that clearly states they have been fully trained in these procedures. The signed form shall be kept in the employee's file.
- d. Regularly scheduled drills (ideally every 6 months) shall be held to ensure procedures are followed.
- e. All emergency plans shall be coordinated with local community emergency services as appropriate including fire, police, hospitals, and ambulance services.

9. Firearm Training

- a. Senior managers or board members of the Sanctuary, ideally three, shall determine staff identified for weapons training. Collaboration with local law enforcement on procedures to determine most qualified individuals is

strongly encouraged.

- b. Every person licensed and equipped to use a firearm shall undergo training and stay up to date on all relevant sanctuary protocols and policies.
- c. All staff qualified to use firearms shall undergo periodic refresher training and practice. Such training shall be recorded and the records made available for inspection.
- d. Staff shall sign a form that clearly states they have been fully trained in these procedures. The signed form shall be kept in the employee's file.
- e. All staff shall participate in regularly scheduled firearm drills.
- f. Firearms training may be waived when firearms are not needed or used, such as at an avian Sanctuary.

10. Zoonotic Disease Training

- a. Employees shall have adequate training to understand the potential risk of disease transmission including potential sources of disease, modes of disease transmission, and clinical signs associated with disease.
- b. All staff and active volunteers shall be informed when a zoonotic disease occurs at the Sanctuary.
- c. Emergency procedures pertaining to the possible transmission of such diseases through bites, scratches and bodily fluids shall be posted in clear view for all staff.
- d. Staff shall sign a form that clearly states they have been fully trained in these procedures. The signed form shall be kept in the employee's file.

11. Volunteer and Internship Programs

- a. Sanctuaries utilizing the services of volunteers and community workers shall have a specific employee/staff member assigned with directing the recruitment, training and supervision of all volunteers.
- b. All work performed by volunteers and community service workers shall be under the direct supervision of an assigned employee of the Sanctuary.
- c. Any volunteers and community service workers allowed to work with or around animals shall do so only under the appropriate level of supervision of a fully trained animal caregiver.
- d. Only fully trained animal caregivers shall work with potentially dangerous wild animals.

F. PHYSICAL FACILITIES

1. Overall Appearance of Facilities

a. Sanctuary Facility

- i. The Sanctuary shall be committed to maintaining a safe and healthy environment for all employees, volunteers, visitors and animals.
- ii. The Sanctuary shall be maintained in good condition, and shall conform to health and safety practices as outlined by OSHA or equivalent international occupational safety organization/agency
- iii. Premises (buildings and grounds) shall be kept clean and in good repair in order to protect employees, volunteers, visitors and animals from injury and to facilitate appropriate animal care.
- iv. Materials and equipment shall be safely stored when not in use.
- v. There shall be an effective system in place for inspection and maintenance of tools, equipment and the Sanctuary.

b. Location

- i. The location of the Sanctuary shall not pose any undue hazards and shall minimize risk from natural disasters (e.g. flood zone, riverbed...)
- ii. A Sanctuary shall be located in an area that is removed from heavily developed areas to the extent possible.

2. Quarantine

- a. The Sanctuary shall have holding facilities for the quarantine of newly arrived animals and isolation facilities for the treatment of sick/injured animals.
- b. Whenever possible, the Sanctuary shall have both indoor and outdoor Quarantine facilities constructed in a manner to allow easy cleaning and sterilization with disinfectants.

3. Food Storage and Preparation Areas

a. Food

- i. Supplies of perishable food, drink and medications shall be kept under refrigeration.
- ii. Separate and secure facilities shall be provided for proper and hygienic storage of food.
- iii. Animal diets shall be prepared and stored in a safe and hygienic manner to reduce the possibility of contamination or spoilage.
- iv. Feeding chutes or feeding boxes may be used as a means to safely distribute feed
- v. Feeding and drinking receptacles shall be placed in positions that minimize the risks of contamination from soiling by the animals, wild birds, rodents or other potentially invasive species.
- vi. Receptacles for animal food and water shall be designed to minimize spillage and shall not be used for any other purpose.

- vii. Food, water and other receptacles, where used, shall be cleaned daily.
 - viii. Food shall be protected against dampness, deterioration, and mold or from contamination by insects, birds, rodents or other animals.
 - ix. No food that is spoiled or otherwise contaminated shall be served.
- b. Water
- i. Water receptacles shall be cleaned, filled and water lines checked for normal operation on a daily basis.
 - ii. A suitable method shall be provided to rapidly eliminate excess water.
 - iii. The method of drainage shall comply with applicable Federal, State, and local laws and regulations relating to pollution control or the protection of the environment.

4. Life Support Systems

- a. Adequate and reliable electric power, potable water, water supplies and plumbing shall be available on the premises.
- b. An emergency power system, such as a generator, shall be in place in the event of a power outage.
- c. Tanks for aquatic animals need to be adequately aerated according to the number in each tank, and shall be heated and cooled according to the needs of the species.
- d. Indoor housing shall protect against extremes of sunlight, heat, draught and cold, while providing appropriate humidity levels and proper ventilation.
- e. Water quality, salinity and other physical characteristics shall be suitable for the species.

5. Overall Security System

- a. The Sanctuary shall have a system of security in place ensuring the safety of the animals, facilities and the public.

6. Lighting

- a. There shall be adequate light for employees to perform their duties.
- b. Special lighting requirements of animals shall be met where indicated. See animal care standards.
- c. Whenever possible normal photoperiod lighting will be available to all animals as appropriate for the species.

7. Hazardous Materials Handling

- a. The method for disposal of sewage, toxic/hazardous materials, garbage, and animal wastes shall follow all guidelines for hazardous materials.
- b. All OSHA requirements shall be met.
- c. All hazardous materials shall be labeled with the name of the contents, appropriate hazard warnings, and the name and address of the manufacturer as provided on the Material Safety Data Sheets (MSDS Sheets).
- d. Material Safety Data Sheets for each hazardous material to which employees may be exposed, shall be kept in the area where the materials are stored. Employees shall be made aware of, have access to and understand how to interpret the MSDS Sheets.
- e. All employees utilizing hazardous materials shall be appropriately trained in the use of, and made aware of the potential hazards of using these materials.
- f. Protective equipment shall be utilized where required, such as working with hazardous chemicals and potentially infectious animals.
- g. Accumulations of trash shall be placed in designated areas and cleared as necessary to protect the health of the animals, staff, volunteers, visitors and the surrounding environment.
- h. Protective clothing and utensils used by staff in the isolation area shall be used, cleaned and stored only in that area.
- i. The Sanctuary shall consider the potential risks of releasing parasites, diseases or non-native plants and animals through effluent water and other routes.
- j. Provision shall be made for the safe and legal removal and disposal of animal and food wastes, bedding, dead animals, trash and debris.
- k. Disposal facilities shall be so provided and operated to minimize rodent and insect infestation, odors, and disease hazards while complying with applicable international, federal, state, and local laws and regulations relating to pollution control or the protection of the environment.

8. Animal Enclosures

- a. Size
 - i. All animal enclosures shall be of a size and complexity sufficient to maximize the animal's physical, social and psychological well-being.
 - ii. All animal enclosures shall provide animals access to, and choice between the indoor and outdoor portion of their enclosure unless otherwise advised by the veterinarian/animal care manager.

- iii. Enclosures shall be well-designed and appropriately sized, and allow for ease of cleaning, ease of access and maximize security.
- iv. See animal care standards for taxonomic specific information.

b. Enrichment

- i. All animals shall be housed in a clean, comfortable, safe, species appropriate, stimulating and enriching environment.
- ii. Enrichment items, if food-based, shall be part of the animal's daily diet and shall be of nutritional value.

c. Security

- i. Entry and exit to the enclosures of dangerous animals shall be through a system of double gates, with sufficient space between to allow each gate to be securely closed prior to opening the other.
- ii. For very large enclosures into which vehicles enter, the double gates shall be located far enough apart to allow the vehicle to be completely enclosed into the area with both gates secured before entering the enclosure.
- iii. Enclosures shall safely contain the animals therein given the animal's ability to jump, climb, fly, or use their manual skill to attempt to escape, especially during times of flight or aggression.
- iv. The Sanctuary shall have 24-hour systems in place to minimize the risks of theft, malicious damage or release of animals by intruders entering the grounds.
- v. Enclosures shall maintain vegetation and other items such that these items cannot be utilized to aid animal escapes.
- vi. The Sanctuary shall have a key control system which is designed to ensure only qualified staff are allowed into certain areas of the Sanctuary such as dangerous animal enclosures.
- vii. An adequate number of clearly visible safety signs, providing warning by means of a symbol, words or a combination of symbol and words, shall be displayed at each enclosure containing any species of hazardous animal that is likely to cause injury

9. Fencing

a. Enclosures

- i. Enclosures shall be constructed of appropriate type and gauge of caging material to adequately contain the species held therein. See Animal Care Standards for specific information.
- ii. Gates and doors shall be at least as strong, and as effective in containing the animals as the rest of the enclosure barriers. In particular gates and doors shall be designed and maintained so as to prevent animals from lifting them from their hinges or unfastening the securing device.
- iii. Safety signs on any electrified section of the enclosure fence shall be easily visible.
- iv. Where fences are used to enclose animals, the supporting posts; shall be firmly fixed into the ground. Fence material shall be sufficiently secured to supporting posts in such a way that the

- weight of the animal enclosed could not detach it from the support nor dislodge the supporting posts.
- v. Transfer doors shall be designed in terms of size and security to allow the use of transport crates to safely attach to the doors and to move in and out of the enclosure through the transfer gate.
 - vi. Transfer doors shall be designed to remain functional under all circumstances and shall be maintained in good working order and free from any encumbrances that may prevent opening and closing.
 - vii. Transfer doors shall be designed to lock in the open, closed and half-open position.
 - viii. Digging or burrowing animals shall have appropriate fencing, such as buried fence, or cement footers around the enclosure to avoid escape underneath barriers
 - ix. Defects noted in an enclosure fence likely to cause harm or potential risk of escape shall be immediately repaired or replaced or the animal relocated.
 - x. Water filled and dry moats used for the confinement of animals shall provide a means of escape back to the enclosure for animals falling into them.
 - xi. Where used to contain animals, moats - wet or dry, shall be of sufficient size and depth to adequately confine the species contained therein, and shall be surrounded by fences, walls, hedges or shrubbery to prevent others from approaching to close to the edge.
 - xii. Barbed or razor wire shall not be used to contain animals.
 - xiii. Electric wires shall be used in a safe and humane manner so as to protect the animals contained therein as well as prevent potential public access.
 - xiv. An adequate number of clearly visible safety signs, providing warning by means of a symbol, words or a combination of symbol and words, shall be displayed at each enclosure containing any species of hazardous animal that is likely to cause injury.

b. Perimeter

- i. The perimeter boundary, including access points, shall be designed, constructed, and maintained to discourage unauthorized entry and so far as is reasonably practicable, as an aid to the safe confinement of all the animals within the Sanctuary.
- ii. Exits through the perimeter fence shall be suitably located and adequately designated and secured.
- iii. Each exit from the Sanctuary shall be kept clear and be capable of being easily opened from inside to allow the release of staff.
- iv. All such gates shall be capable of being closed and secured to prevent the escape of animals and entry of unauthorized animals and visitors.
- v. Safety signs on any electrified Section of the perimeter fence shall be easily visible.

10. Maintenance and Inspections

- a. A regular program of Sanctuary maintenance shall be in place.
- b. Any enclosure in need of repair shall be immediately repaired or replaced, or the animal relocated to a secure enclosure.

11. Record-Keeping

- a. A secure location shall be identified where animal records (i.e., acquisition, transport, medical, welfare assessment reports) are protected from fire, flood, and other hazards.
- b. Also to be stored securely are governance documents, financial records, and permits and licenses.
- c. Provisions shall be made for long-term archiving in a secure format. A regularly backed-up copy should be stored in a separate location. Storage on a remote server via an online service is also recommended.
- c. Other reports to have filed securely:
 - i. Inspection Reports
 - ii. USDA Inspection Reports
 - iii. Local and State Agency Inspection Reports
 - iv. Accrediting Organization Inspection Reports
 - v. International documents
 - vi. Other Animal Documentation
 - vii. Police Reports pertaining to specific animal
 - viii. Complaints pertaining to specific animal
 - ix. Animal Escape reports

G. SECURITY / SAFETY

1. Emergency Plan

- a. The Sanctuary shall establish and maintain written emergency response plans for animal escape, fire, flood, animal bite or other human injury, potential disease transmission, or other catastrophes.
- b. The emergency plan shall be consistent with regional, national and local regulations and shall focus on maintaining a safe and healthy workplace. The specific program will depend on the Sanctuary, educational activities, hazards, and environmental constraints.
- c. The Sanctuary shall have systems in place to minimize the risk of theft and vandalism.
- d. The Sanctuary shall have a weather monitoring system in place.

- e. A natural disaster plan shall take into account all necessary animal handling under situations of extreme stress.

2. Emergency Response and Evacuation Plan

- a. A detailed emergency plan shall be in place and shall be reviewed by all employees.
- b. Emergency information shall be posted throughout the Sanctuary indicating emergency contacts and phone numbers including local sheriff's department, local police department, fire department, attending veterinarian, Sanctuary Director, supervising staff members, location of nearest hospital and other important information.
- c. A detailed outline of communication lines, procedures and locations of all exits and entrances to the Sanctuary shall be clearly defined and known by the entire staff. Maps shall be posted throughout the Sanctuary indicating the best evacuation route.
- d. Emergency drills shall be held ideally at least two to four times a year, recorded, results reviewed and continually improved.

3. Escaped Animal Plan

- a. A detailed escaped animal plan shall be in place and shall be reviewed and understood by all employees. Employees shall be trained in performing all necessary duties in case of an emergency.
- b. The escaped animal plan shall be shared with local emergency services such as the sheriffs department, fire department and police department, as appropriate.
- c. A escaped animal emergency protocol shall include the following:
 - i. Emergency plan shall clearly define the chain of command in an emergency situation.
 - ii. Notification hierarchy, indicating who to contact first, second, third and so on in case of an escape. This shall include the Sanctuary Director, Supervisors, veterinarian, police department, fire department, sheriffs department, and animal control, as applicable.
 - iii. Communication system shall be implemented allowing for clear communication with Sanctuary staff all pertinent animal information including the type of animal escaped by species, age, sex and location of the animal(s).
 - iv. Clear plans and routes for personnel safety shall be plotted and displayed throughout the Sanctuary.
 - v. All escapes shall be recorded and detailed reports made.
- d. A plan shall be developed for possible animal escapes occurring during off hours, when staff is not immediately available.

4. Dangerous Animal Safety Procedures

- a. Sanctuaries housing dangerous animals shall have specific policies and procedures in place for the safe management of these animals.
- b. Animal care staff shall not enter into enclosures with dangerous animals.
- c. Dangerous animal enclosures shall be secured with double gates.
- d. Two staff members shall work together when caring for dangerous animals.
- e. Dangerous animals shall not be taken from their enclosures unless secured for transport, sedated for veterinary work, or otherwise incapable of inflicting bodily harm, with the exception of wild horses when appropriate.

5. Firearm Policy

- a. Where appropriate, a firearm policy shall exist and personnel qualified to use firearms shall be identified.
- b. A Shooting Team of qualified personnel shall be identified and made known to all Sanctuary employees.
- c. The Shooting Team shall partake in ongoing training programs, regular drills and practices, as well as maintenance of the firearms.
- d. Firearms, ammunition and darting equipment, where provided, shall be available for immediate use, used by licensed and trained operators only, cleaned and maintained as recommended by the manufacturer, and kept securely under lock and key when not in use or under maintenance.
- e. All equipment shall be cleaned after each use, maintained in good working order and tested on a regular basis as outlined in the Firearm Policy.
- f. A firearms policy may be waived when firearms are not needed or used, such as at an avian Sanctuary.

6. Chemical Restraint Policy

- a. A written policy for the humane chemical restraint and safe capture of the species housed at the Sanctuary shall be in place and in compliance with the Drug Enforcement Agency, or comparable agency outside the US, to include:
 - i. Training and certification in the equipment, humane chemical restraint, immobilization process, and the use of drugs for veterinarian purposes or emergencies.
 - ii. Procedures listing at a minimum those persons authorized to administer animal drugs, situations in which they are to be utilized, location of animal drugs in a safe & secure place, and those persons with access to them, and an emergency procedure in the

event of accidental human exposure.

- b. The Sanctuary shall maintain appropriate records and logs for all controlled drugs used.
- c. All controlled drugs shall be obtained from the attending veterinarian and shall be locked in a double safe as required by the Drug Enforcement Agency, or comparable agency outside the US.
- d. Expired drugs shall be marked as such and stored separately. All expired drugs shall be discarded in accordance with the USDA and DEA, and any existing state and local regulations, or comparable agency regulations and/or laws outside the US.
- e. Qualified personnel shall partake in appropriate training programs on the safe and humane use of chemical restraint, immobilization equipment and procedures for all species housed at the Sanctuary.
- f. All chemical restraint equipment shall be cleaned after each use, maintained in good working order and tested on a regular basis as outlined in the Chemical Restraint Policy.

7. Cooperation with Community Emergency Services

- a. The Emergency Plan shall ensure local police and fire departments and other emergency services shall be readily available and responsive in case of an emergency at the Sanctuary.
- b. Regularly scheduled emergency protocol drills shall be conducted to ensure procedures are understood.
- c. An emergency preparedness team shall be in place and work in conjunction with local community emergency service groups such as police and fire departments.
- d. Appropriate community personnel and agencies shall be made aware of dangerous and venomous animals housed at the Sanctuary.

8. Security Personnel and Training

- a. All staff members shall be cross-trained in the security, safety, and care of each species housed.
- b. Staff members caring for potentially dangerous wild animals shall be fully trained in humane methods of restraint and capture.
- c. Health, safety, first aid, escape, and emergency response classes shall be an integral part of the education program with documented procedures posted in clear view and available to all staff.

9. Communication System

- a. A reliable communication system such as pagers, 2-way radios, cell phones and intercoms shall be in place.
- b. Ideally, a back-up communication system shall be in place.
- c. Communication drills shall be conducted on a regular basis.
- d. Emergency communication procedures and plans shall be monitored and reviewed periodically.

10. Staff First Aid

- a. A First-aid plan shall be defined, written and accessible to all staff on the premises.
- b. Staff shall be trained in basic first aid.
- c. Written instructions shall be provided for staff on the provision of emergency health care and the procedures to be followed in the event of an incident involving any animal (especially dangerous animals and those which present risk for transmission of zoonotic disease) and a visitor or staff member.
- d. These instructions shall include immediate action to be taken and required information on a pre-prepared form for forwarding to the local hospital.
- e. First aid stations that are readily and easily accessible at anytime shall be located throughout the Sanctuary.
- f. Ideally, two or more full-time staff members shall be trained and certified to perform CPR. A list of CPR certified staff shall be identified to all Sanctuary employees and volunteers.
- g. Separate instructions shall be provided pertaining to accidents involving retroviral or potential retroviral primates. These instructions shall include immediate action to be taken and required information on a pre-approved form for forwarding to the local hospital.

11. Security

- a. Physical Facilities
 - i. A 24-Hour Security system capable of detecting intruders and directly communicating any security breach with the Sanctuary Director or staff in charge shall be in place.
 - ii. A qualified senior staff member or the Sanctuary Director shall live on the Sanctuary grounds.
 - iii. At least one trained and qualified staff member or trained volunteer shall be on the Sanctuary grounds and immediately reachable via telephone, radio or pager, 24 hours a day, 7 days a week.

- iv. Ideally, additional security shall be in place in the form of third party security guards, alarm systems or security cameras.
- v. The CEO/Director shall be available to the Sanctuary on a full-time basis (40 hours per week). Staff shall have various means to contact the CEO/Director at all times in case of emergency.
- vi. Fire extinguishers and alarms shall be installed, regularly tested, maintained in good working order and the staff trained in their use. Fire alarms can automatically be heard from the permanent residence.
- vii. The Sanctuary shall have a system in place to provide early warning of severe temperature extremes and weather patterns and communicate this directly to the Sanctuary Director in case of emergency.

b. Animals

- i. A qualified veterinarian trained in the care of the species housed shall be available in person or via phone at all times in case of emergency.
- ii. Animals and all records shall be protected from fire, flood, and other natural hazards.
- iii. Provisions shall be made for long-term archiving in a secure format. A regularly backed-up copy should be stored in a separate location. Storage on a remote server via an online service is also recommended.
- iv. Any defect likely to cause harm to animals shall be rectified at once. If this is not possible, the animals shall be removed from the possibility of any contact with the source of the danger until rectified.
- v. All plant and fixed equipment, including electrical apparatus, shall be installed and maintained in such a way that they do not present a hazard to animals, and their safe operation cannot be disrupted by them.

c. Staff

- i. An occupational health and safety program shall be part of the overall program. The program shall be consistent with regional, national and local regulations and shall focus on maintaining a safe and healthy workplace.
- ii. Responsibility for safety in the workplace resides with the Sanctuary Director and depends on performance of safe work practices by all employees.
- iii. All dangerous animals shall be clearly identified such that all staff and volunteers are aware of the potential risks these animals may present.
- iv. Staff members need to be fully informed of the potential risk of disease transmission. All potential zoonotic diseases shall be documented with detailed protocols to minimize risk of zoonotic disease transmission.
- v. In Sanctuaries housing primates, at least one member of staff shall be trained in primate emergency veterinary procedures (i.e.

- first aid and escapes, including darting experience), and be on site at all times.
- vi. Protective clothing and utensils used by staff in any isolation area shall be used, cleaned and stored only in that area.
 - vii. Staff shall be instructed to report in confidence any medical condition or disability which might affect his/her capacity to manage the animals in a safe and competent manner.
 - viii. All staff/volunteers/visitors that may come into contact with primates shall complete health screens including vaccinations and annual TB, salmonella, and hepatitis testing.
 - ix. Anyone visiting the Sanctuary shall abide by all security measures required by the Sanctuary to prevent the spread of disease, including the use of sterile clothing, footwear and masks where required or to prevent the escape of an animal.

12. Bio-Safety

- a. In establishing guidelines, it is vital to consult with a veterinarian and physician familiar with disease control, emergency first-aid care and follow up treatment pertaining to any potential disease exposure relevant to the animals housed at the Sanctuary.
- b. All staff shall be kept apprised of diseases, especially emerging ones. Potential zoonotic threats are addressed by species in the Animal Care sections.
- c. Emergency procedures pertaining to the possible transmission of such diseases through bites, scratches and bodily fluids shall be posted in clear view for all staff.
- d. Measures and safety procedures for Bio-Safety shall include:
 - i. Regular water and soil quality testing will be conducted.
 - ii. Adequate methods for the disposal of sewage, toxic/hazardous materials, garbage, and animal wastes.
 - iii. Comprehensive cleaning procedures for all enclosures, supply cabinets, water & food plates, etc.
 - iv. Enclosures shall be checked annually for potential water contamination and soil contaminants.
 - v. To the extent possible, the Sanctuary shall maintain an adequate pest control program to include the control of: flies, mosquitoes, rodents, fire ants, fleas, ticks and any animal that may pose a health risk to the Sanctuary animals, staff or public.

H. VETERINARY MEDICAL PROGRAM

1. General

- a. The Sanctuary shall have a written Veterinary Medical Program under the supervision of a licensed veterinarian who has training or experience in

providing medical care for the species housed at the Sanctuary.

- b. One or more full-time veterinarians specifically concerned with the Veterinary Medical Program is highly recommended for Sanctuaries whose budget will support the salaries of such trained personnel.
- c. Sanctuaries unable to employ a full-time veterinarian shall ideally have a contractual arrangement for the maximum anticipated time with a part-time veterinarian with training and appropriate experience with the species housed at the Sanctuary.
- d. The Sanctuary shall employ professional and supporting personnel necessary to implement the Veterinary Medical Program.

2. Staff

- a. Veterinary coverage
 - i. The full-time chief veterinarian is responsible for the medical and surgical care of the animals and shall be fully acquainted with all animals housed at the Sanctuary.
 - ii. Veterinary care shall be available 7 days per week and 24 hours per day for the Sanctuary on an on-call basis when the veterinarian is not physically on grounds.
 - iii. The veterinarian shall also develop and supervise long-term preventative medical programs.
 - iv. Veterinarians shall establish disease surveillance and containment procedures.
 - v. When the assigned veterinarian is unavailable, they shall ensure the availability of other suitably experienced veterinarians on call.
- b. Support Staff
 - i. Properly trained and qualified professional and supporting personnel shall be available to implement portions of the Veterinary Medical Program.
 - ii. A Veterinary Medical Program requires support staff to establish and maintain the programs and Sanctuary covering three areas: Husbandry (animal caregivers) Technical (medical technologists, or individuals trained at the Sanctuary), and Clerical.
 - iii. A Staff member shall be trained to serve as the Interim Medical Program Director dealing with the emergencies until the veterinarian arrives
 - iv. They shall be able to direct the restraint of the animals, be responsible for administration of post-surgical care, and be skilled in maintaining appropriate medical records.
 - v. Ideally, this individual shall be a licensed veterinary technician or an animal health technician who reports to or is responsible to the veterinarian.

3. Veterinary Care

- a. Veterinary care shall emphasize disease prevention.

- b. All animals at the Sanctuary shall be observed daily either by the person in charge of animal care and management, or by someone working under the direct supervision of this person. In free-ranging enclosures, it may not be possible to observe each animal on a daily basis. In such habitats, it is important to get an accurate count of the animals on a regular basis such as weekly or monthly depending upon the size of the enclosure.
- c. All animal care staff shall be knowledgeable concerning the diets, husbandry, and restraint procedures for the animals under their care.
- d. Diseased, injured, or stressed animals shall be reported promptly to the veterinarian or supervisor on duty.
- e. All procedures and treatments performed on animals shall employ current professionally accepted humane methods of diagnosis and treatment.
- f. There shall be a standard operating policy of providing appropriate medical care for sick and injured animals.
- g. Psychological Well-Being
 - i. All animal care staff shall be trained to recognize abnormal behavior and clinical signs of illness.
 - ii. Measures of behavioral well being shall be assessed by the animal husbandry manager and animal care staff.
 - iii. Measures assessed will include: species appropriate behavior, interaction with other animals, the animals' ability to respond appropriately to variable environmental conditions, physiological states, developmental stages, and social situations as well as adverse stimuli.
 - iv. Stereotypic behavior, self injurious behavior, inappropriate responses to various stimuli may be evidence of compromised well being and must be investigated and a plan to address the concerns must be developed.
 - v. The absence of negative behaviors shall not be accepted as sole evidence of well being.
 - vi. A copy of the welfare report shall be kept in the animals' permanent file

4. Medical and Surgical Treatments

- a. Clinical Pathology
 - i. Diagnostic laboratory services shall be available to assist with the examination of animals and the diagnosis of disease.
 - ii. Diagnostic capabilities shall include cytology, microbiology, parasitology, complete blood count, blood chemistry, urinalysis, serology and other appropriate laboratory procedures.
 - iii. These services can be performed by outside laboratories.
- b. Surgical
 - i. The Sanctuary shall have access to surgical facilities (either on-site or at a nearby veterinary hospital) that are clean, free from

- excessive noise and unnecessary pedestrian traffic, have adequate lighting, ventilation, and temperature controls, and that can be easily cleaned and disinfected.
- ii. Surgical facilities shall have access to gas anesthesia equipment with a gas scavenging system and oxygen, sterilized surgical packs, surgical preparation solutions, intravenous fluids, fluid administration equipment, pulse oximetry, heart monitoring equipment (e.g. electrocardiogram, stethoscope), and emergency drugs.
 - iii. Surgical equipment shall be maintained in good working order and be on a program of routine preventive maintenance.
 - iv. For off-site aseptic surgical facilities, the availability of an on-site area that can be adapted for occasional or emergency aseptic surgical use is recommended.
 - v. Only a licensed veterinarian can perform surgery.
 - vi. The veterinarian shall use aseptic surgical procedures whenever applicable.
 - vii. Surgical techniques shall be performed using standard operating procedures.
 - viii. The number of animals or budgetary constraints may influence the location where such care is provided but shall not prevent the provision of these minimum care standards.
 - ix. Veterinarians and support personnel shall be compassionate and knowledgeable about the humane aspects of animal treatment, including the proper use of anesthetics, analgesics, and tranquilizers.
 - x. A veterinary technician appropriately trained by the staff or consulting veterinarian in states or provinces where such action is permitted by veterinary practice acts can perform surgical first aid.
 - xi. Surgical incisions shall be observed daily, or as frequently as possible while minimizing stress to the animals, for signs of dehiscence or infection. Analgesics shall be administered post-operatively when appropriate.

c. Treatment

- i. Medications shall be used in accordance with local, state, and federal regulations and shall be administered in accordance with the state veterinary practice act.
- ii. Drugs used in the Sanctuary shall be administered in compliance with the Drug Enforcement Agency, the United States Department of Agriculture, and the Food and Drug Administration, or comparable agencies outside the US.
- iii. Whenever possible, an area shall be set-aside at the Sanctuary for minor treatments; which can be used for minor surgical procedures.
- iv. The Sanctuary shall have a pharmacy on-site where routinely used drugs, such as emergency resuscitative medications, antibiotics, anthelmintics, fluids, anesthetics, analgesics, tranquilizers, etc. can be maintained according to local, state or province and federal regulations.

- v. All medications shall be distributed only by order of the veterinarian.
- vi. When distributed to animal caregivers, medications shall be properly labeled and packaged, with the contents identified and instructions for the amount, frequency and duration of administration as well as the name and identification of the animal to receive the medication, the expiration date of the medication, prescribing doctor and number of refills if any.
- vii. All medical treatments and drug prescriptions shall be documented in the animal medical record.
- viii. Basic physical capture and restraint equipment to facilitate medical treatment shall be available at the Sanctuary.
- ix. Key personnel shall be able to competently use capture and restraint equipment and shall be regularly instructed on such use.
- x. Veterinary personnel shall be aware of the potential risk of human exposure to dangerous drugs during any chemical restraint procedure.
- xi. Staff shall be thoroughly versed on emergency treatment procedures including cardiopulmonary resuscitation (CPR) that may be required in the event of an accidental injection of a human with a hazardous drug.

d. Necropsy

- i. The Sanctuary shall have a refrigerated area for holding dead animals that is physically separate from live animal holding, treatment, and surgery areas and from food supply storage or preparation areas.
- ii. Whenever possible, there shall be an isolated area on the grounds for performing animal necropsies. Or, appropriate storage facilities until the deceased animal can be transported to a facility for a postmortem examination as soon as possible, understanding that necropsies performed longer than 24 hours after death may give erroneous results due to autolysis.
- iii. It is important that a postmortem examination be performed on animals at the Sanctuary that die under unknown circumstances. Ideally, an exam will be performed on all such animals, and also on wild or feral animals found dead on the grounds whenever possible.
- iv. Disposition of dead animals and their parts shall meet all legal restrictions.
- v. Dead specimens not used shall be incinerated or disposed of as deemed suitable by the veterinarian in accordance with local, state or province and federal regulations.

e. Medical Records

- i. Complete medical records shall be maintained on all animals.
- ii. The medical records shall be dated, legible and indicate examination findings, treatments (types of medication, dosage, duration), surgical procedures, anesthetic procedures (type of agent, dosage, effect), results of all laboratory tests (parasitologic,

- hematologic, bacteriologic, etc.), plus immunization records with all relevant dates.
 - iii. Medical records shall be kept using the standard SOAP notation (Subjective, Objective, Assessment, Plan).
 - iv. Copies of medical records shall accompany any animal that is transferred to another Sanctuary.
 - v. Medical records shall be maintained under the direction of the veterinarian or trained animal caregiver.
 - vi. Where possible, duplicate record sets shall be stored at another site, or in a fire proof or theft proof safe on site.
 - vii. Provisions shall be made for long-term archiving in a secure format. A regularly backed-up copy should be stored in a separate location. Storage on a remote server via an online service is also recommended.
 - viii. Statistics shall be tabulated regularly on the rates and nature of illness and mortality in the Sanctuary.
 - ix. All animals shall have some form of permanent identification recorded in the medical record. Various methods of identification, such as transponders, leg bands, photography or other non-invasive methods of temporary or permanent identification.
- f. Controlled Substances
- i. Only the veterinarian will prescribe controlled substances used at the Sanctuary.
 - ii. All drug logs shall be kept up to date and comply with the requirements of the Drug Enforcement Agency, or equivalent agency outside the U.S.

5. Preventive Medicine

- a. Preventative medicine programs shall be established at every Sanctuary.
- b. These programs shall include quarantine procedures, parasite surveillance and control, immunization, contraception, infectious diseases screening (e.g., using serology and tuberculosis testing), dental prophylaxis, and periodic reviews of diets, husbandry techniques and rodent control.
- c. When circumstances permit, an overall examination shall be performed annually, and blood samples collected, serum banked as a baseline control, and the results recorded.
- d. Quarantine and Isolation of Animals
 - i. The Sanctuary shall have a Quarantine Policy that is developed and enforced by the veterinary staff in coordination with animal caregivers and other appropriate personnel.
 - ii. Quarantine is most broadly defined as the prevention of nose-to-nose contact or aerosolization of potential pathogens between newly received animals and those already in the Sanctuary, until the health of the new animals can be evaluated, preventing introduction of new pathogens into the animals at the Sanctuary.

- iii. Quarantine facilities shall be physically isolated from the rest of the animals at the Sanctuary.
 - iv. Where separate Quarantine facilities are not available, the animal shall be housed so as to minimize contact with other animals.
 - v. The quarantine area shall allow for daily cleaning and sanitation either with removable catch trays or a drainage system that allows fecal matter to flush into a septic system.
 - vi. Quarantine areas shall have adequate ventilation heat and air conditioning, which shall be used to control the climate as dictated by the species' needs, seasons and region.
 - vii. All personnel working in quarantine facilities shall observe established protocols to prevent cross-contamination to other animals in the Sanctuary, such as personal hygiene and disinfecting of footwear, clothing, and equipment.
 - viii. Additional facilities to provide for the isolation of animals that are known to be or suspected of carrying disease may be necessary.
 - ix. A minimum of 30 days quarantine period is recommended for most species.
 - x. Any animal that is severely stressed by quarantine procedures may require an earlier release or modification of the quarantine facility to avoid stress.
 - xi. Local, state, or federal regulations may also dictate quarantine length and procedures.
 - xii. During quarantine the following procedures shall be considered: physical examination, clinical and laboratory tests for disease (especially those considered communicable); treatment for external and internal parasites; immunization; evaluation of age, sex, and teeth; and marking for permanent identification (tattoo, leg bands, transponders, ear notches, etc.).
- e. Parasite Control
- i. Fecal examinations shall be conducted at least annually on all individuals or group of animals.
 - ii. Fecal examination shall be repeated following treatment to evaluate efficacy.
 - iii. Routinely scheduled anthelmintic treatments may be required to control persistent parasitic infestations.
 - iv. Care shall be taken in movement of animals or furniture from one enclosure to another in order to prevent exposure to aberrant parasites that could cause a fatal infection.
- f. Immunization
- i. All susceptible species shall be immunized as recommended by the veterinarian using currently recommended procedures and products, as appropriate for the country, species and individual.
 - ii. Schedules and products will be dictated by the disease status of domestic and wild animals in the area surrounding the Sanctuary and relevant local and state laws.
 - iii. The type, serial number, and source of product shall be recorded in the individual animal's medical record.

g. Disease Surveillance

- i. Specific routine serological screening protocols for diseases will depend on the species and the nature and prevalence of disease.
- ii. Upon arrival at the Sanctuary, and prior to transport, tuberculosis testing shall be performed on all animals in which the test produces a valid and interpretable response (e.g., proboscids, bovids, cervids and primates).

h. Zoonotic Disease Program

- i. A preventive health program shall be developed for employees working with animals to minimize the possibility of disease transmission between people and animals in each Sanctuary as appropriate for the country, species and individual.
- ii. All potentially zoonotic diseases shall be identified for the species residing at the Sanctuary.
- iii. Staff shall have tuberculin tests and necessary immunizations prior to employment and annually thereafter, as appropriate for the country, species and individual. All attendants, handlers, and/or trainees who have direct contact with elephants, primates and other susceptible animals, shall be tested for tuberculosis or have a chest x-ray taken on at least an annual basis and continually made aware of the potential threat.
- iv. A physician with expertise in infectious diseases shall be consulted whenever an employee contracts an unusual illness or is exposed to an animal diagnosed with a zoonotic disease.
- v. The Sanctuary's veterinarian shall be knowledgeable about zoonotic diseases that may affect animals at the Sanctuary.
- vi. All potential or emerging diseases shall have emergency procedures and a defined process to avoid transmission of diseases through bites, scratches, body fluids, direct contact with species and other means.
- vii. When a reportable disease is identified, all appropriate local, state or province, and federal regulatory officials shall be contacted.
- viii. Ideally, all areas in which the staff has direct contact with animals shall have hand-washing facilities available in the immediate vicinity (or an equivalent; e.g., bactericidal hand-wipes)
- ix. Human food consumption by the staff shall not occur in the immediate area of animal contact.
- x. Additional precautions may be necessary for staff classified as increased risk of disease, including those that are immunocompromised.
- xi. Any skin lesions compatible with dermatomycosis/dermatophytosis ("ringworm") shall be carefully evaluated in order to prevent transmission to those in direct contact with them.
- xii. Birds shall be free of chlamydiosis and zoonotic parasites (e.g., giardia). Chlamydiosis testing is appropriate for members of the orders Psittaciformes, Galliformes, and Columbiformes. As in reptiles, salmonellosis can be present and difficult to diagnose and so, birds shall be treated as suspects.
- xiii. Mammals

1. All mammals are considered at risk for infection with rabies. Current rabies vaccines are licensed for use in only six domestic species: dogs, cats, ferrets, sheep, horses, and cows.
 2. For wild-caught animals of most species, three to six month quarantine is necessary to reduce the risk that they are infected with the virus. Rabies testing and vaccination protocols vary by location. Federal, state or province and local rabies prevention protocols supersede recommendations made in this document.
 3. Primates: Unless extensive testing has been performed for a variety of viral, parasitic, and bacterial diseases, all staff contact with primates and vice versa shall be avoided - reducing risk of contracting diseases from humans and vice versa.
 4. All small ruminants; e.g., pygmy goats, sheep, dwarf cattle, llamas, etc., that are greater than six months of age shall be tested for tuberculosis, brucellosis, and leptospirosis. Any animals with lesions compatible with sarcoptic mange (mange mite = *Sarcoptes scabiei*) shall be removed from contact. Any animals with lesions compatible with contagious erythema ("orf" in humans) shall be tested and removed from contact until proven negative. Calves shall be checked and found free of *Cryptosporidium* sp. and other infections with protozoa. Other diseases of a potential zoonotic nature include infection with *Coxiella burnetii* (Q-fever) in endemic areas. Additionally, recent reports indicate that infection with Johnes disease (*Mycobacterium paratuberculosis*) may present zoonotic concerns, primarily in goats.
 5. Swine and other mammals shall be checked for gastrointestinal infection with *Balantidium* sp. And efforts shall be made to control this infection. Additionally, consideration shall be given to regular vaccination for the bacterial disease, *Erysipelothrix rhusiopathae* ("diamond skin disease").
 6. All carnivores shall be tested for and be free of zoonotic species of roundworms such as *Baylascaris*.
 7. When there is contact with rodents and lagomorphs consideration shall be given to the risk of bites, past history, and exposure to hantavirus, salmonella, and tularemia.
 8. Due to the potential for infection with atypical mycobacteria, *Vibrio* sp., *Erysipelothrix rhusiopathae*, and a variety of gram-negative bacteria, contact with fish shall also be followed by hand washing.
- i. Contraception
- i. Animals at the Sanctuary shall not be allowed to reproduce. All Sanctuaries shall adopt reproductive control programs appropriate to the species.

- ii. Reproduction shall be prevented using any reliable means including complete and fulltime separation of sexes, surgical sterilization, contraceptive implants or injections as prescribed by the veterinarian.
 - iii. For animals pregnant upon arrival, the center shall utilize reproductive control methods immediately after weaning.
- j. Dental Prophylaxis
- i. Dental examinations, and appropriate dental care and treatment shall be conducted routinely on all individuals with known dental problems and during physical examinations of all animals.

6. Management Issues

- a. Animal Transport
- i. The veterinarian is responsible for preparing and signing the health certificate.
 - ii. The consignor and consignee shall share in the responsibility for health care prior to, during, and after transport of animals.
 - iii. Transport crates and vehicles shall be in good condition and meet federal and/or international standards. Equipment suitable for lifting, crating and transportation of animals kept within the Sanctuary shall be readily available.
 - iv. Prior to shipment, the Sanctuary shall ensure that adequate facilities shall be available at the receiving end and food items that are familiar to the animal shall be available.
 - v. Pre-shipment health examinations shall ideally include a complete physical exam with attention to parasite checks, necessary vaccinations, and completion of any tests required by regulations of the receiving state/province or country.
 - vi. Health certificates and any required transport permits shall accompany the animal when being transported interstate or internationally. All transport shall abide by local, state, federal and international law.
 - vii. Complete medical records, diet and husbandry information shall accompany all transported animals.
 - viii. Identifying papers shall accompany all animals transported, i.e., describing tattoos, or other identification methods.
 - ix. Capture, restraint, and transportation methods shall consider the animal's temperament and behavior in order to minimize injury, and distress
 - x. Any animal taken outside the Sanctuary, for an approved reason such as medical treatment or transfer to a more appropriate Sanctuary, shall be in the personal possession of the Sanctuary Director, or of competent persons acting on his/her behalf, and adequate provision shall be made for the safety and well-being of the animal and public safety.
 - xi. All animals taken outside the Sanctuary shall be kept securely at all times. Animals shall be kept away from direct contact with persons other than the Sanctuary Director or competent persons acting on his/her behalf, unless the Sanctuary Director is satisfied

that the animal is not likely, when under control, to suffer distress or cause injury or to transmit or contract disease.

b. Diet / Nutrition

- i. The veterinarian in consultation with the animal care manager and a nutritionist shall conduct periodic reviews of the diets and husbandry procedures.
- ii. The review shall include an analysis of the relationship of diets to the frequency of disease problems and mortality rates.
- iii. Diets of individual animals shall be modified to match the physiological state of the animal as it changes over time.
- iv. Sanctuaries shall have the ability to separate all animals as necessary to ensure each individual receives adequate nutrition regardless of status in social group.

c. Sanitation

- i. Sanitation includes removal of soiled materials (bedding, feed, enrichment items, and waste material) followed by thorough cleaning to remove excessive dirt and debris.
- ii. Once the organic material is removed, where possible, the area shall then be disinfected to reduce or eliminate microbes.
- iii. The veterinarian and animal care manager for safety shall first approve all cleaning chemicals used.
- iv. This shall be done often enough to keep the animals clean and dry.
- v. Cleaning utensils shall be assigned to specific areas and shall not be transferred between areas.
- vi. Cleaning utensils shall be cleaned daily and dried daily.
- vii. Cleaning and sanitation shall be done under the direction of the veterinarian.

d. Insect and Rodent Control

- i. A humane insect and rodent control program shall be in place and supervised by the veterinarian.
- ii. Insect and Rodent control shall be implemented in all areas of the Sanctuary including storage areas for food items.
- iii. Ideally, the program shall prevent, control, or eliminate insects and rodents with documentation of monitoring and control techniques.
- iv. Any pesticides used shall be done so in accordance with government regulations.
- v. Whenever possible, less toxic or non-toxic agents such as silica gel or insect growth regulator products shall be given preference.
- vi. The veterinarian shall determine the degree of toxicity that products in use may pose to animals, native wildlife and staff.

e. Euthanasia

- i. The Sanctuary shall have a policy on appropriate humane euthanasia procedures.
- ii. Only the veterinarian, or qualified personnel under the direct guidance and supervision of the veterinarian, who are knowledgeable and skilled in performing the procedure in a

compassionate and professional manner shall perform euthanasia. It shall be performed so that it avoids distress to the animal.

- f. Restraint Protocol
 - i. Physical Restraint
 1. Basic physical capture and restraint equipment to facilitate medical treatment shall be available at the Sanctuary.
 2. Key personnel shall be able to competently and safely use capture and restraint equipment and shall be regularly instructed on such use.
 3. All physical restraint shall be performed in such a manner to ensure the health, safety and well-being of the animals and all personnel.

7. Veterinary Facilities

- a. The Sanctuary shall have access to either on-site or off-site Veterinary Facilities.
- b. On-Site Veterinary Facilities/Hospitals
 - i. All Sanctuaries shall have an on-site veterinary hospital whenever possible.
 - ii. The size of the hospital and its components will depend upon the size and type of animals housed.
 - iii. The veterinary hospital shall meet all local and state/province building regulations and shall be constructed of durable, moisture-proof and fire resistant materials.
 - iv. Surfaces that animals can come in contact with shall be nontoxic and be readily disinfected.
 - v. The hospital shall be located away from areas of heavy public use to minimize the noise levels for the hospitalized animals.
 - vi. The hospital shall have separate areas for examination and treatment for: sterile surgery, necropsy, quarantine, laboratory, radiology, pharmaceuticals storage including, when necessary, a safe for narcotics that meets the standards set by the Drug Enforcement Administration (DEA) or comparable agency outside the US, food preparation areas, storage areas, a staff locker room with showers, radiology equipment, animal holding areas, capture and restraint equipment, nonabsorbent and non-impact resistant surfaces, floors shall sloping toward drains, air handling systems, ceilings, doors, outside hooped animal enclosures, hospitalized animal enclosures, furniture, wood perches, and storage areas.
- c. Off-Site Veterinary Facilities/.Hospitals
 - i. Sanctuaries with off-site hospitals shall have a contract with a nearby veterinary hospital and shall take animals off grounds for major medical procedures.
 - ii. The off-site veterinary hospital shall be located close to the Sanctuary to minimize transit time for the animal.

- iii. The hospital shall have a sterile surgical facility with anesthetic equipment to include radiology equipment, a laboratory, and pharmaceutical storage.
- iv. If necropsies are performed at the hospital, there shall be a separate area for necropsies and a separate storage refrigerator for storage of carcasses.