



## **Donkey Dreams Sanctuary Standard Operating Procedures (SOP) and Corporate Documentation**

Donkey Dreams provides rescue donkeys of all ages, sizes, and needs a forever home so they feel seen, cherished, and loved for the rest of their lives. Our sanctuary also offers human and donkey experiences to facilitate an exchange of love, joy and peace, and to make a positive impact on our community. Every decision made at Donkey Dreams is donkey well-being first while maintaining the safety of humans. Our pledge to our donkeys is to provide an environment of peace and joy—physically and emotionally. Since a donkey's limbic system is similar to a humans, we recognize that donkeys, like humans, are incredibly emotional and social animals. Therefore, our operating procedures are created to equally consider the physical and emotional health of our donkeys.

The SOP was developed by the Core Team: Co-Founder/CEO/Executive Director, Co-Founder/Facilities Manager and Donkey Care Manager. Collectively, they have cared for hundreds of donkeys and included best practices from other donkey rescues that align with their mission to foster an environment of peace and joy for donkeys in their care.

100: DONKEY OPERATIONS	3
101: Rescue Cases	3
102: Donkey Acquisition Policy	4
103: Loading Donkeys Onto Trailers and Transporting Donkeys	5
104: Intake	6
105: Level of Care	10
106: Feeding	12
107: Water	12
108: Health Maintenance	13
109: Herd Assignment and Integration	19



110: Behavioral Management	19
111: Castration and Gelding Policy	20
112: Euthanasia	21
113: Escaped Animals Plan	22
200: RANCH OPERATIONS	25
201: Water Systems	25
202: Feed Storage	25
203: Manure Management	25
204: Fencing	26
205: Tools and Equipment	26
206: Facility Security	27
207: Pest Management	27
208: Trailers	27
300: BOARD OF DIRECTORS, EMPLOYEES AND FRIENDS AND FAMILY	28
301: Code of Conduct	28
302: Grievance Policy	31
303: Confidentiality Policy and Agreement	33
304: Conflict of Interest Policy	34
305: Whistleblower Policy	38
306: Anti-Discrimination Policy	39
307: Leadership Succession Plan	44
308: Job Descriptions	49
310: Employee Handbook (all employees are unpaid)	53
400: SAFETY	67
401: First Aid	67
402: Material Safety Data Sheets	68



404: First Aid Plan	68
405: Disaster Preparedness Emergency Plan	74
500: FRIENDS AND FAMILY PROGRAM	80
600: CORPORATE DOCUMENTATION	84
601: Non-Profit Determination Letter (PDF available upon request)	85
602: Donkey Dreams ByLaws	86

## **100: DONKEY OPERATIONS**

### **101: Rescue Cases**

All donkeys at Donkey Dreams came to us as a rescue, unless they were born at Donkey Dreams as a result of us rescuing a pregnant jenny. As a 100% donor and grant funded sanctuary that provides forever homes for donkeys, we have limited resources—land, finances and labor. Therefore, every request for a donkey(s) to come to Donkey Dreams is evaluated based on available resources and our Donkey Acquisition Prioritization Criteria. Donkey rescue requests can be made via email to [amber@DonkeyDreams.org](mailto:amber@DonkeyDreams.org). All requests will be followed up with an email or phone call to gather more information about the donkey(s). Since we do not rehome donkeys, each donkey rescue case is thoroughly vetted. Once the vetting process has begun, there are no guarantees the donkey(s) being vetted will come to Donkey Dreams. At any point in the vetting process, Donkey Dreams may determine that the donkey(s) is not an ideal fit for Donkey Dreams at that time. If this is the case, we will do our best to suggest other rescue options as it is our hope and intent that every donkey needing a home finds a home where they are loved and cherished, like the donkeys at Donkey Dreams.

#### **Donkey Dreams Acquisition Prioritization Criteria**

When considering offering a donkey(s) a forever home at Donkey Dreams, we use the following criteria to guide our decision making process.

##### *Donkey Characteristics*

Since all of our donkeys live in donkey families, we prioritize the following characteristics (not in order of priority) in our decision making process:

- Donkey families that would otherwise be split up through an adoption process



- Donkeys removed from the wild because we focus on emulating their life in the wild
- Mom/baby pairs, especially if the foal is a male and is at risk of being separated from mom for herd management purposes
- Special needs and Senior donkeys. This group requires the most labor and financial support so we only have a certain number of spots available for special needs and senior donkeys.
- All of our donkeys live in a donkey family so there must be a donkey family for the incoming donkey(s) to join that aligns with the incoming donkey(s) age, physical conditions and social characteristics. If there is not a donkey family spot available, the donkey cannot come to Donkey Dreams.

### *Available Resources*

As a sanctuary that doesn't rehome, when we welcome a donkey at Donkey Dreams, we promise to provide the best available physical, social and emotional care for the remainder of the donkey's life which could be up to 50 years. Therefore, we unfortunately have to decline rescue cases (even if they meet our prioritized characteristics) if we do not have the necessary available resources—financials, labor and land. Fortunately, we have donors, sponsors and private family foundations passionate about our mission of keeping donkey families together and letting the wilds remain wild so when an opportunity arises that requires additional resources, we have the ability to seek additional resources. We also have a comprehensive grant acquisition strategy that is used to procure additional resources.

## **102: Donkey Acquisition Policy**

The following is the official Donkey Dreams Donkey Acquisition Policy.

- All donkey(s) rescue cases must be evaluated using the Donkey Dreams Acquisition Prioritization Criteria and must be approved by the CEO/Executive Director
- Donkey Dreams will transport all donkeys themselves unless other arrangements have been made and approved by the CEO/Executive Director
- Donkey Dreams will not enter any property without owner's permission or law enforcement accompaniment.
- All owner surrenders are required to sign over title/ownership to Donkey Dreams Sanctuary.
- Donkeys become the sole property of Donkey Dreams Sanctuary unless the donkeys come from another rescue that requires they maintain ownership. In this case, an adoption contract is required to allow Donkey Dreams to make caretaking decisions for the donkey(s).



- Quarantine space must be available and prepared before the donkey arrives at Donkey Dreams.
- Donkey Dreams is committed to being the best they can be at caring for donkeys so only donkeys (no other equine species or cross donkey breeds) are provided a home at Donkey Dreams. If a donkey is bonded with a non-donkey, then Donkey Dreams cannot offer them a home.

### **103: Loading Donkeys Onto Trailers and Transporting Donkeys**

Since our pledge to the donkeys who come to live at Donkey Dreams is to provide a life of joy and peace ,everything we do is from a place of joy and peace.

When we are preparing for transport, we set up all of the transport components before we even engage the donkeys we are transporting. This ensures the donkeys are not exposed to any unnecessary stress or anxiety. A calm donkey is the easiest donkey to load.

We load each donkey based on the donkey's personality. Ideally, we let the donkey walk on to the trailer themselves (all loading areas are walk ons--there are no steps up). If the donkey needs some encouragement, we will walk behind them with a panel to encourage their movement forward. If a donkey is resistant to load, we will halter and lead them on using a panel behind them to encourage their movement forward. All parties who are loading are in constant communication about the safety of the humans and donkeys engaged in the loading process. If at any point, safety becomes a concern, the loading process is aborted and then reset. Since donkeys are thinkers, they often need time to make it "their decision" to progress with the load so resets can be helpful in loading the donkey as peacefully as possible.

Because the only transport from the sanctuary we do is for medical treatment, we will also transport the donkey's bonded mate or close family member to minimize stress for both donkeys.

Once the donkey is loaded, transport drivers are to do a safety walk around the transport vehicles to ensure all hook-ups, tire pressure and trailer gates are secure. Since transport is one of the most stressful experiences for donkeys, the transport team should always have the donkey's well-being in the forefront of their mind during the entire transport. This means driving smoothly and slowly over bumps and through tight turns. The transport team should only make necessary stops for fuel and food. At each stop the transport team is to check on the donkeys, provide encouraging words and



keep all other humans away from approaching the trailer so as not to increase their stress.

Once the transport team arrives at their destination, they should release the donkeys from their trailer as soon as it is safe and secure. The transport team should allow the donkeys to unload at their own pace, even if that means the transport team has to wait a long period of time. Donkeys should never be hollered at or physically pushed off a trailer. They will unload when they are ready.

## **104: Intake**

All donkeys arriving into the Donkey Dreams system must be placed in Intake upon arrival. The following protocol will ensure the health, safety and well being of all the donkeys within the Donkey Dreams system.

### **The following is the official Donkey Dreams Intake protocol**

#### **I. Time**

All donkeys entering the Donkey Dreams system, regardless of origin, must be in Intake for a minimum of 21 days. Donkeys brought into Intake in the same week may be combined into common Intake pens.

When combined, the Intake shall be 21 days from the last arrival date.

Any donkeys showing signs of infectious disease such as nasal discharge, cough, labored breathing, lethargy, fever or anorexia shall be kept isolated from any other donkey.

General recommendations to consider for designation as a response trigger for isolation include detection of:

1. Body temperature greater than 101.5°F (38.61°C)
2. Ataxia or recumbency or other neurologic signs
3. Aggressive behavior or stupor
4. Passage of frequent loose feces
5. Oral or coronary band vesicular or ulcerative lesions
6. Nasal discharge, coughing, and/or lymphadenopathy
7. Limb or ventral body wall edema especially if it occurs in multiple donkeys



If during the Intake period, any donkey within a group becomes ill, all donkeys within that group must be assumed ill and kept in Intake for an extended time pending veterinary diagnosis and treatment plan.

Once a donkey or donkey group has cleared Intake, they must not be exposed to or come in contact with donkeys from other Intake pens as they are moved out of the facility. If exposure does occur the Intake period must begin again for all pens.

If one or more donkeys escape from the primary Intake pen(s) and cross-contamination with other Intake pens occurs, the Intake period must begin again for all pens.

## **II. Facilities**

- Intake facilities should be constructed so that there is 30' separation from all other non-Intake animals as directed by our Veterinarian. If a distance of 30' is not possible, the facility shall be placed as far away as possible from all other non-Intake animals, general human, donkey, and vehicle traffic areas.
- Each pen shall have its own water receptacle.
- Automatic waters should have back-flow preventers.
- Each pen must have a receptacle to hold hay, minerals and salt.
- Each pen must provide a wind block and overhead shelter.
- Hand sanitizer is to be mounted at each pen.
- Clear and concise signage designating area as "Intake" must be posted, along with any other signage informing people of Intake protocols
- Intake erimeter shall be kept secure and clearly marked with adequate signage designating it as a restricted area.

## **III. Regulations**

- New arrivals will receive a microchip and a processing information sheet that will be kept in the donkey's file along with a transport form in the Intake file. When possible, the Core Team should be informed of what the donkey's former diet consisted of.
- Donkeys will receive deworming, vaccinations and RFID chip if not already done previous to arrival. Other vaccines deemed necessary will be determined upon arrival and review of intake paperwork.
- Clean coveralls should be worn in the Intake area.
- Rubber boots, shoe covers or disposable barriers of protection must be worn at all times in the Intake area.



- Rubber boots must be sprayed with chlorhexidine, Iodine or soaked in a disinfecting foot bath after exposure to each pen and after each use.
- Coveralls and boots are to be removed and left upon leaving the Intake area.
- Rubber, nitrile or latex gloves must be worn whenever a staff member is dealing with any obviously sick or already diagnosed with an illness. Gloves are to be discarded immediately after exiting the pen.
- Any time direct contact is made with a donkey or any item that comes in contact with a donkey, the employee must sanitize hands upon leaving the pen and prior to moving onto the next pen.
- To avoid cross-contamination, hoses should not be allowed to touch or submerge in water buckets while filling.

*Waters* are to be cleaned every other day as follows:

- Turn off water
- Dump water outside of pen
- Spray each side inside and out of water container with chlorhexidine or iodine and use scrub brush to clean
- Rinse chlorhexidine or iodine
- Refill

*Stalls* are to be cleared of bedding and feed and disinfected between each donkey or rescue group. Disinfecting includes walls, floors, gates and panels.

- All items should be scrubbed with a detergent
- Rinsed with clean water
- Disinfected with chlorhexidine, iodine or similar disinfecting agent
- Rinsed again with clean water
- Disinfecting surfaces around feeders, troughs, and chutes should be given special consideration due to contact with potentially infectious nasal secretions.

*Shared equipment* (leads, halters, dose syringes, thermometers, trimmers, grooming supplies etc) should be cleaned of organic debris and disinfected between donkeys.

- All equipment should be thoroughly scrubbed and cleaned with a detergent and water, rinsed, disinfected, and followed by a final rinse. This should be done in an area with minimal foot and vehicular traffic flow that can be cleaned and disinfected after this procedure (e.g., on a solid surface with a drain rather than a grazing area)
- Cloth items (fly masks, towels, bandages, halters, leg boots, blankets, rub or wipe rags) should be laundered and thoroughly dried between each use.



Disinfectant may be added to rinse water, but an additional rinse cycle must be included to remove disinfectant residue.

- Tack and other equipment which cannot be completely disinfected should be cleaned as well as possible and then placed in the sun until dry or as long as feasible, as sunlight inactivates many potentially infectious agents.
- Equipment that cannot be effectively disinfected (sponges, brushes not designed to be disinfected, etc) should not be shared between donkeys.
- All equipment will be sprayed with chlorhexidine or iodine water mix after each pen is cleaned prior to moving onto the next pen.
- Equipment used for cleaning stalls should not be used for feed and vice versa.

*Other:*

- Trailers should be cleaned and disinfected between uses even if there is no known risk of disease. In general, protocols for cleaning stalls can be adapted to the cleaning of trailers. Mats should be removed to allow wood plank floors to dry.
- Intake trash must be tied and disposed of offsite.
- All areas which are touched by human hands or by donkeys, such as fences, wash racks, bathroom sinks, faucets, light switches, and door handles, should be cleaned and disinfected at least daily.
- Hands should be washed under running water with pump dispensed liquid soap (not bar soap) for a minimum of 20 seconds.
- If facilities are not available for hand-washing, hand sanitizer containing at least 61% alcohol should be used and allowed to dry for 10-15 seconds. Hand wipes should be available to remove all organic debris prior to using hand sanitizer.
- The movement of trucks, trailers, tractors, golf carts, wheelbarrows, four wheelers and bicycles around Intake have the potential to spread infectious disease agents. Vehicles will be restricted to designated parking areas and designated routes without animal access to limit risk of disease introduction and spread.
- Outside supply trucks and non-essential vehicles should not be permitted in the Intake area.
- Non-equine species such as dogs and other pets should be prohibited from the grounds. If dogs are to be permitted, leashes should be required.
- Certified service animals should be allowed with appropriate restraint and efforts taken to avoid their direct contact with donkeys.
- Vermin control is critical, especially for disease agents transmitted through fomites. Simple control measures, such as securing feed storage areas from wildlife, instituting rodent control measures, and eliminating areas of standing water, will contribute significantly to the reduction of disease transmission risks.

- Individual animals can be protected from insect vectors via topical insect repellents and physical barriers such as face masks, leg boots and fly sheets.
- If any donkey is seen with nasal discharge, coughing, diarrhea, anorexia, holding head low or at a strange angle, notify the Core Team immediately.
- Veterinarians should be consulted as needed at the discretion of the Core Team.

#### **IV. Equipment**

- Intake shall have its own rakes, shovels, wheelbarrows, tack, feed and water troughs, and hay nets.
- An adequate inventory of disposable personal protective equipment in a variety of sizes and other necessary equipment and supplies (including disinfectants) should be stored in a location accessible to the isolation area. In the case of an outbreak, there should be enough supplies to operate immediately until additional supplies can be delivered.
- Ensure that adequate trash receptacles with lids and receptacles for sharps and bio-hazardous materials are conveniently located around the isolation area.
- A 30-gallon trash can marked "Intake Only" is to be kept in the Intake area at all times. Spare 30-gallon liners are to be always kept in the bottom of the can with one in place.
- Intake shall be equipped with a fire extinguisher designated to the area.
- Equipment (feed tubs, water buckets, halters, pitchfork, wheelbarrow, etc.) should be clearly identified as belonging to an individual pen, donkey or rescue group and should be used only for that donkey or the group of donkeys. Ideally, color-coded (a strip of colored tape works well) buckets and cleaning equipment should be used for individual pens, donkeys or groups of donkeys.
- Multiple dose medications (oral pastes/ophthalmic ointments, etc.) should be labeled for use by a specific donkey and not shared.
- Ointments/topical medications should be removed from larger tubs and aliquoted into smaller containers for use on individual donkeys.
- Intake will have its own chute and alleyway system.
- Under no situation should Intake donkeys be in contact with ANY non-Intake equipment except for trailers.
- Under no circumstance should resident donkeys be in contact with ANY Intake equipment.

### **105: Level of Care**

#### Care Level 1 Seniors & Special Needs



- Temperature controlled shelter as needed (Heat or Cool)
- Special feed and nutritional supplements
- Medicines and/or medical supplements
- Modified worming and vaccines
- Daily medical checks
- Weekly/Biweekly medical evaluations

#### Care Level 2 Holding pens, various medical issues

- Three sided shelter
- Special feed and nutritional supplements
- Medicines and/or medical supplements
- Modified worming and vaccines
- Daily medical checks

#### Care Level 3 Intake

- Individual Shelter
- Straw Hay
- Special feed and nutritional supplements
- Medicines and/or medical supplements
- Modified worming and vaccines
- Daily medical checks
- Initial medical evaluation then as needed

#### Care Level 4 Pregnant and Nursing Jennets

- Group Shelter
- Straw hay with grain supplement as needed
- Standard worming and vaccines
- Weekly medical checks
- Medical evaluation as needed

#### Care Level 5 Standard Herds

- Group Shelter
- Straw hay diet
- Standard worming and vaccines
- Weekly medical checks
- Veterinary evaluation as needed



### Care Level 6 Sanctuary Natural shelter

- Straw Hay diet and natural forage
- Standard worming and vaccines
- Weekly observation
- 3- month medical checks
- Veterinary evaluation as needed

### **106: Feeding**

Donkey Dreams feeds its donkeys by weight, not volume. It is important to know the bale and flake weight of your particular hay. This weight will vary from load to load, so it is important to recalculate on a regular basis.

A donkey, in normal condition and in a normal climate, requires 2% of its body weight in feed every day. Donkey Dreams averages this to 10 pounds per donkey, this is based on a 500 pound donkey. This is slightly more than the donkey actually needs but allows for waste and competition.

Hay should be fed in feeder areas that do not require individual hand feeding every day. Free choice is preferable as it allows the donkeys ample time to eat and hay is distributed 2x per day.

Special dietary needs donkeys must have their nutritional needs assessed on an individual basis. These donkeys are assigned individual diets based on their needs and fed in a pen that is set up specifically for them in order to eliminate food insecurity, aggression and promote a healthy eating pace. They are always fed with their herd mates nearby or next to other donkeys on a special needs diet. Once they have completed their meal they are returned to the pen with their family.

All donkeys require a fresh, clean water supply for proper digestion. Never feed donkeys unless water is available. If there is a problem with the water supply, immediately remove the donkeys from the feed and address the water issue.

### **107: Water**

An average donkey on an average day consumes five gallons of water. This amount will vary based on climate conditions and feed types.



Automatic waterers should be used whenever possible. The actual size of the water receptacle should be sized to accommodate the number of donkeys that it serves. Ensure that the water pressure is strong enough to recharge the trough so that it cannot be emptied should many donkeys drink at the same time. High capacity troughs should be used for larger herds. While smaller ones will be adequate for a pen holding only a few donkeys.

The minimum cleaning cycle during the summer months of all water troughs is once per week. During the colder months where ice is accumulating, the period can be extended for favorable weather conditions. A stiff bristled brush should be used to completely remove any algae, dirt or other pollutants from the trough as well as the attached float.

During the winter months, in order to prevent water troughs from freezing, we use floating apparatuses in the water. In the event ice forms in a water trough, ice must be removed from the water troughs every morning or heated to melting. Breaking the ice is not sufficient as the ice will continue to chill the water and allow for a quicker freeze. By completely removing the ice, the sun can warm the water to a more suitable temperature during the day.

Automatic waterers do not perform well in winter. Ice can block hoses even after the ambient air temperature has risen above 32 degrees. It is a good practice to ensure the waterers are still filling and functional during the later part of the afternoon.

All water troughs must be visually inspected each day.

## **108: Health Maintenance**

### **I. Worming**

Donkeys should be wormed upon arrival unless dewormed prior to arrival and then placed on our Spring and Fall schedule. Donkey Dreams donkeys are dewormed when the weather changes in the Spring and again in the Fall. Fecal studies will be performed during the summer months and prior to Spring and Fall deworming to determine the type of dewormer needed for each herd.. Ivermectin is the primary product used. Once the donkey has been moved into a herd the scheduled worming should rotate products with Ivermectin and Quest. Other dewormers will be supplemented ie. Strongid and Anthelcide, as needed based on fecal results. It is important to us to utilize the proper dewormer to eliminate dewormer immunity. All dewormers are given based on weight. A typical donkey weighs 500 pounds. Use this as a measuring stick to estimate the weight of smaller and larger than average donkeys.



## II. Vaccine Protocol

Vaccines are administered when a donkey arrives into the Donkey Dreams system if not previously done prior to adoption. Annual boosters are given every 12 months. The preferred product is a combination vaccine containing: Influenza, Rhino, Tetanus and West Nile.

- Vaccines must be refrigerated upon arrival. Heat will kill the vaccine and render it useless.
- Only take the amount of product that you will use that day. Keep extra vaccines in an ice chest during the vaccination process.
- Vaccines are given in the neck. It is important to aspirate the syringe to ensure that you are in the muscle and not in a blood vessel. Vaccines are given using a 3 cc syringe and a 1" 24 gauge needle.
- Use a new needle and syringe for each donkey. Dispose of needles in an appropriate sharps container.
- All residents are given annual Tetanus Toxoid vaccines and jacks undergoing castration must be given Tetanus Antitoxin on the day of the procedure.
- Effective 2025 the rabies vaccine is to be administered to all sanctuary bound donkeys and boosted annually. Rabies vaccines are administered where required by law, recommended by veterinarian or entering our sanctuary program.
- This policy is to be reviewed annually.

## III. Allergies

A certain percentage of donkeys suffer from allergies during certain times of the year. Watery eyes and raw patches of skin are a few of the indicators of allergies. "Fly Strike" along the front legs is caused by an allergic reaction to flies. Donkey Dreams takes allergies very seriously. When we can, we try to use natural and herbal remedies that donkeys would otherwise be able to find in the wild. When that is not sufficient we default to the following remedies:

- Allegra (Fexofenadine Hydrochloride 180 mg) is the preferred product. Tablets distributed once per day is the preferred method of administration.
- Fly Sheets
- Fly leg covers
- Face Masks
- Fly Spray



## IV. Teeth

A comprehensive dental plan should be created for each donkey that presents with issues and entered in the Medical Binder along with any other dental records and charts. The following standard of care should be followed unless more frequent treatments are required to address an individual's needs.

### Dental Disease Symptoms

Any donkey displaying symptoms of dental issues should be seen by a dental provider. Some of the most common symptoms of dental pain in donkeys include:

- weight loss
- quidding (dropping balls of food)
- difficulty chewing
- rubbing their teeth on fences or troughs
- chipmunking (packing feed in cheeks)
- excessive saliva (drooling)
- foul smelling mouth

Also be aware that many donkeys never show any symptoms until their teeth are irreversibly damaged. Donkeys with poor dental health will have various supplemental dietary requirements. An individualized diet should be included in the dental plan of any donkey with compromised dentition. These donkeys are fed in special feed pens to ensure their nutritional needs are met daily.

## V. Hoof Care

Upon arrival, the donkey's hooves should be evaluated. Many donkeys come into the Donkey Dreams system with overgrown hooves. The most severe cases must be handled by a qualified farrier and should not be attempted by staff or volunteers. Permanent damage can be done.

The growth of a donkey's hooves is affected by many things. Quality of feed, air temperature, overall health and the amount of pen space all can speed up or slow down the hoof growth. Because of this, it is impossible to create a policy based on a timed interval. Each donkey herd/ group should be checked regularly for hoof growth.

Donkeys should be placed on a hoof trimming schedule that best suits their individual needs. Usually this will be between 1-8 weeks based on the factors discussed above. Whenever possible, it is the best practice to trim donkeys at liberty and in a peaceful





environment allowing them to maintain their sovereignty. Sedation should be a last resort as we will not leave hooves uncared for.

## **VI. Low Body Score/Under-Weight Donkeys**

All donkeys at Donkey Dreams with a low body score are to be evaluated daily by the Core Team as well as anyone on the yard that day using the University of Edinburgh Body Condition Score of Donkeys.

Those donkeys found to have a body score of 3 or less are monitored daily. Donkeys are evaluated for any health issues affecting their weight loss. Temperature, respiration, gut sounds and gum color are all recorded and documented on each donkey's medical sheet. Any conditions present are treated by our Core Team or our veterinarian depending on severity.

Low body score donkeys are continually monitored and evaluated. Those that require more attention, due to the severity of their condition or due to competition, are to be fed in individual pens and their feed is determined by individual need. Once each meal is completed they are returned to their donkey family.



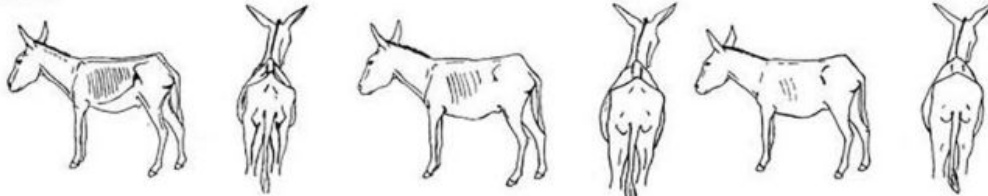
## Body condition score of donkeys

Three main categories, thin, medium and fat are first defined:

thin - frame is obvious; fat - the frame is not as visible as the covering; medium - in between, neither one more obvious than the other.

Examine the donkey more closely - subdivide your main category into one of three and give it a score 1-3 thin; 4-6, medium; 7-9 fat.

### Thin



**1**  
**Very Thin**

Markedly emaciated; bone structure easily seen; little muscle present; animal weak, lethargic.

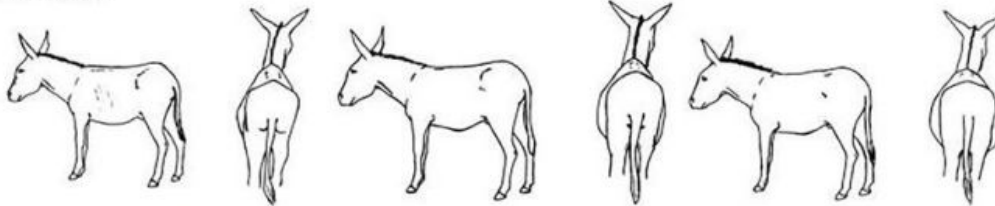
**2**  
**Thin**

Emaciated; individual spinous processes, ribs, hooks (tuber coxae), pins (tuber ischii), shoulder blades and spine sharply defined; some muscle development; neck thin; prominent withers and shoulders.

**3**  
**Less Thin**

Vertebral column prominent and individual spinous processes can be felt; little fat, but supraspinous muscle apparent over spinous processes; ribs, pins (tuber ischii) and hooks (tuber coxae) prominent; loin area and rump concave; little muscle or fat covering over withers and shoulders.

### Medium



**4**  
**Less than moderate**

Vertebral column visible; pins (tuber ischii) can be felt but not visible; hooks (tuber coxae) rounded but visible; rump flat not concave; ribs can be felt but not obvious; withers, shoulders and neck have some muscle and fat cover; shoulder blades less clearly defined.

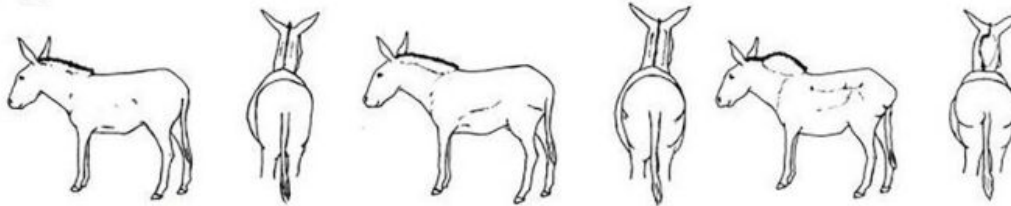
**5**  
**Moderate**

Supraspinous muscles developed and readily apparent; vertebral column can be felt; hooks (tuber coxae) rounded; rump rounded, convex; pins (tuber ischii) not visible; some fat in shoulder region and at base of neck; can feel ribs, but not visible.

**6**  
**More than moderate**

Cannot feel spinous processes easily; back becoming flat well covered; rump convex and well muscled; some fat can be felt on neck, base of neck and shoulder; neck filled into shoulder; hooks (tuber coxae) just visible.

### Fat



**7**  
**Less fat**

Back flat; cannot feel spinous processes; hooks (tuber coxae) just visible; fat on neck and shoulder beginning to expand over ribs; flanks filling; neck thickening.

**8**  
**Fat**

Animal appears well covered with body rounded with fat and bones not discernible; flanks filled; broad back.

**9**  
**Very fat (obese)**

Bones buried in fat; back broad or flat, in some cases crease along the backbone; large accumulations of fat on neck, over shoulder and ribs; flank filled with fat.

© Produced by R. Anne Pearson, Centre for Tropical Veterinary Medicine, 2005

## Preventive Medical Plan

Contributions are tax-deductible to the extent permitted by law;  
 501(c)(3) non-profit tax identification number 87-1482824.



Each year, all Donkeys at Donkey Dreams are seen by the Veterinarian or trained staff for the purpose of a yearly evaluation, vaccination boosters, deworming, as well as any other medically necessary treatments to ensure the continued health of the donkeys. This is done at the discretion of the attending Veterinarian or trained staff.

Each donkey is guided into the Donkey Training Center and the Core Team will perform the following tasks, while maintaining a calm and quiet environment for the donkey. Any donkey showing extreme signs of stress or anxiety will immediately be released from the training center without receiving treatment. This is at the discretion of the Attending Veterinarian or the designated safety officer.

**Yearly Exam:** An overall body condition score will be given to each donkey, hooves are checked for abnormal wear or need of trimming, if evidence of dental issues are present, teeth are checked for any necessary dental work. If the donkey requires additional treatment, a designated person will mark them with a highly visible paint, “D” for Dental work, “M” for Medical and “F” for farrier work. The animal is then moved into a holding area where they will receive additional care post health exam. A yearly exam form will be provided for each donkey.

**Yearly Vaccinations:** A second person from the Health team will be designated to perform the vaccination injections. All donkeys will receive yearly booster vaccinations as prescribed by the Veterinarian. Injections will be given according to package specifications.

**Parasite control and prevention:** One person will be designated to give the oral dewormer to the donkey. The dewormer of choice should be changed each year to avoid parasite resistance. This is at the discretion of the Attending Veterinarian or trained staff. A topical external parasite treatment may also be performed if determined necessary. This may be accomplished while the donkey is being moved through the training center.

Once all tasks have been completed, the Veterinarian or trained staff member will tell the training center operator which handling area to release the donkey into for additional treatment. Specific areas will be designated as dental, farrier and medical care pens prior to beginning the health exam process. If treatment cannot be scheduled at time of the exam, treatment will be scheduled for the soonest date available.

An additional person may be utilized to gather paperwork and document each donkey’s treatment and future treatment plan.

## 109: Herd Assignment and Integration

Once a donkey has cleared Intake, it is socialized and released into its herd or as we prefer to say donkey family. All donkeys at Donkey Dreams join a donkey family based on the following criteria.

- Gender and age of donkey
- Personality and social behaviors
- Physical condition
- Special Needs and/or Medical Requirements

Once the donkey has been introduced to their donkey family their social interactions and physical condition are monitored daily until the Core Team agrees that the donkey has fully integrated into their new donkey family. Donkey family integration is incredibly important to us because we want all of our donkeys to experience peace and joy within their herd. If a donkey is unable to integrate with a herd, we will seek a new herd for them until we are satisfied with the donkey's integration.

## 110: Behavioral Management

Understanding Donkey Behavior:

- **Natural Instincts:** Donkeys are herd animals with strong flight instincts. They are intelligent and independent. Understand their natural behaviors to anticipate and address potential challenges.
- **Body Language:** Learn to read donkey body language. Signs of stress include pinned ears, tail swishing, teeth grinding, and kicking.
- **Individual Differences:** Recognize that each donkey has a unique personality. Some may be more docile, while others may be more skittish or assertive.

Handling and Restraint:

- **Approach with Calm Confidence:** Approach donkeys calmly and confidently. Avoid sudden movements or loud noises. When a group of people are walking around the donkeys they should do so in a single file line as this is how donkeys move from one place to another in the wild and will help to keep them calm.
- **Halter Training:** Proper halter training is essential for some donkeys. Those who are not able to be trimmed or medicated at liberty should go through a gentling protocol to get them accustomed to wearing a halter for both donkey and human safety. There are very few instances at Donkey Dreams where a halter will be appropriate.
- **Avoid punishment:** Punishment can lead to fear, aggression and lack of trust.



#### Establishing a Hierarchy:

- **Positive Reinforcement:** Reward desired behaviors with Mesquite Pods, praise, and gentle petting will help in building a mutual respect between donkeys and humans.
- **Corrective Reinforcement:** Use corrective reinforcement (e.g., removing a desired object) to discourage unwanted behaviors. Yelling, hitting or any other type of mis-treatment of the donkeys will not be tolerated.

#### Daily Routines:

- **Consistent Routines:** Establish and maintain consistent daily routines for feeding, grooming, and exercise. This helps reduce stress and build trust.
- **Regular Exercise:** Provide adequate exercise opportunities, such as turnout in a safe pasture or use of the donkey community areas and track systems
- **Social Interaction:** Allow for appropriate social interaction with other donkeys and humans. Handle donkeys often to reduce fear and build trust.

#### Ongoing Learning:

- **Continue to Learn:** Continue to learn about donkey behavior and management through books, workshops, and consultations with experienced donkey owners.

## 111: Castration and Gelding Policy

All foals and donkeys coming into or born at Donkey Dreams are gelded as soon as they are able to safely undergo the procedure. We follow the AAEP castration guidelines (<https://equusfoundation.org/forms-documents/AAEP%20Guidelines.pdf>):

*The AAEP encourages the castration of all jacks entering a rescue/retirement facility. Castration must be conducted by licensed veterinarians using accepted surgical techniques in accordance with state and federal veterinary acts and regulations.*

All of our castrations are performed by an AAEP-certified veterinarian, which means donkeys are properly sedated so they do not experience any pain or discomfort during the procedure. Per our AAEP-certified veterinarian, foals are castrated at the recommended age of 6 months.



We do not spay or perform an ovariectomy of our Jennies, female donkeys, for a number of reasons. 1) It isn't necessary when all of the male donkeys are castrated. 2) Spaying is a more complicated procedure than gelding and can be painful. It involves entering the abdominal cavity and can result in complications such as bleeding, infection, or damage to internal organs.

In the event that a donkey comes to the sanctuary where it isn't possible to castrate them due to the age of an animal, a medical condition, or other factors, we will ensure that intact male donkeys do not come into contact with female donkeys. This will be accomplished through separate living quarters, fencing, and other techniques.

## **112: Euthanasia**

Donkey Dreams will humanely euthanize an animal if it is deemed medically or behaviorally non-rehabilitatable. This decision will be made by Co-Founders, Amber Raleigh and Edj Fish. Examples of medical conditions that may deem an animal non-rehabilitatable include terminal, painful diseases for which medical intervention is unable to ease the suffering of the animal.

Donkey Dreams does not euthanize for space or convenience.

Based on the AAEP's recommendations, Donkey Dreams adheres to the following: All situations will be judged on the individual merits and circumstances surrounding the particular donkey.

The following, in accordance with AVMA's and AAEP's guidelines, will be used to make humane decisions regarding the euthanasia of donkeys:

- A donkey should not have to endure continuous or unmanageable pain from a condition that is chronic and incurable.
- A donkey should not have to endure a medical or surgical condition that has a hopeless chance of survival.
- A donkey should not have to remain alive if it has an unmanageable medical condition that renders it a hazard to itself or its handlers.
- A donkey should not have to receive continuous analgesic medication for the relief of pain for the rest of its life.
- A donkey should not have to endure a lifetime of continuous individual box stall confinement for prevention or relief of unmanageable pain or suffering.





In accordance with the AVMA's and AAEP's Techniques for Euthanasia – The following techniques for performing euthanasia of donkeys by properly trained personnel are deemed acceptable:

- Intravenous administration of an overdose of barbiturates.
- Intravenous administration of a solution of concentrated potassium chloride (KCl) with the donkey in a surgical plane of general anesthesia.
- Alternative methods may be necessary in special circumstances.

When the difficult decision is made to humanely euthanize an animal, the CEO will present the circumstances to the Board of Directors at the next scheduled meeting. If the animal needs to be immediately relieved of suffering, the Co-Founders may make that decision and provide a situation report to the Board for their evaluation of the decision process.

Since we view every donkey as a part of our family, when a donkey is euthanized on property, we will leave the body in the donkey's herd enclosure for at least 45 minutes so its herdmates/family members can grieve the passing of the donkey. Then, we will bury the donkey at the sanctuary and memorialize it. If the donkey is euthanized at the veterinarian facility, if it is physically possible for us to bring the body back to the sanctuary for the grieving process and burial, we will. If not, then Donkey Dreams will have the donkey cremated and spread with other animals' remains.

## **113: Escaped Animals Plan**

A loose, panicked donkey can be a danger to himself and other animals or property. Even though we do our best to prevent donkeys escaping from stalls, paddocks, pens, pastures, and from the (ranch) premises, there are some (donkeys) that manage to circumvent our efforts to keep them safe. This document outlines the protocol to be followed for capturing an escaped donkey either within the property, or off the property.

### **Immediate Response**

**Secure the Sanctuary:** Ensure all gates, fences, and other containment measures are secure to prevent further escapes.

**Assess the Situation:** Quickly determine the donkey's location, behavior, and any potential risks to the animal or others.

### **Containment and Retrieval**





**Utilize Experienced Handlers:** If possible, involve experienced donkey handlers or animal control professionals to assist in the capture.

**Use Low-Stress Techniques:** Employ calm, non-threatening approaches to minimize stress and avoid injury to the donkey.

If a donkey has escaped from a pasture, paddock or barn and you can still see him, **Do Not Chase After Him**. Donkeys dislike being alone and will (usually) seek other donkeys for protection and company.

- Make sure you have a lead rope and halter on your person, out of sight of the donkey, and try luring him back with food;
- Place a handful of grain or treats in the bottom of a bucket. Stand quietly where he can see you and shake the bucket, calling softly to the donkey to get his attention. You can also throw down hay or special feed.
- If he's wearing a halter, you can grab the halter when he comes close to eat. If not, let him take a few mouthfuls of food while you slip the halter and lead rope on him to lead him back to safety.
- If a donkey has escaped the premises (ranch), make sure you have a lead rope and halter in hand - follow him - **Do Not Chase After Him** - a frightened donkey will run for a little while, then stop to graze or join up with other donkeys.

Once he stops, stand quietly:

- With a handful of grain or treats in the bottom of a bucket, shake the bucket calling softly to the donkey to get his attention,
- If he's wearing a halter, you can grab the halter when he comes close to eat. If not, let him take a few mouthfuls of food while you slip the halter and lead rope on him to lead him back to safety.

**Prepare a Secure Enclosure:** Have a safe, enclosed area ready to receive the donkey once it's captured.

**Consider Sedation:** In extreme cases, consult with a veterinarian about the possibility of using a tranquilizer, but only as a last resort and under expert supervise

## **Public Safety and Communication**

**Notify Local Authorities:** Inform local law enforcement and animal control of the situation, especially if the donkey is in a public area.

**Warn the Public:** Issue a public warning if necessary, advising people to avoid approaching the donkey and to contact authorities if they spot it.



**Coordinate with Neighbors:** Inform neighboring properties of the situation and request their cooperation in keeping an eye out for the donkey.

### **Post-Escape Review**

**Investigate the Cause:** Determine the reason for the escape, whether it was a fence failure, human error, or other factors.

**Implement Preventative Measures:** Take steps to improve security measures and prevent future escapes, such as reinforcing fences, adding additional locks, or increasing staff vigilance.

**Review Emergency Procedures:** Conduct a thorough review of the emergency plan to identify any areas for improvement.

**Document the Incident:** Create a detailed record of the incident, including the actions taken, lessons learned, and any changes made to the emergency plan.

### **Additional Considerations**

**Donkey Behavior:** Understand donkey behavior, including their flight response and herd instincts.

**Local Regulations:** Familiarize yourself with local laws and regulations regarding escaped animals.

**Emergency Kit:** Have an emergency kit prepared with supplies such as halters, leads, feed, water, and first-aid items.

**Regular Training:** Conduct regular training sessions for staff on handling donkeys, emergency procedures, and first aid.

### **Remember**

- If the donkey is out of control, or heading for a major highway or gallops out of site, **call 911 IMMEDIATELY**
- Body Language is key – STAY CALM – BE PATIENT – MOVE SLOWLY
- Most of our donkeys have had some level of natural gentling training, making it easier for the person(s) capturing the donkey to gain control of the body parts of the donkey with certain movements.
- Try to get the donkey to look at you with both eyes, and approach at his shoulder.
- By following this plan, you can increase the chances of a safe and successful resolution to an escaped donkey situation.



## **200: RANCH OPERATIONS**

### **201: Water Systems**

Water is one of the most important features in Donkey Dreams. In most cases, water is Pumped from underground wells and usually stored in under-ground tanks. To ensure a consistent water supply, the water systems are designed with redundancy, allowing for an uninterrupted water supply at all times.

- The well pump and pressure pump are monitored daily. The storage tank is checked monthly to ensure it is being filled to capacity.
- All Sanctuary personnel should be instructed on how the water system works and what to do in the event of a line break, pump failure or any other possible event.
- An emergency generator is located outside the well pump house to handle the water distribution to the animals if there is a lengthy utility outage.
- Water quality is to be tested every 12 months by an independent laboratory.

### **202: Feed Storage**

Donkey Dreams herds consume a significant amount of straw, hay and bagged feed each day. We take great care in keeping our stocks maintained, protected from the elements and rotated.

- Straw bales should be stored under cover at all times. No feed is stored unprotected at anytime.
- Bagged feed is kept indoors on pallets that can be moved for routine cleaning.
- Bags that have been opened are stored in plastic bins with secure lids. Feed is rotated with every shipment to ensure that the oldest feed is fed first. Any bags found to contain mold should be reported to any member of the Core Team for credited return to the supplier

### **203: Manure Management**

Manure management is essential for the health of our donkeys, pest control as well as the protection of the environment

- All paddocks and pens containing donkeys are cleaned every day.



- Manure is manually removed from around the feeders twice a day and should never be done less than once a day.
- Manure is raked into piles and then removed by tractor to be deposited into the manure dump trailer. The trailer is emptied at least twice a week when manure is delivered to a local orchard.

## **204: Fencing**

- Donkey Dreams utilizes only a few types of fencing options. All fences should be monitored daily for any breaks, stretching, or other problems. If a "quick fix" is necessary, a more permanent repair must be made as soon as possible.
- Any fencing system that is dangerous or continually failing should be brought to the attention of the Facility Manager immediately.
- All gates must have a locking mechanism: latch with clip, chain, etc. Gates and their latches must be "donkey proof". All paddocks with externally opening gates will have an additional cable lock in place.
- Fencing types should be taken into account when placing donkeys. Jennets with very young foals are only placed in the nursery area with a fenced area that protects them from predators. Blind, elderly, and donkeys with balance/hof issues are kept in hard pipe panels to prevent them from falling through and getting snared.
- All T-Post must have safety caps in place

## **205: Tools and Equipment**

Donkey Dreams keeps an array of hand tools, power tools and other equipment for use on the sanctuary. This equipment is only to be used for sanctuary related business and should not be removed from the property without prior authorization from the Facility Manager.

Tools and equipment must be returned to the tool shop after each use. Report any broken tools to the manager. All staff has access to all tools. If tools are being used for repairs, the facility manager must be notified of the broken item.

Equipment, such as generators, power washers, etc. must be maintained in order for them to remain in peak operating condition. Maintenance logs are to be maintained by the facility manager. It is the facility manager's job to ensure the maintenance is performed on time and recorded in the log.



No one is allowed to operate DDS equipment without the express authorization of the Facility Manager.

## **206: Facility Security**

Donkey Dreams is not open to the public. All first-time guests are escorted by DDS staff. No humans are unescorted until they have proven they are safe to be around the donkeys.

“Private Property - Private Donkey Sanctuary - Do Not Approach the Fence” signs are posted every 50ft - 75ft along the fence line.

Video surveillance records are kept and maintained by the facility manager.

Phone numbers of the CEO, Facility Manager, and Donkey Care Manager are given to all staff and Friends and Family in case of emergency. They are also posted inside the barn door.

## **207: Pest Management**

Controlling pests is essential for donkey health, sanitary condition, relations with neighbors, and happiness of our staff and visitors.

Donkey Dreams aggressively manages fly populations and activities through a number of strategies. Manure is removed from the facility twice a week to ensure fly breeding cycles do not occur in manure.

Piles of manure created by daily cleaning regimens are sprayed with an insecticide that is only toxic to flies and harmless for animals. Manure piles are removed each day from paddocks and pens. Decaying organic matter (leaves, straw blown by wind, etc) is removed regularly to deny flies a breeding area. Fly traps are used in the spring to capture flies early on in the season. Fly bags are hung in strategic locations where flies are likely to congregate (trees, shrubbery, near irrigation water sources). The fly bags are checked and changed as needed.

A professional pest control company is contracted to monitor and mitigate rodents. Traps and bait stations are located around all feed storage areas.

## **208: Trailers**



Donkey Dreams maintains trailers on site for donkey transport, water hauling and pumping, and manure removal.

All trailers are ADOT approved and licensed

Maintenance records are kept by the facility manager.

No staff is allowed to use the trailers without training and approval from the co-founders.

## **300: BOARD OF DIRECTORS, EMPLOYEES AND FRIENDS AND FAMILY**

### **301: Code of Conduct**

#### **I. Purpose**

A code of conduct or a code of ethics is a set of principles or values that guide the actions of an organization and its people. The purpose of adopting a code of conduct and ethics is to provide the board, employees, friends and family and guests with guidelines for ethical behavior and decision-making.

Therefore, Donkey Dreams Sanctuary (the Organization) establishes this Code of Conduct and Ethics.

#### **II. Personal and Professional Integrity**

All staff, board members, friends and family and guests of the Organization act with honesty, integrity, and transparency in all their dealings with each other and as representatives of the organization. The Organization promotes a working environment that values respect, fairness, integrity, and collaboration.

#### **III. Support of Mission and Donkey Experience**

The organization has a clearly stated mission and purpose, approved by the board of directors:

*To provide donkeys (of all ages, sizes, and types) a forever home so they feel seen, cherished, and loved for the rest of their lives (which can be up to 50 years). We offer human and donkey experiences to facilitate an exchange of love, joy, and peace.*



All of the Organization's programs support this mission, and all who work for or on behalf of the Organization understand and are loyal to that mission and purpose. All stakeholders understand that in pursuit of this mission, it is paramount to ensure that every experience the Organization's donkeys have with humans is 100% positive and respectful to the donkeys as wild animals displaced from their native lands.

#### **IV. Governance and Accountability**

The Organization has an active board of directors that is responsible for setting the mission and strategic direction of the organization and oversight of the finances, operations, and policies of the organization.

The board of directors:

- Exercises reasonable care, good faith, loyalty, and due diligence in organizational affairs;
- Has a conflict of interest policy that ensures that any conflicts of interest or the appearance thereof are avoided or appropriately managed for the protection and benefit of the organization;
- Ensures that the Organization conducts all transactions and dealings with integrity and honesty;
- Ensures that the Organization promotes working relationships with board members, staff, friends and family, and program beneficiaries that are based on mutual respect, fairness, and openness;
- Ensures that the Organization is fair and inclusive in its hiring and promotion policies and practices for all board, staff, and volunteer positions;
- Ensures that the resources of the Organization are responsibly and prudently managed; and,
- Ensures that the Organization has the capacity to carry out its programs effectively.

#### **V. Legal Compliance**

The Organization is knowledgeable of and complies with all applicable laws and regulations.

#### **VI. Financial Stewardship**





The organization manages its funds responsibly and prudently. This includes the following considerations:

- It spends a reasonable percentage of its annual budget on programs in pursuit of its mission;
- It spends an adequate amount on administrative expenses to ensure effective accounting systems, internal controls, competent staff, and other expenditures critical to professional management;
- It compensates staff, and any others who may receive compensation, reasonably and appropriately;
- It has reasonable fundraising costs, recognizing the variety of factors that affect such costs;
- It ensures that all spending practices and policies are fair, reasonable, and appropriate to fulfill the mission of the Organization; and,
- It ensures that financial reports are complete and accurate in all material respects.

## **VII. Transparency and Disclosure**

The Organization provides comprehensive and timely information to the public and all stakeholders and is responsive in a timely manner to reasonable requests for information. All information about the Organization will fully and honestly reflect the policies and practices of the Organization.

Basic informational data about the Organization, such as the Form 990, reviews and compilations, and audited financial statements, will be posted on the Organization's website or otherwise made available to the public. All financial, organizational, and program reports will be complete and accurate in all material respects. When the organization reaches the operational budget that requires an audit, the audited financials will also be posted on the website and made available to the public.

## **VIII. Program Evaluation**

The Organization regularly reviews program effectiveness and has mechanisms to incorporate lessons learned into future programs. The Organization is committed to improving program and organizational effectiveness and developing mechanisms to promote learning from its activities in the field. The Organization is responsive to changes in its field of activity and is responsive to the needs of its constituencies.

## **IX. Inclusiveness and Diversity**



The organization has a policy of promoting inclusiveness and diversity in its staff, board, and friends and family in order to enrich its programmatic effectiveness. When possible and applicable, the Organization takes meaningful steps to promote inclusiveness and diversity in its hiring, retention, promotion, board recruitment, and populations served.

## **X. Fundraising**

In raising funds from the public, the Organization will respect the rights of donors, as follows:

- To be informed of the mission of the Organization, the way the resources will be used, and its capacity to use donations effectively for their intended purposes;
- To be informed of the identity of those serving on the Organization's board of directors and to expect the board to exercise prudent judgment in its stewardship responsibilities;
- To have access to the Organization's most recent financial reports;
- To be assured their gifts will be used for the purposes for which they were given;
- To receive appropriate acknowledgment and recognition;
- To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by the law;
- To expect that all interactions with individuals representing the Organization will be professional in nature;
- To have the opportunity for their names to be deleted from mailing lists that the Organization may intend to share; and
- To feel free to ask questions when making a donation and to receive prompt, truthful, and forthright answers.

## **302: Grievance Policy**

### **I. Purpose**

Donkey Dreams Sanctuary (the Organization) aims to resolve problems and grievances promptly and as close to the source as possible with graduated steps for further discussions and resolution at higher levels of authority as necessary.

Although the Organization is currently a volunteer-based organization with no employees, we are committed to protecting those compelled to report activities of concern. The individual submitting a grievance or complaint will be referred to in this policy as the Complainant.



## II. General Guidelines

- Complaints must be fully described by the person with the grievance.
- The person(s) should be given the full details of the allegation(s) against them.
- The person(s) against whom the grievance/complaint is made should have the opportunity and be given a reasonable time to put their side of the story before resolution is attempted.
- Proceedings should be conducted honestly, fairly, and without bias.
- Proceedings should not be unduly delayed.

## III. Procedures

The following is a four-level process to address grievances.

1. The Complainant attempts to resolve the complaint as close to the source as possible. This level is quite informal and verbal.

*If the matter is not resolved*

2. The Complainant notifies the CEO (in writing or otherwise) as to the substance of the grievance and states the remedy sought.
  - a. Discussion should be held between the Complainant and any other relevant party.
  - b. This level will usually be informal, but either party may request written statements and agreements.
  - c. This level should not exceed one week.

*If the matter is not resolved*

3. The Complainant must refer the matter to the Board of Directors.
  - a. A grievance taken to this level must be in writing from the Complainant.
  - b. The CEO will forward any relevant additional information to the Board of Directors.
  - c. The Board of Directors will provide a written response to the Complainant.
  - d. The Board of Directors also communicates with any other parties involved or deemed relevant.
  - e. This level should not exceed one week following the next scheduled meeting.



*If the matter is not resolved*

4. The Complainant will be advised of his/her rights to pursue the matter with external authorities if they so wish.

### **303: Confidentiality Policy and Agreement**

I recognize that any and all information shared with me as part of my duties as a friends and family member or employee is confidential and shall not be divulged to unauthorized individuals, agencies, or organizations.

I will not copy, transcribe, record, or memorize confidential information in any manner, nor disclose or use such information for any purpose other than for the limited purpose of providing the assigned services at Donkey Dreams Sanctuary.

I hereby absolutely and unconditionally release and discharge Donkey Dreams, including its employees, successors, assigns, directors, officers and agents, from and against any and all claims, obligations and liabilities, of every nature and kind whatsoever, relating to or arising from my participation with the Donkey Dreams including, but not limited to personal injury.

I only serve as an agency representative in the community or media spokesperson when authorized to do so by the CEO/Executive Director.

Correct, when possible, misleading or inaccurate information and representations made by others concerning Donkey Dreams policies, practices and procedures.

Maintain and safeguard the confidentiality of all business, donor, employee, friends and family and animal records, credit and financial information and/or any information relating to the operation of the agency that is not known or readily accessible to the public.

Avoid engaging in any conduct that is or could be perceived as a conflict of interest. Refrain from using Donkey Dreams property, services or supplies for personal reasons unless given prior permission by the appropriate staff member.

Contact a member of the Core Team (CEO/Executive Director, Co-Founder, Donkey Care Manager) if I have any questions or concerns about Donkey Dream's policies, procedures, interpersonal communications or my responsibilities.



In order to remain in good standing, I understand that I am required to consistently adhere to the Code of Conduct.

I understand that any unauthorized release of photographs taken in or around Donkey Dreams facilities can result in dismissal from my employment or the friends and family program and legal action may occur.

I understand that any unauthorized release or carelessness in the handling of this confidential information is considered a breach of the duty to maintain confidentiality. I further understand that any breach of the duty to maintain confidentiality could be grounds for immediate dismissal and/or possible liability in any legal action arising from such breach.

## **304: Conflict of Interest Policy**

### **I. Purpose of Policy**

This conflict of interest policy is designed to help directors, officers, and employees of the Donkey Dreams Sanctuary, Inc. identify situations that present potential conflicts of interest and to provide Donkey Dreams Sanctuary, Inc. with a procedure that, if observed, will allow a transaction to be treated as valid and binding even though a director, officer, or employee has or may have a conflict of interest with respect to the transaction. In the event there is an inconsistency between the requirements and procedures prescribed herein and those in federal or state law, the law shall control. All capitalized terms are defined in Part 2 of this policy.

### **II. Policy**

#### Conflict of Interest Defined.

For purposes of this policy, the following circumstances shall be deemed to create Conflicts of Interest:

##### *Outside Interests.*

- An Agreement or Transaction between Donkey Dreams Sanctuary, Inc. and a Responsible Person or Family Member.
- An Agreement or Transaction between Donkey Dreams Sanctuary, Inc. and an entity in which a Responsible Person or Family Member has a Material Financial Interest or of which such person is a director, officer,



agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator, or other legal representative.

#### *Outside Activities.*

- A Responsible Person competing with Donkey Dreams Sanctuary, Inc. in the rendering of services or in any other Agreement or Transaction with a third party.
- A Responsible Person's having a Material Financial Interest in; or serving as a director, officer, employee, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator, or other legal representative of, or consultant to; an entity or individual that competes with Donkey Dreams Sanctuary, Inc. in the provision of services or in any other Agreement or Transaction with a third party.

*Gifts, Gratuities and Entertainment.* A Responsible Person accepting gifts, entertainment, or other favors from any individual or entity that:

- does or is seeking to do business with, or is a competitor of Donkey Dreams Sanctuary, Inc.; or
- has received, is receiving, or is seeking to receive a loan or grant, or to secure other financial commitments from Donkey Dreams Sanctuary, Inc.;
- is a charitable organization;
- under circumstances where it might be inferred that such action was intended to influence or possibly would influence the Responsible Person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value that are not related to any particular transaction or activity of Donkey Dreams Sanctuary, Inc.

### **III. Definitions**

- A "Conflict of Interest" is any circumstance described in Part 1 of this Policy.
- A "Responsible Person" is any person serving as an officer, employee, or member of the board of directors of Donkey Dreams Sanctuary, Inc..
- A "Family Member" is a spouse, domestic partner, parent, child, or spouse of a child, brother, sister, or spouse of a brother or sister, of a Responsible Person.
- A "Material Financial Interest" in an entity is a financial interest of any kind that, in view of all the circumstances, is substantial enough that it would, or reasonably

could, affect a Responsible Person's or Family Member's judgment with respect to transactions to which the entity is a party. This includes all forms of compensation.

- An "Agreement or Transaction" is any agreement or relationship involving the sale or purchase of goods, services, or rights of any kind, the providing or receipt of a loan or grant, or the establishment of any other type of pecuniary relationship by Donkey Dreams Sanctuary, Inc. The making of a gift to Donkey Dreams Sanctuary, Inc. is not an Agreement or Transaction within the meaning of this document.

#### **IV. Procedures**

- Before board or committee action on and Agreement or Transaction involving a Conflict of Interest, a director or committee member having a Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting.
- A director or committee member who plans not to attend a meeting at which he or she has reason to believe that the board or committee will act on a matter in which the person has a Conflict of Interest shall disclose to the chair of the meeting all facts material to the Conflict of Interest. The chair shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting.
- A person who has a Conflict of Interest shall not participate in or be permitted to hear the board's or committee's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.
- A person who has a Conflict of Interest with respect to an Agreement or Transaction that will be voted on at a meeting shall not be counted in determining the presence of a quorum for purposes of the vote. The person having a conflict of interest may not vote on the Agreement or Transaction and shall not be present in the meeting room when the vote is taken, unless the vote is by secret ballot. Such person's ineligibility to vote shall be reflected in the minutes of the meeting. For purposes of this paragraph, a member of the board of directors of Donkey Dreams Sanctuary, Inc. has a Conflict of Interest when he or she stands for election as an officer or for re-election as a member of the board of directors.
- Responsible Persons who are not members of the board of directors of Donkey Dreams Sanctuary, Inc., or who have a Conflict of Interest with respect to an Agreement or Transaction that is not the subject of board or committee action,





shall disclose to the Chair or the Chair's designee any Conflict of Interest that such Responsible Person has with respect to an Agreement or Transaction. Such disclosure shall be made as soon as the Conflict of Interest is known to the Responsible Person. The Responsible Person shall refrain from any action that may affect Donkey Dreams Sanctuary, Inc.'s participation in such Agreement or Transaction.

- In the event it is not entirely clear that a Conflict of Interest exists, the individual with the potential conflict shall disclose the circumstances to the Chair or the Chair's designee, who shall determine whether there exists a Conflict of Interest that is subject to this policy.

## **V. Confidentiality**

Each Responsible Person shall exercise care not to disclose confidential information acquired in connection with such status or information the disclosure of which might be adverse to the interests of Donkey Dreams Sanctuary, Inc.. Furthermore, a Responsible Person shall not disclose or use information relating to the business of Donkey Dreams Sanctuary, Inc. for the personal profit or advantage of the Responsible Person or a Family Member or the Responsible Person's company.

## **VI. Review of Policy**

- Each new Responsible Person shall be required to review a copy of this Policy and to acknowledge in writing that he or she has done so.
- Each Responsible Person shall annually complete a disclosure form identifying any relationships, positions, or circumstances in which the Responsible Person is involved that he or she believes could contribute to a Conflict of Interest arising. Such relationships, positions, or circumstances might include service as a director of or consultant to a not-for-profit organization, or ownership of a business that might provide goods or services to Donkey Dreams Sanctuary, Inc.. Each Responsible Person should also disclose to the board of directors any potential Conflict of Interest that may arise during the course of the year between the submission of annual disclosure forms. Any such information regarding business interests of a Responsible Person or a Family Member shall be treated as confidential and shall generally be made available only to the Chair, the Executive Director, and any committee appointed to address Conflicts of Interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy.



- This policy shall be reviewed annually by each member of the board of directors. Any changes to the policy shall be communicated immediately to all Responsible Persons.

## **305: Whistleblower Policy**

### **I. Purpose**

Whistleblower policies are critical tools for protecting individuals who report activities believed to be illegal, dishonest, unethical, or otherwise improper. Although Donkey Dreams Sanctuary (The Organization) is a volunteer-based organization with no employees, we are committed to protecting those compelled to report activities of concern.

### **II. Definitions**

- “Whistleblower” is defined as an employee, contractor, board member, or friends and family member who reports an activity that he/she considers to be illegal, dishonest, unethical, or otherwise improper.
- “Matter of public concern” means
  - a violation of a state, federal, or municipal law, regulation, or ordinance;
  - a danger to public health or safety; and/or
  - gross mismanagement, substantial waste of funds, or a clear abuse of authority.

### **III. Policy**

- The Organization will not retaliate against a whistleblower.
- Whistleblower protections are provided in two important areas: confidentiality and retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law, and to provide accused individuals their legal rights of defense.
- Individuals protected include:
  - the individual, or a person acting on behalf of the individual, who reports to a public body or is about to report to a public body a matter of public concern; or
  - the individual who participates in a court action, an investigation, a hearing, or an inquiry held by a public body on a matter of public concern.



- The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.
- The provisions of this policy do not authorize the disclosure of information that is legally required to be kept confidential.
- Limitation to protections:
  - A person is not entitled to the protections under this policy unless he or she reasonably believes that the information reported is, or is about to become, a matter of public concern; and reports the information in good faith.
  - Before an individual initiates a report to a public body on a matter of public concern under this policy, the individual shall submit a written report concerning the matter to Co-Founder and Board Member, Edward “Edj” Fish.
  - However, the whistleblower is not required to submit a written report if he or she believes with reasonable certainty that the activity, policy, or practice is already known to the Co-Founder and Board Member, Edward “Edj” Fish; or that an emergency is involved.

#### **IV. Procedures**

- If a whistleblower has knowledge of or a concern of illegal or dishonest/fraudulent activity, the whistleblower is to contact the Co-Founder and Board Member, Edward “Edj” Fish.
- All reports or concerns of illegal and dishonest activities will be promptly reviewed by the Co-Founder and Board Member, Edward “Edj” Fish, who is responsible for investigating and coordinating any necessary corrective action. Any concerns involving the Co-Founder and Board Member, Edward “Edj” Fish should be reported to another member of the Board of Directors.
- The whistleblower is not responsible for investigating the alleged illegal or dishonest activity, or for determining fault or corrective measures.

### **306: Anti-Discrimination Policy**

#### **I. Policy**

Donkey Dreams Sanctuary is committed to providing a professional environment free from discrimination and harassment, including discrimination and harassment based on a protected characteristic, and an environment free from retaliation for participating in any protected activity covered by this policy.



Donkey Dreams Sanctuary is committed to providing equal employment opportunities to all employees and applicants for employment. Accordingly, we have adopted this anti-discrimination policy designed to encourage professional and respectful behavior and prevent discriminatory and harassing conduct in our organization. We will implement appropriate corrective action(s), up to and including formal discipline, in response to misconduct – including violations of Donkey Dreams Sanctuary anti-discrimination policy – even if the violation does not rise to the level of unlawful conduct.

Donkey Dreams Sanctuary prohibits discrimination and harassment based on the following characteristics: race, color, caste, religion, religious creed (including religious dress and grooming practices), national origin, ancestry, citizenship, physical or mental disability, medical condition (including cancer and genetic conditions), genetic information, marital status, sex (including pregnancy, childbirth, breastfeeding, or related medical conditions), gender, gender identity, gender expression, age (40 years and over), sexual orientation, veteran or military status, medical leave or other types of protected leave (requesting or approved for leave under the Family and Medical Leave Act or the California Family Rights Act), domestic violence victim status, political affiliation, and any other characteristic protected by state or federal antidiscrimination law covering employment.

## **II. Scope of Protection**

This policy applies to all individuals associated with Donkey Dreams Sanctuary. This includes - but is not limited to - applicants, employees, volunteers, board members, and contractors. In addition, this policy extends to conduct connected to an individual's work for the organization, even when the conduct takes place away from Donkey Dreams Sanctuary premises, such as an off-site fundraising event.

### Applicant, employee, volunteer board member, or associate rights

- The right to a discrimination, harassment, and retaliation-free work environment.
- The right to file a complaint of discrimination, harassment, or retaliation. Employees are encouraged to report inappropriate conduct immediately and, whenever possible, to put the complaint or concern in writing.
- The right to a full, impartial, and prompt investigation by Donkey Dreams Sanctuary representative or designee into allegations of conduct that would violate this policy.
- The right to be timely informed of appropriate information related to the outcome of an investigation either as a complainant or a respondent in the investigation.



- The right to be represented by a person of the complainant's choosing at each and all steps of the complaint process.
- The right to be free from retaliation or reprisal after filing a complaint or participating in the complaint process.

### **III. Conduct Prohibited by this Policy / Definitions Discrimination**

As used in this policy, discrimination is defined as the unequal treatment of an employee or applicant in any aspect of employment, based solely or in part on the individual's protected characteristic, including their perceived protected characteristic. Protected categories include race, color, caste, religion, religious creed (including religious dress and grooming practices), national origin, ancestry, citizenship, physical or mental disability, medical condition, genetic information, marital status, sex (including pregnancy, childbirth, breastfeeding, or related medical conditions), gender, gender identity, gender expression, age (40 years and over), sexual orientation, veteran and/or military status, protected medical leaves (requesting or approved for leave under the Family and Medical Leave Act or the California Family Rights Act), domestic violence victim status, political affiliation, and any other characteristic protected by state or federal antidiscrimination law covering employment. The categories are defined according to Government Code section 12920. Discrimination includes unequal treatment based upon the employee's or applicant's association with a member of these protected classes. Discrimination may include but is not necessarily limited to: hostile or demeaning behavior towards applicants or employees because of their protected characteristic; allowing the applicant's or employee's protected characteristic to be a factor in hiring, promotion, compensation, or other employment-related decisions unless otherwise permitted by applicable law; and providing unwarranted assistance or withholding work-related assistance, cooperation, and/or information to applicants or employees because of their protected characteristic.

**HARASSMENT:** As used in this policy, harassment is defined as unwelcome disrespectful or unprofessional conduct, including disrespectful or unprofessional conduct based on any of the protected characteristics listed above. Harassment can be verbal (such as slurs, jokes, insults, epithets, gestures, or teasing), visual (such as the posting or distribution of offensive posters, symbols, cartoons, drawings, computer displays, or emails), or physical conduct (such as physically threatening another person, blocking someone's way, or making physical contact in an unwelcome manner).

**SEXUAL HARASSMENT:** As used in this policy, sexual harassment is defined as harassment based on sex (including pregnancy, childbirth, breastfeeding, or related

medical conditions), gender, gender identity, gender expression or sexual orientation. It may include all of the actions described above as harassment, as well as other unwelcome sex-based conduct, such as unwelcome or unsolicited sexual advances, requests for sexual favors, conversations regarding sexual activities, or other verbal or physical conduct of a sexual nature. Sexually harassing conduct need not be of a sexual nature or be motivated by sexual desire. It may include situations that began as reciprocal relationships but that later cease to be reciprocal.

Sexual harassment is generally categorized into two types:

- Quid Pro Quo Sexual Harassment (“this for that”) - Submission to sexual conduct (or other harassing conduct) is made explicitly or implicitly a term or condition of an individual's employment. - Submission to or rejection of the conduct by an employee is used as the basis for employment decisions affecting the employee.
- Hostile Environment Sexual Harassment - Unwelcome conduct on the basis of sex, gender, gender identity, gender expression, or sexual orientation by any person in the workplace that unreasonably interferes with an employee’s work performance and/or creates an intimidating, hostile or otherwise offensive working environment. When unwelcome, examples include:
  - Sexual advances, flirtation, teasing, sexually suggestive or obscene letters, invitations, notes, emails, voicemails or gifts.
  - Sex, gender or sexual orientation-related comments, slurs, jokes, remarks, or epithets.
  - Leering, obscene, or vulgar gestures or making sexual gestures.
  - Displaying or distributing sexually suggestive or derogatory objects, pictures, cartoons, or posters.
  - Impeding or blocking movement, touching, or assaulting others.
  - Reprisals or threats after a negative response to sexual advances.
  - Conduct or comments consistently targeting one gender, even if the content is not sexual.

#### **IV. Retaliation**

As used in this policy, retaliation is defined as any adverse action taken against an applicant, employee, or individual associated with the organization because that person engaged in activity protected under this policy or reasonably thought to be protected under this policy. Protected activities may include, but are not limited to, reporting or assisting in reporting suspected violations of this policy and/or cooperating in investigations or proceedings arising out of a violation of this policy.

Adverse action is conduct or action that materially affects the terms and conditions of a person’s status within the organization or is reasonably likely to deter the person from



engaging in protected activity. Even actions that do not result in a direct loss of compensation or in termination may be regarded as an adverse action when considered in the totality of the circumstances.

## **V. Reporting Violations Of This Policy**

Donkey Dreams Sanctuary encourages reporting of all perceived incidents of discrimination, harassment, or retaliation, regardless of the offender's identity or position. In addition, Donkey Dreams Sanctuary encourages individuals who believe they are being subjected to such conduct to promptly advise the offender that his or her behavior is unwelcome and to request that it be discontinued. Often this action alone will resolve the problem. Donkey Dreams Sanctuary recognizes, however, that an individual may prefer to pursue the matter through complaint procedures.

## **VI. Complaint Procedures**

Individuals who believe they have been the victims of conduct prohibited by this policy or believe they have witnessed such conduct should discuss their concerns with Edward Fish.

Donkey Dreams Sanctuary encourages the prompt reporting of complaints or concerns so that rapid and constructive action can be taken before relationships become irreparably strained. Therefore, while no fixed reporting period has been established, early reporting and intervention have proven to be the most effective method of resolving actual or perceived incidents of harassment.

Any reported allegations of harassment, discrimination or retaliation will be investigated promptly by Edward Fish. The investigation may include individual interviews with the parties involved and, where necessary, with individuals who may have observed the alleged conduct or may have other relevant knowledge.

Donkey Dreams Sanctuary will maintain confidentiality throughout the investigatory process to the extent consistent with adequate investigation and appropriate corrective action.

Retaliation against an individual for reporting harassment or discrimination or for participating in an investigation of a claim of harassment or discrimination is a serious violation of this policy and, like harassment or discrimination itself, will be subject to disciplinary action. Acts of retaliation should be reported immediately and will be promptly investigated and addressed.





Misconduct constituting harassment, discrimination, or retaliation will be dealt with appropriately. Responsive action may include, for example, training, referral to counseling, or disciplinary action such as a warning, reprimand, withholding of a promotion or pay increase, reassignment, temporary suspension without pay, or termination, as appropriate under the circumstances.

If a party to a complaint does not agree with its resolution, that party may appeal to Donkey Dreams Sanctuary's executive director or the chief operating officer. False and malicious complaints of harassment, discrimination, or retaliation (as opposed to complaints that, even if erroneous, are made in good faith) may be the subject of appropriate disciplinary action.

## **307: Leadership Succession Plan**

### **I. Rationale**

In order to ensure the continuous coverage of executive duties critical to the ongoing operations of Donkey Dreams Sanctuary and its services, the Board of Directors is adopting policies and procedures for the temporary appointment of an Acting Executive Director in the event of an *unplanned and extended absence* of the Executive Director.

While the Board acknowledges that such an absence is highly improbable and certainly undesirable, it also believes that due diligence in exercising its governance functions requires that it have a succession plan in place. It is expected that this plan will ensure continuity in external relationships and in volunteer functioning.

### **II. Priority functions of the Executive Director Position**

The full Executive Director Position description is;

- Appointed by the Board of Directors
- Will be the day-to-day operational manager of Donkey Dreams Sanctuary.
- Will report to and be accountable to the Board of Directors for taking the necessary actions to ensure proper management of Donkey Dreams Sanctuary
- Will also be a second authorized signer on all savings and checking accounts held in the name of Donkey Dreams Sanctuary



Among the duties listed in the position description, the following are the key functions of the Executive Director to be covered by an acting director:

- Serve as the organization's principal leader, representative, and spokesperson to the greater community
- Support the Board of Directors
- Ensure integrity and strength of Board leadership and address issues around clarity of role, governance, bylaws/policies, corporate structure, and membership
- Assist with recruitment and orientation of new Board members
- Prepare Executive reports to Board of Directors and Executive Committee
- Convene and lead the Management Team
- Participate in recruitment of volunteers
- Strategize organizations' short-range and long-range program and project goals, particularly in
- Organizing and Planning
- Identify overall resource development goals and fund raising plan
- Establish , maintain and cultivate relations with donors, foundations and other resources to support organizational programs and activities
- Maintain accountability for current year operating budget and for financial performance of portfolio

### **III. Succession plan in event of a temporary, unplanned absence -- SHORT-TERM**

#### Definitions

- A temporary absence is one in which it is expected that the Executive Director will return to his position once the events precipitating the absence are resolved
- An unplanned absence is one that arises unexpectedly
- A short-term absence is 3 months or less

#### Who may appoint the Acting Executive Director

- The Board of Directors implements the terms of this succession plan in the event of the unplanned absence of the Executive Director
- In the event of an unplanned absence of the Executive Director, the Co-Founder/Facilities Manager shall immediately inform the Board of Directors of the absence



- As soon as is feasible, the Board of Directors shall convene a meeting to affirm the procedures prescribed in this plan or to make modifications the Committee deems appropriate

#### Standing appointee to the position of Acting Executive Director

- The position description of the Facilities Manager specifies that he/she shall serve as Acting Executive Director in the absence of the Executive Director
- First and second back-ups for the position of Acting Executive Director should the Facilities Manager be unable to as Acting Executive Director
  - The first back-up appointee will be the Donkey Care Manager
  - The second back-up appointee will be the Secretary of the Board of Directors.
- The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

#### Cross-training plan for appointees

- The Executive Director, with assistance from the Facilities Manager, shall develop a plan for training the three potential appointees in each the priority functions of the Executive Director which are listed above (section

#### Authority and restrictions of the appointee

- The person appointed as Acting Executive Director shall have the full authority for decision making and independent action as the regular Executive Director.

#### Compensation

- All positions at Donkey Dreams Sanctuary are unpaid positions. There will be no compensation.

#### Board committee responsible for oversight and support to the Acting Executive Director

- As with an Executive Director, the Board of Directors will have responsibility for monitoring the work of the Acting Executive Director. The Board of



Directors will also be alert to the special support needs that of the executive in this temporary leadership role.

#### Communications plan

- As soon as possible after the Acting Executive Director has begun covering an unplanned absence, Board members and the Acting ED shall communicate the temporary leadership structure to the following key supporters
  - Government officers
  - Foundation program officers
  - Civic leaders
  - Major donors

#### **IV. Succession plan in event of a temporary, unplanned absence -- LONG-TERM**

##### Definitions

- A long term absence is one that is expected to last more than 3 months b) Procedures
- The procedures and conditions to be followed shall be the same as for a short-term absence with one addition:
  - The Board of Directors will give immediate consideration, in consultation with the Acting Executive Director, to temporarily backfilling the management position left vacant by the Acting Executive Director. This is in recognition of the fact that, for a term of more than 3 months, it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting Executive Director needs assistance.

#### **V. Succession plan in event of a PERMANENT unplanned absence.**

##### Definitions

- A permanent absence is one in which it is firmly determined that the Executive Director will not be returning to the position.

##### Procedures



- The procedures and conditions shall be the same as for a long-term temporary absence with one addition:
  - o The Board of Directors shall appoint a Transition and Search Committee to plan and carry out a transition to a new permanent executive director.



## 308: Job Descriptions

### CEO/Executive Director: Donkey Dreams Sanctuary Scenic, Az

#### I. Overview

The CEO/Executive Director is responsible for all aspects of Donkey Dreams Sanctuary. While they perform critical tasks that make it possible for the organization to operate and expand, they also guide the culture of the organization which is always kindness and compassion to all donkeys and humans.

#### II. Key Responsibilities

- Provide oversight and guidance for donkey care
- Purchase necessary items for all things donkey care—food, medic, enrichment, supplements
- Purchase or approve the purchase of necessary items for ranch operations
- Represent the Sanctuary in public outreach, including conferences, special events and onsite visits
- Respond to telephone calls and e-mails from the public
- Guide and evaluate the efforts of the donkey care manager, facilities manager and donkey caretakers (volunteers)
- Oversee and guide the grant writing program
- Perform or supervise all administrative tasks
- Work with the accountant to handle financial and bookkeeping tasks
- Coordinate and facilitate board meetings
- Maintain a strong relationship with the chosen Sanctuary veterinarian and facilitate transportation for veterinary treatment when necessary
- Ensure publications, such as Volunteer Handbook and Staff Manual, are accurate through annual review
- Promote awareness of Sanctuary through generation of website material, email communications and social media presence
- Maintain a strong presence in the, animal welfare and Sanctuary communities



## **Donkey Care Manager: Donkey Dreams Sanctuary Scenic, Az**

### **I. Overview**

The Donkey Care Manager is responsible for overseeing the health, well being, and management of donkeys at the Sanctuary. This role involves ensuring that all donkeys receive proper care, nutrition, medic and when needed, veterinary care while also overseeing volunteers involved in donkey care.

### **II. Key Responsibilities**

#### **Donkey Care Management**

- Oversee daily care routines for donkeys, including feeding.
- Monitor the health and behavior of donkeys, identifying any signs of illness or distress.

#### **Caretaker Supervision**

- Train and oversee volunteers in proper donkey handling and care techniques.
- Schedule and assign responsibilities to ensure efficient care coverage.

#### **Sanctuary Management**

- Maintain a clean, safe, and comfortable environment for the donkeys.
- Oversee the maintenance of enclosures and feeding areas.

#### **Record Keeping**

- Maintain accurate records of each donkey's health history.
- Feeding schedules and any treatments administered.
- Track volunteer activities related to donkey care.
- Spending time with and cuddling donkeys at the Sanctuary

### **III. Limitations**

You must be able to lift 50 lbs, carry feed buckets (8-10 lbs), lift muck buckets, be comfortable around the donkeys, be physically able to handle the donkeys and work outside in all weather conditions.





## **Donkey Caretaker :Donkey Dreams Sanctuary, Scenic Az**

### **I. Overview**

The role of the caretaker is an important one, ensuring that the animals are treated properly and receive high-quality care so they may flourish at the Sanctuary. The caretaker must maintain a close working relationship with the CEO/Executive Director and Donkey Care Manager to ensure they properly complete tasks as assigned. While these tasks will vary, it may include any combination of the following:

### **II. Key Responsibilities**

- Provide direct daily care to the resident population, including food preparation, inspections, light medical care, etc.
- Clean pastures and food preparation areas
- Follow protocol (as detailed on whiteboards in the barn) to ensure food quantities and placements have been followed, as well as daily cleaning and monitoring procedures
- Monitor Donkeys for signs of injury or illness, report them to the CEO/Executive Director or Donkey Care Manager.
- Special projects as designated by the CEO/Executive Director or Donkey Care Manager
- Spending time with and cuddling all donkeys at the Sanctuary.

### **III. Limitations**

You must be able to lift 25 lbs, carry feed buckets (8-10 lbs), lift muck buckets, be comfortable around the donkeys and work outside in all weather conditions.



## **Facilities Manager: Donkey Dreams Sanctuary, Scenic Az**

### **I. Overview**

The Facilities Manager is responsible for all facilities and equipment at the sanctuary.

### **II. Key Responsibilities**

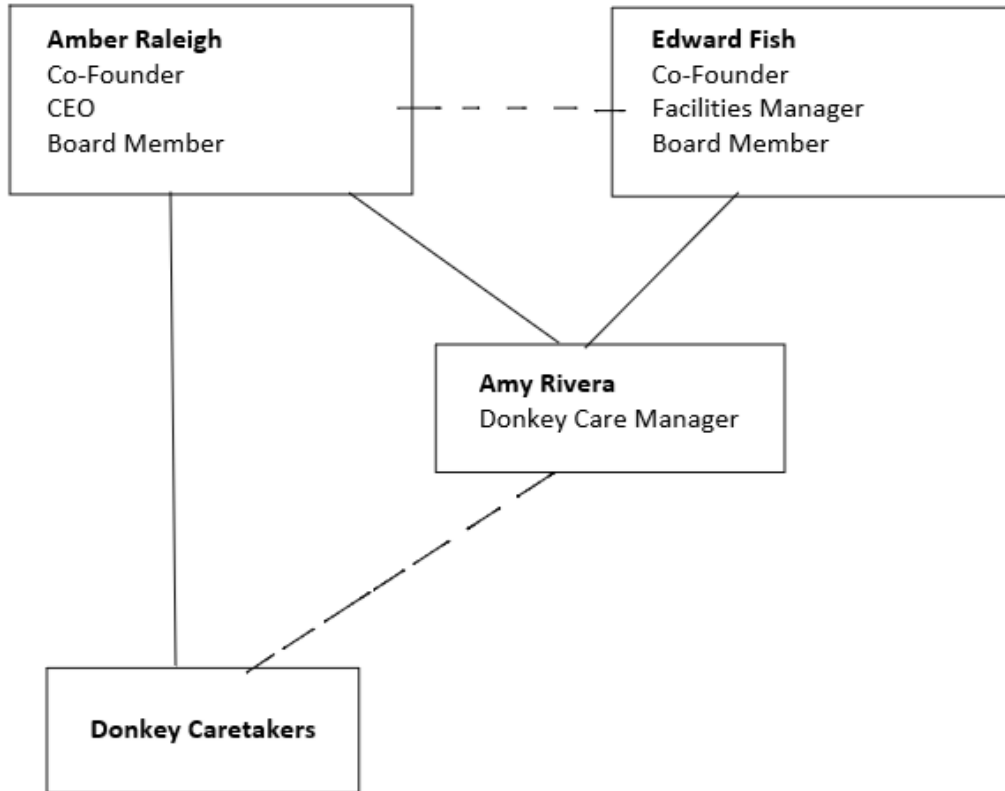
- Assist with daily ranch operation including feeding, cleaning and maintenance
- Facilitate deliveries for construction materials, food and other items
- Ensure the Sanctuary grounds are well-kept, including all landscaping and public areas
- Ensure all enclosures and doors are safe and properly maintained.
- Build and maintain necessary structures
- Install and maintain fencing
- Maintain all equipment and motorized vehicles
- Perform or oversee all new construction on the site
- Special projects as designated by the Executive Director
- Spending time with and cuddling donkeys at the Sanctuary

### **III. Limitations**

You must be able to lift 50 lbs, carry feed buckets (8-10 lbs), lift muck buckets, be comfortable around the donkeys, be physically able to handle the donkeys and work outside in all weather conditions.

### 309: Organizational Chart

#### Organizational Chart



### 310: Employee Handbook (all employees are unpaid)

*Contributions are tax-deductible to the extent permitted by law;  
501(c)(3) non-profit tax identification number 87-1482824.*



## I. Overview

This employee manual outlines the policies, procedures, and expectations for all staff members at the Donkey Sanctuary. The goal of this manual is to provide clear guidelines and information to ensure the smooth operation of the sanctuary and the well-being of the donkeys.

## II. Introduction

Welcome! We welcome you to Donkey Dreams Sanctuary (“Sanctuary” or “Company”) and wish you every success here. We believe that each employee contributes directly to Sanctuary’s mission, and we hope you will take pride in being a member of our team.

This Handbook was developed to describe some of the expectations of our employees and to outline the policies, programs, and benefits available to eligible employees.

Employees should familiarize themselves with the contents of the Employee Handbook as soon as possible, because it will answer many questions about employment with the Sanctuary. Written employment contracts, signed by **Amber Raleigh** and an individual employee, may supersede some of the provisions of this Handbook.

We hope that your experience here will be enjoyable, challenging, and rewarding.

This Handbook is intended to help employees get acquainted with the Sanctuary. It describes, in general terms, some of our employment guidelines. We hope that it will serve as a useful reference document for employees throughout their employment at the Sanctuary, even though it is not intended to be an official policy and procedures manual. Also, employees should understand that the Handbook is not intended to be a contract (express or implied), nor is it intended to otherwise create any legally enforceable obligations on the part of Sanctuary or its employees, with the exception of the at-will employment policies. This Handbook supersedes and replaces all previous personnel policies, practices, and guidelines, whether written or oral.

To obtain information regarding specific employment policies or procedures, whether or not they are referred to in this Handbook, employees should contact **Amber Raleigh**.

Because the Sanctuary is a growing and changing organization, it reserves full discretion to add to, modify, or delete provisions of this Handbook, or the policies and procedures on which they may be based, at any time without advance notice. For this reason, we urge employees to check with **Amber Raleigh** to obtain current information regarding the status of any particular policy, procedure, or practice. No individual other than **Amber Raleigh** has the authority to enter into any employment or other agreement that modifies the Sanctuary policy. Any such modification must be in writing and signed by the affected employee and by **Amber Raleigh**.

This Handbook is the property of the Sanctuary, and it is intended for personal use and reference by employees of Sanctuary during their employment.



Employees must sign and date the acknowledgment form at the back of this Handbook and return it to **Amber Raleigh**. This will provide the Sanctuary with a record that each employee has received the handbook.

### **III. Equal Employment Opportunity**

It is the Sanctuary's policy to provide equal employment opportunity for all applicants and employees. The Sanctuary does not discriminate on the basis of race, color, religion, sex (including pregnancy, childbirth or related medical conditions), national origin, ancestry, age, physical disability, mental disability, medical condition, family care status, military or veteran status, marital status, sexual orientation, gender identity or expression, genetic condition, or any other characteristic protected by applicable law. Sanctuary also will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, promotion, discipline, termination, and access to benefits and training.

Employees with questions or concerns about equal employment opportunities are encouraged to bring these issues to the attention of **Amber Raleigh**. Employees may raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of conduct in violation of this policy will be subject to disciplinary action, up to and including termination of employment.

### **IV. Policy Against Harassment**

Sexual harassment and other prohibited forms of harassment are illegal. The Sanctuary is committed to providing a workplace free of sexual harassment, as well as harassment based on such factors as race, color, religion, sex (including pregnancy, childbirth or related medical conditions), national origin, ancestry, age, physical disability, mental disability, medical condition, family care status, military or veteran status, marital status, sexual orientation, gender identity or expression, genetic condition, or any other characteristic protected by applicable law. The Sanctuary strongly disapproves of and will not tolerate harassment of employees by managers, supervisors, or co-workers. Similarly, Sanctuary will not tolerate harassment by its employees of non-employees with whom Sanctuary employees have a professional relationship. The Sanctuary also will attempt to protect employees from harassment by non-employees in the workplace. Harassment includes verbal, physical, and visual conduct that creates an intimidating, offensive, or hostile working environment or that interferes with work performance. Such conduct constitutes harassment when (1) submission to the conduct is made either an explicit or implicit condition of employment; (2) submission to or rejection of the conduct is used as the basis for an employment decision; or (3) the harassment interferes with



an employee's work performance or creates an intimidating, hostile, or offensive work environment.

Harassing conduct can take many forms and includes, but is not limited to, derogatory comments, epithets, slurs, jokes, statements, leering, gestures, pictures, or cartoons regarding an employee's race, color, religion, sex (including pregnancy, childbirth or related medical conditions), national origin, ancestry, age, physical disability, mental disability, medical condition, family care status, military or veteran status, marital status, sexual orientation, gender identity or expression, genetic condition, or any other characteristic protected by applicable law.

Sexually harassing conduct in particular includes all of these prohibited actions, as well as other unwelcome conduct such as requests for sexual favors, physical conduct (e.g., touching, assault, blocking movements), conversation containing sexual comments, offering employment benefits in exchange for sexual favors, graphic verbal comments about an individual's body, suggestive or obscene letters or notes, and unwelcome sexual advances.

All such harassment, regardless of form, is a violation of The Sanctuary's policies, which may subject the harasser to disciplinary action (up to and including termination) and/or personal liability for any such unlawful conduct under state and federal laws. Harassing behavior is unacceptable in the workplace itself as well as in other work-related settings, such as Sanctuary-related trips, social events, and other similar circumstances. Any incident of harassment, including work-related harassment by any Sanctuary personnel or any other person, should be reported promptly to the employee's supervisor or manager (or to any other member of management) or to **Edward "Edj" Fish**. Managers who receive complaints or who observe harassing conduct should inform **Edward "Edj" Fish** immediately. The Sanctuary emphasizes that an employee is not required to complain first to his or her supervisor if that supervisor is the individual who is harassing the employee. Prompt reporting of any harassing conduct enables The Sanctuary to respond promptly and take appropriate action, and helps The Sanctuary maintain an environment free of harassment for all employees.

Every reported complaint of harassment will be documented and will be investigated thoroughly, promptly, and in a confidential manner. The Sanctuary will not reveal the names of participants, the facts of an investigation, or any written information regarding an investigation to anyone not directly involved in the investigation, except to the extent required by law or appropriate to resolve the matter. Upon completion of the investigation, The Sanctuary will communicate its findings and intended actions to the complainant and alleged harasser as expeditiously as possible. If the investigator finds



that harassment occurred, the harasser will be subject to appropriate instructive and/or disciplinary procedures. In the case of Sanctuary employees, disciplinary action for a violation of this policy may range from verbal or written warnings up to and including immediate termination, depending upon the circumstances. With regard to acts of harassment by contractors or vendors, corrective action will be taken after consultation with the appropriate management personnel.

## **V. Policy Against Retaliation**

The Sanctuary will not tolerate retaliation against any employee for cooperating in an investigation or for making a good faith report of a violation of any of The Sanctuary's policies. Retaliation itself is a serious violation of The Sanctuary policy and should be reported immediately. Any person who engages in retaliatory conduct towards any employee who cooperated in an investigation or reported a potential violation of The Sanctuary policy will be subject to discipline, up to and including termination.

## **VI. Nature Of Employment**

Unless an employee has a written contract of employment for a defined term signed by the employee and **Amber Raleigh**, all employment at The Sanctuary is "at-will." This means that employment with The Sanctuary is voluntarily entered into, and the employee is free to resign at any time, with or without notice and with or without cause. Similarly, The Sanctuary may terminate the employment relationship at any time, with or without notice and with or without cause. Employees also may be demoted or disciplined and the terms of their employment may be altered at any time, with or without cause, at the sole discretion of The Sanctuary.

The policies set forth in this Handbook are not intended to create a contract of continued employment between The Sanctuary and any of its employees. No individual other than **Amber Raleigh or Edward "Edj" Flsh** has the authority to enter into any employment or other agreement that modifies The Sanctuary policy. Any such modification must be in writing and signed by the affected employee and by **Amber Raleigh**. Employees should be aware that in the absence of a writing signed by the affected employee and by **Amber Raleigh** that expressly provides for employment for a specified term, no policy, practice, procedure, statement, or action of The Sanctuary or any individual at The Sanctuary may alter, modify, or waive the "at-will" nature of employment with The Sanctuary in any way or at any time.

## **VII. Social Media**





At The Sanctuary we understand that social media can be a fun and rewarding way to share your life and opinions with family, friends and co-workers around the world. However, use of social media also presents certain risks and carries with it certain responsibilities. To assist you in making responsible decisions about your personal use of social media, we have established these guidelines for appropriate use. This policy applies to all Sanctuary employees' personal social media use. Certain employees are expected to use social media as part of their Company-related duties. Such employees should consult with their supervisor for a separate set of guidelines regarding social media use.

Refrain from using social media while on work time or on equipment we provide, unless it is work-related as authorized by your supervisor. Do not use Company email addresses to register on social networks, blogs or other online tools utilized for personal use.

In the rapidly expanding world of electronic communication, *social media* can mean many things. *Social media* includes all means of communicating or posting information or content of any sort on the Internet, including to your own or someone else's web log or blog, journal or diary, personal website, social networking or affinity website, web bulletin board or a chat room, whether or not associated or affiliated with the Sanctuary, as well as any other form of electronic communication.

The same principles and guidelines found in the Sanctuary's policies apply to your activities online. Ultimately, you are solely responsible for what you post online. Before creating online content, consider some of the risks and rewards that are involved. Keep in mind that any of your conduct that adversely affects your job performance, the performance of fellow employees or otherwise adversely affects contractors, suppliers, people who work on behalf of the Sanctuary or the Sanctuary's organizational interests may result in disciplinary action up to and including termination.

### **VIII. Computer Systems And Electronic Mail**

The Sanctuary provides computer systems and electronic mail capabilities for the use of employees to facilitate Company business. Incidental personal use of Company computer and e-mail systems is permitted so long as it does not interfere with job performance and is otherwise in compliance with this policy.

Inappropriate use of Company's computer and e-mail systems is prohibited.

Inappropriate use includes, but is not limited to, the following: accessing, copying, saving, storing, transmitting, displaying, downloading, printing or distributing messages, text, images or other data that are harassing, derogatory, defamatory, obscene, offensive or unprofessional, including material that is sexually explicit or disparaging of



others based upon their race, national origin, sex, disability, sexual orientation, age, religion, political beliefs or any other characteristic protected by law. Additionally, employees should not download or install any software without prior authorization from their supervisor.

Employees should not attempt to gain access to another employee's personal computer files or e-mail messages without the latter's express permission. Access by any user of any other user's files, e-mail or other information not for purposes of Company business and without the other user's consent is against Company policy. However, such access is available. Accordingly, any user who stores personal files or other information, or sends personal messages, on Company's electronic equipment assumes the risk of unauthorized access by other users.

## **IX. Company Monitoring**

The Sanctuary reserves the right to monitor employee use of the Sanctuary's computer and email systems at any time. Employees should not consider their use of the Sanctuary's e-mail, internet usage, or instant messaging to be private or confidential. This includes employees' use of a personal internet account on the Sanctuary equipment. To the contrary, the Sanctuary expressly reserves the right to monitor, copy, delete and/or disclose any and all documents, data, messages, or other files stored on the Sanctuary's computers and e-mail systems. In addition to any cost reimbursement specified by this policy, violation of this policy can result in disciplinary action, up to and including termination of employment.

System security features, including passwords and message delete functions, do not neutralize the Sanctuary's ability to access any file or message at any time, including after deletion by the employee.

Carefully read these guidelines, as well as the Sanctuary's Policy Against Harassment and if you use a computer at work, the Sanctuary's Computer Systems and Electronic Mail Policy, and ensure your postings are consistent with these policies. Inappropriate postings that may include discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may subject you to disciplinary action up to and including termination.

### **A. Be Respectful**

Always be fair and courteous to fellow employees, contractors, suppliers or people who work on behalf of Sanctuary. Do not post statements, photographs, video or audio that



reasonably could be viewed as malicious, obscene, threatening or intimidating, that disparage employees, suppliers or contractors, that might constitute harassment or bullying, or that contain content to which you do not own the rights. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, sex, disability, religion or any other status protected by law or Sanctuary policy. All posts with donkeys should reflect them in a positive light that also affirms their dignity and value.

#### A. Be Honest and Accurate

Make sure you are always honest and accurate when posting information or news, and if you make a mistake, correct it quickly. Be open about any previous posts you have altered. Remember that the Internet archives almost everything; therefore, even deleted postings can be searched. Never post any information or rumors that you know to be false about Sanctuary, fellow employees, contractors, suppliers, people working on behalf of Sanctuary or other organizations.

#### B. Confidentiality and Appropriate Content

Maintain the confidentiality of Company's trade secrets and private or confidential information. Trade secrets may include information regarding the development of systems, processes, products, know-how and technology. Do not post internal reports, policies, procedures or other internal confidential communications.

Do not create a link from your blog, website or other social networking site to a Company website without identifying yourself as a Company employee.

Express only your personal opinions. Never represent yourself as a spokesperson for Company. If Company is a subject of the content you are creating, be clear and open about the fact that you are an employee and make it clear that your views do not represent those of Company, fellow employees, contractors, suppliers or people working on behalf of Company. If you do publish a blog or post online related to the work you do or subjects associated with Company, make it clear that you are not speaking on behalf of Company. It is best to include a disclaimer such as "The postings on this site are my own and do not necessarily reflect the views of the Sanctuary."

### **X. Media Contacts**

Employees should not speak to the media on the Sanctuary's behalf. All media inquiries should be directed to **Amber Raleigh**.



## **XI. Return Of Property**

Employees are responsible for all Company property, materials or written information issued to them or in their possession or control.

All Company property must be returned by employees on or before their last day of work. Company will take all appropriate action to recover or protect its property.

## **XII. Safety And Health**

Employees injured on the job, regardless of the severity of the injury, must report the injury to **Amber Raleigh** or **Edward “Edj” Fish** and file a Worker’s Compensation accident report as soon as practicable. Each employee’s cooperation in completing the necessary medical forms and accident reports is essential as the Sanctuary may be required to submit documentation about an injury or illness to appropriate agencies. A neglected injury can become a serious problem if not treated promptly. If the injury is serious, the injured employee will be taken to the nearest medical facility for treatment. In the event of an emergency that warrants evacuation, employees should leave the building using the nearest available exit and assemble in the appropriate designated area outside the building.

## **XIII. Policy Concerning Violence In The Workplace**

### **A. Statement of Policy**

The Sanctuary recognizes that workplace violence is a growing concern among employers and employees across the country. The Sanctuary is committed to providing a safe, violence-free workplace and strictly prohibits employees, consultants, contractors, visitors, or anyone else on Company premises or engaging in a Company-related activity from behaving in a violent or threatening manner. As part of this policy, the Sanctuary seeks to prevent workplace violence before it begins, and reserves the right to deal with behavior that suggests a propensity towards violence even prior to any violent behavior occurring.

The Sanctuary believes that prevention of workplace violence begins with recognition and awareness of potential early warning signs, and has established procedures for responding to any situation that presents the possibility of violence.

### **B. Reporting**



If any employee observes or becomes aware of any of the above-listed actions or behavior by an employee, consultant, contractor, visitor, or anyone else, he or she must notify **Amber Raleigh** or **Edward “Edj” Fish** immediately.

Further, employees should notify **Amber Raleigh** or **Edward “Edj” Fish** if any restraining order is in effect, or if a potentially violent nonwork-related situation exists that could result in violence in the workplace.

### C. Investigation

All reports of workplace violence will be taken seriously and will be investigated promptly and thoroughly. In appropriate circumstances, the Company will inform the reporting individual of the results of the investigation. To the extent possible, the Sanctuary will maintain the confidentiality of the reporting employee and of the investigation but may need to disclose results in appropriate circumstances, for example, in order to protect individual safety. The Sanctuary will not tolerate retaliation against any employee who reports workplace violence.

### D. Corrective Action and Discipline

If the Sanctuary determines that workplace violence has occurred, the Sanctuary may take appropriate corrective action and may impose discipline on offending employees. The appropriate discipline may depend on the particular facts but may include written or oral warnings, probation, reassignment of responsibilities, suspension, or termination. If the violent behavior is that of a non-employee, the Sanctuary will take appropriate corrective action in an attempt to ensure that such behavior is not repeated.

## **XIV. Drug-Free Workplace**

It is the Sanctuary’s policy to maintain a drug and alcohol free workplace. Accordingly, the unlawful manufacture, distribution, dispensation, possession, or use of alcohol, illegal narcotics, drugs, or controlled substances by the Sanctuary employees while engaged in Company-related tasks or activities or on Company premises is prohibited. Employees are also prohibited from reporting to work while under the influence of alcohol, illegal narcotics, drugs or other controlled substances, except if the controlled substances are taken pursuant to the instructions of a licensed healthcare provider. In the case of any criminal drug statute conviction for a violation occurring on Company’s premises or while engaged in Company-related tasks or activities, employees are required to notify **Amber Raleigh** or **Edward “Edj” Fish** within five (5) days of such conviction.



For purposes of this policy, an unlawful controlled substance is any drug that cannot be obtained legally or although available legally, has been obtained illegally. Employees suspected of possessing or using alcohol, illegal narcotics, drugs, or other controlled substances (other than controlled substances that are taken pursuant to the instructions of a licensed healthcare provider) at the workplace are subject to inspection and search, with or without notice. Employees' personal belongings, including any bags, purses, briefcases, and clothing, and all Company property, including desks or lockers also are subject to inspection and search with reasonable cause, with or without notice.

Alcohol consumption at approved Company events must remain below the level where it appears to impair or actually impairs an employee's ability to perform his/her duties or interact with the public. Employees who choose to drink should do so in moderation and should not operate any motorized vehicle while under the influence of alcohol.

## **XV. Expense Reimbursement**

Company will reimburse all business related expenses, pursuant to Company policy. While traveling on business, be sure to keep a copy of your receipts for submission for reimbursement (photos/scans of receipts are acceptable).

Travelers should purchase the lowest available economy/coach class airfare that meets the business needs of the travel. Business class seating may be used only if **Amber Raleigh** approves it in writing in advance. **Amber Raleigh** will consider approving business class travel if it is appropriate under the circumstances and the flight segment has a scheduled in-air flying time in excess of seven hours.

## **XVI. Vacation And Sick Leave Policy**

### **A. Vacation**

All full-time employees are entitled to vacation time in accordance with this policy unless another policy is made specifically applicable to an employee. When an employee begins working for the Sanctuary, he or she will accrue 10 vacation days per year. [In each subsequent year, the employee will accrue one additional day of vacation. Therefore, in the employee's second year of employment, he or she will accrue 11 days of vacation. Employees will continue accruing one additional day of vacation, until he or she begins earning the Sanctuary's maximum annual accrual of 15 vacation days per year.]



All vacation is accrued on a semi-monthly basis. Vacation will not accrue during a leave of absence. Vacation [may/may not] be carried forward into the next year.

Requests for vacation should be submitted to **Amber Raleigh** who will, in turn, approve or deny your request. Time away from work is arranged with consideration for both the desires of the employee and the needs of Company. While the Company will strive to accommodate each employee's request, the Company reserves the right to schedule vacation in a manner that meets its operational needs.

#### B. Sick Leave

Sanctuary offers sick leave to employees to allow them to take leave for the employee or employee's family member's diagnosis, care, or treatment of an existing health condition or for preventive care. Sick leave is not to be used for vacation or other personal leaves that do not fall within these reasons.

For the purposes of this policy, the term "family member" includes an employee's child, spouse, registered domestic partner or one designated individual in lieu of a spouse or registered domestic partner, parent, grandparent, grandchild, or sibling.

When using sick leave, if the need for leave is foreseeable, employees must provide the Company with advance notice. However, if the need for leave is unforeseeable, employees should notify the Company as soon as possible, but no later than the beginning of the workday.

Employees are entitled to 5 days of sick leave per year. Unused sick leave may not be carried forward.

When applicable, employees may also use accrued vacation time for the purposes outlined in this sick leave policy.

### **XVII. Leaves Of Absence**

#### A. Parental Leave

Regular full-time employees who have been with the Sanctuary for at least one year are eligible to receive twelve (12) weeks of unpaid parental leave at the time of birth or adoption of the employee's child. This parental leave must be completed within 3 months of the child's birth or adoption.

#### B. Other Leaves of Absence





Employees will be granted a leave of absence as required by law for the purpose of fulfilling any required legal or military obligation (e.g., jury duty, appearance as a witness in a legal proceeding, military reserve duty, or performance of emergency duty by a volunteer firefighter, reserve peace officer, or emergency rescue personnel). Employees are required to provide reasonable advance notice of any need for such leave and are expected to return to work each day or portion of the day that they are not selected for jury duty or called as a witness. Employees must present the notice of Jury Summons to his/her supervisor.

Employees may take a temporary disability leave of absence if necessary to reasonably accommodate a workplace injury or an ADA-qualified disability. Unless the employee applies accrued leave, disability leaves under this section will be unpaid. The duration of a disability leave shall be consistent with applicable laws but in no event shall the leave extend past the date on which an employee becomes capable of performing the essential functions of his or her position, with or without reasonable accommodation.

### C. Return from Leave

Either before or during any leave, an employee must inform **Amber Raleigh** of the employee's expected date of return from leave. Failure to return from any leave by the expected date of return without prior approval of the Company may result in termination of employment. The expected date of return from leave *may* be extended (and only if the Company is notified in writing in advance). Exceptions to this policy will be made only under unusual circumstances, and only at the discretion of the Company.

## OPEN DOOR

The Sanctuary has an Open Door Policy that encourages employee participation in decisions affecting them and their daily professional responsibilities. Employees who have job-related concerns or complaints are encouraged to talk them over with their supervisor or any other management representative with whom they feel comfortable. The Sanctuary believes that employee concerns are best addressed through this type of informal and open communication.

Employees are encouraged to raise their work-related concerns with their immediate supervisor, or other management representative of their choice, as soon as possible after the events that cause the concern. Employees are further encouraged to pursue discussion of their work-related concerns until the matter is fully resolved. Although the Sanctuary cannot guarantee that in each instance the employee will be satisfied with the result, the Sanctuary will attempt in each instance to explain the result to the



employee if the employee is not satisfied. The Sanctuary will also attempt to keep all such expressions of concern, the results of its investigation, and the terms of the resolution confidential. In the course of investigating and resolving the matter, however, some dissemination of information to others may be appropriate or required by law. No employee will be disciplined or otherwise penalized for raising a good faith concern.

## **XVIII. Additional Policies**

### **A. Code Of Conduct**

- **Respect for Animals:** Treat all donkeys with kindness, compassion, and respect. Understand that a donkeys sovereignty is very important
- **Professionalism:** Maintain a professional demeanor at all times, both on and off the job.
- **Teamwork:** Collaborate with colleagues to achieve common goals.
- **Safety:** Prioritize safety for both humans and animals.
- **Confidentiality:** Maintain confidentiality of sensitive information.

### **B. Job Roles and Responsibilities**

- **Donkey Care Manager:**
  - Daily feeding and watering
  - Cleaning Pastures
  - Grooming donkeys
  - Monitoring health and behavior
  - Administering medications as directed
  - Manage volunteers
  - Assign tasks and provide training
- **Donkey Caretaker:**
  - Assist with feeding and watering
  - Cleaning Pastures
  - Grooming donkeys
  - Monitoring health and behavior
  - Light Medical Care
  - Spending time with and cuddling all donkeys on the Sanctuary.

### **C. Animal Welfare**

- **Prioritize Animal Well-being:** Always consider the welfare of the donkeys in all decisions and actions.



- **Follow Veterinary Guidelines:** Adhere to veterinary recommendations for health care, nutrition, and behavior.
- **Report Animal Concerns:** Report any concerns about animal health or behavior to your supervisor immediately.

D. Dress Code:

- Weather appropriate attire (shorts are okay in hot weather months) It is recommended that you wear an SPF protection shirt in the summer months.
- Dress in a fashion that makes you comfortable, (Donkey Dreams Shirts/ hat preferred but not required). Closed toe/back shoes required.

**ACKNOWLEDGMENT OF RECEIPT**

Employee Name: \_\_\_\_\_

**PLEASE READ THE EMPLOYEE HANDBOOK WITHIN ONE WEEK OF RECEIPT, SIGN AND DATE THIS PAGE, AND RETURN THIS PAGE TO AMBER RALEIGH.**

I acknowledge that I have received a copy of Sanctuary’s Volunteer Handbook. I understand that I am responsible for knowing and adhering to the policies set forth in the Handbook during my volunteering with Sanctuary. I further understand that Sanctuary reserves the right to amend, interpret, modify, or withdraw any portion of this Handbook at any time. I understand and agree that if the terms of this Acknowledgement are inconsistent with any policy or practice of Sanctuary now or in the future, the terms of this Acknowledgement shall control.

I understand that the Sanctuary may demote or discipline me or alter the terms of my volunteering at any time at its discretion, with or without cause or advance notice. I understand that no policy, statement, conduct, or action on the part of the Sanctuary.

Finally, I agree that this Acknowledgment contains a full and complete statement of the agreements and understandings that it recites, and I agree that this Acknowledgment supersedes all previous agreements, whether written or oral, express or implied, relating to the subjects covered in this Acknowledgment.

\_\_\_\_\_  
DATED

\_\_\_\_\_  
Employee Signature

**400: SAFETY**

**401: First Aid**



DDS will maintain a written First Aid Plan. This plan will be reviewed and updated annually as needed.

All DDS Management Staff must be First Aid Certified and at least one First Aid Certified Staff member will be on-site during all work shifts.

#### **402: Material Safety Data Sheets**

All new products brought onto the ranch and current products, regardless of use (i.e. chemicals for cleaning, veterinary supplies) must have a MSDS printed and placed in the master MSDS binder located in the supplement storage area. This book must be accessible by all staff on all shifts without the need for a key or combination. A copy of the MSDS will be placed on the communication bulletin board whenever a never before used product is brought onto the sanctuary so that all staff are made aware

#### **403: Safety Meetings**

Regular safety meetings will be held once per quarter. The exact date/time will be established by the Facility Manager or other staff member of the organization that is hosting the meeting. All staff members who regularly work with the donkey or equipment shall be in attendance. Common topics include:

- Tractor Safety
- Safe Handling Wild or Stressed Animals

All meeting minutes will be recorded and stored digitally and in the form for “Safety Meeting Minutes”. The minutes will be kept in a binder that is available to the staff members at all times for reference

#### **404: First Aid Plan**

##### **I. Emergency Contacts**

- **Local Emergency Services: 911**
- **Local Ambulance Service: 911**
- **Local Fire Department: (928) 347-5114**
- **Local Poison Control Center: (800) 222-1222**
- **Veterinarian: Dr Moe Bracken 435-619-6213 (on-site), Desert Pines Equine (702) 645-2247 (for consult and after hours)**
- **Designated Emergency Contact: Amber Raleigh (303) 931-8026, Edj Fish (720) 984-8800**

**II. First Aid Kit:** Maintain a well-stocked first aid kit, easily accessible to all staff. The kit should include:

- Assorted bandages
- Antiseptic wipes
- Adhesive tape
- Gauze pads
- Tweezers
- Scissors
- Safety pins
- Cold packs
- Burn ointment
- Eye wash solution
- Pain relievers (e.g., ibuprofen, acetaminophen)
- Allergy medication (e.g., antihistamines)

### III. Training

- **Regular First Aid Training:** All staff should undergo regular first aid and CPR training.
- **Animal Handling Training:** Staff should be trained in safe animal handling techniques to prevent injuries.
- **Emergency Procedure Drills:** Conduct regular drills to practice emergency response procedures.

### IV. Emergency Procedures

- **Assess the Situation:** Quickly assess the nature and severity of the injury or illness.
- **Call for Help:** If necessary, call emergency services or the designated emergency contact.
- **Administer First Aid:** Provide appropriate first aid, such as controlling bleeding, cleaning wounds, applying bandages, or administering medication.
- **Monitor the Victim:** Continuously monitor the victim's condition and be prepared to provide additional assistance.
- **Document the Incident:** Record details of the incident, including the date, time, nature of the injury, treatment provided, and any follow-up actions.

### V. Specific Considerations for Donkey-Related Injuries

- **Kicks and Bites:** Clean wounds thoroughly and apply appropriate dressings. Seek medical attention for serious injuries.
- **Animal-Related Infections:** Be aware of the risk of infection from animal bites or scratches. Seek medical attention promptly.
- **Allergic Reactions:** If someone is allergic to animal dander or other substances, have an epinephrine auto-injector (EpiPen) readily available and trained staff on how to use it.

## VI. Workplace Safety

- **Safe Work Practices:** Implement safe work practices to minimize the risk of accidents and injuries.
- **Regular Equipment Inspections:** Inspect equipment regularly to ensure it is in good working condition.
- **Proper Lifting Techniques:** Train staff on proper lifting techniques to prevent back injuries.
- **Personal Protective Equipment (PPE):** Provide and encourage the use of appropriate PPE, such as gloves, safety glasses, and sturdy footwear.

## VII. CPR

In the event of a person sustaining an injury or suspected to be seriously ill, call 911. If you are the only person available to respond, call/Radio staff for help. Communicate to a staff person to call 911 and another to bring a first aid kit and defibrillator.

### **Provide first aid and emotional support for the victim. If unconscious:**

Ask the victim if they are all right and/or try to get a response.

If no response:

Position victim, establish open airway. To establish airway, gently push back the forehead and lift under chin. If you suspect a spinal injury, leave the person where they are, providing they are breathing. Look for the chest rising for breathing or air flow from the mouth.

### **Check for a pulse.**

Use your index and middle finger to feel for the carotid pulse. Alternatively, to feel a pulse on the side of the neck, place two fingers, preferably your index and middle finger, in the hollow between the windpipe and the large muscle in the neck. Press lightly until you feel a pulse.

Find the radial pulse. This is also known as the pulse on the inside of the wrist. Use the pads of two fingers. Place these just below the wrist creases at the base of the thumb. Press lightly until you feel a pulse.

*If no pulse:*

- Prepare for CPR. Set up defibrillator.  
Turn the power on. Open or tear off shirt to position defibrillator pads as instructed. Follow verbal defibrillator instructions.
- In the event of any failure with the defibrillator or if instructed by the defibrillator to proceed with CPR, conduct the following steps:
- Perform 30 chest compressions followed by two rescue breaths. In the center of the chest, just below an imaginary line running between the nipples, put your two hands by placing one over the other with arms straight and elbows locked and compress the chest down approximately 2 inches at a rate of 100 compressions per minute. After 30 compressions, ensure that there is still an open airway, pinch nose closed, provide a tight seal over the victim's mouth and give 2 full breaths.

If the victim begins vomiting, tilt head to side to avoid choking, clear mouth and resume 30 compression cycles followed by 2 breaths until another rescuer can take over.

**Continue monitoring victim for ABC's:**

- Open Airway – not obstructed
- Breathing – look, listen and feel for breaths
- Circulation – continue to check and monitor pulse
- Keep the victim warm. Do not leave the victim alone.

## **VIII. Other Common First Aid Emergencies:**

**Bleeding:**

Always establish the ABC's first. Then stop any bleeding by applying direct pressure on any wound. If applying any material over the wound and bleeding soaks through, do not remove material but add additional material and continue applying pressure.

**Shock:**

Shock is identified by cool, clammy skin, agitation or altered mental status, pale color to the skin around the face and lips. If untreated, hypoxia (lack of oxygen) in the body's tissues, heart attack or stroke can occur.



### *To Treat Shock:*

Lay the person down and slightly elevate legs and feet. Loosen any tight clothing and cover/keep warm.

### **Broken Bones:**

Immobilize the area. Make sure that the broken bone doesn't have to move or support any other body parts:

- Help reduce the pain by applying an ice pack covered by a towel.
- Splint the bone for support and stabilization by using folded up towels and tape.
- To make a sling, tie a shirt or pillow case around a broken arm and then around the shoulder for support.

### **Choking:**

Be sure the victim is actually choking. Most often, the victim will be panicked with their hands around their throat indicating they are choking. Do not wait or hesitate as time is critical. Do not call 911 until after exhausting all attempts to get the obstruction out and stop the choking as you only have minutes before brain damage can begin to occur.

Do not deliver back blows but immediately begin using the Heimlich maneuver by using the following steps:

- Reach around the victim from behind (should be standing or if too heavy, you need plenty of space to successfully perform the procedure).
- Make a fist with your dominant hand. The thumb of this fist should point to the stomach. Place this fist just above the victim's navel (belly button) and under the breastbone.
- Wrap your other hand firmly around the fist. Be sure to keep your thumb away from the victim's body to avoid injury to the victim. Pull inward and upward, pressing into the victim's abdomen with quick upward thrust using good force. Make the motion similar to the letter "J" in, then up.
- Make sure the thrusts are quick and forceful – like you are trying to lift him/her off their feet.
- Perform thrusts in quick successions until the object is dislodged and expelled.

- If you fail to dislodge the obstruction, have someone call 911 and continue the Heimlich maneuver. If the victim becomes unconscious, stop the thrusts immediately, begin CPR and have someone call 911.

**Burns:**

Treat first and second-degree burns by immersing or flushing with cool water (no ice). Cover third degree burns with a damp cloth. Do not try to remove any charred clothing that is stuck to the burns. Seek professional medical care.

**Concussion:**

Look for the following signs: Loss of consciousness following the injury  
Disorientation or memory impairment, Vertigo, Nausea, Lethargy  
Seek Professional medical care.

**Seizures:**

Help the person down to the floor and be sure he/she is breathing. Move objects away to prevent them from hurting themselves. Observe and record specific details about the seizure to share with medical professionals. Seek Professional medical care.

**Stroke:**

Recognizing stroke symptoms:

- Numbness, weakness or paralysis of the face, arm or leg (on one or both sides of the body)
- Blurred vision
- Trouble speaking or understanding
- Dizziness, loss of balance or an unexplained fall
- Difficulty swallowing
- Sudden, severe, unexplained headache
- Sudden confusion

It is urgent to immediately call 911 for medical response. There are specific effective medications for stroke treatment but must begin within 3 hours of the onset of the stroke.

**Rattlesnake Bite:**

- Wash the bite with clean water and soap.  
Immobilize the bitten area and ensure lower than the heart.  
If the bite is on the hand or arm remove any rings, watch or tight clothing.



- Get professional medical help immediately
- If unable to reach medical help within 30 minutes, apply a bandage wrapped two to four inches above the bite which may help slow down the venom. The bandage should not cut off blood flow and be able to slip a finger under it. A suction device may be placed over the bite to draw venom out of the wound without making cuts.

By following this plan and prioritizing safety, you can help ensure the well-being of your staff and visitors at the donkey sanctuary.

## **405: Disaster Preparedness Emergency Plan**

### **I. Prepare the Sanctuary**

- Fire Safety: Clear flammable materials from around barns and pastures.
- Secure Structures: Reinforce fences and barns to withstand strong winds or other hazards.
- Water Supply: Ensure a reliable water source for the donkeys.
- Emergency Contacts: Create a list of emergency contacts, including veterinarians, farriers, board members, and volunteers.

### **II. Emergency Kit**

- **Essential Supplies:**
  - Halters, lead ropes, and other basic tack for each donkey
  - First-aid kit for donkeys (including medications, bandages, antiseptic)
  - Veterinary records for each donkey
  - At least a week's supply of feed and water for all donkeys
  - Water buckets and troughs
  - Hay nets and feeders
  - Tools for temporary shelter construction (if necessary)
  - Flashlights and batteries
  - Portable radio
  - Cell phones and chargers
  - Important documents (licenses, permits, insurance information)

### **III. Staff Training**

- Emergency Procedures: Train staff on evacuation procedures, first aid, and animal handling during emergencies.



- Communication: Establish clear communication channels among staff members and with external organizations.

#### **IV. Animal Care**

- Medical Records: Keep up-to-date medical records for each donkey, including vaccinations and treatments.
- Identification: Ensure all donkeys are microchipped or have other forms of identification.
- Special Needs: Identify donkeys with special needs and develop specific care plans for them.

#### **V. Community Partnerships**

- Local Organizations: Establish relationships with local emergency services, animal welfare organizations, and other relevant groups.
- Volunteer Network: Create a volunteer network to assist with evacuations, animal care, and other tasks.

#### **VI. Regular Review and Updates**

- Annual Review: Conduct annual reviews of the emergency plan to identify any necessary updates or improvements.
- Emergency Drills: Conduct regular drills to test the plan and identify areas for improvement.

### **Barn Fire**

#### **I. Safety Measures**

- Verify that all volunteers are trained in the use of Fire Extinguishers, that Fire Extinguishers are located in the appropriate and conspicuous space, and that they are inspected monthly by Edward Fish.
- Store machinery and flammable materials well outside the barn or any area where animals may be located.
- Inspect electrical systems regularly and immediately correct any problems. Rodents can chew on electrical wiring and cause damage that quickly becomes a fire hazard.
- Keep appliances to a minimum in the barn. Use stall fans, space heaters, and radios only when someone is in the barn.



- Store only two days worth of hay in the stabling area, and make sure the hay is clean and dry before placing it in the barn. Sweep up all hay fines at each replacement.
- Prohibit smoking in or around the barn. A discarded cigarette can ignite dry bedding or hay in seconds.
- Avoid parking tractors and vehicles in or near the barn. Engine heat and backfires can spark a flame.
- Store other machinery and flammable materials outside the barn.

## **II. Preparation**

- Keep aisles and barn doors free of debris and equipment.
- Mount fire extinguishers around the barn, especially at all entrances, and have them clearly marked.
- Maintain a partially filled 500 gallon water trailer
- Post emergency telephone numbers at entrance to the barn and stored in all care managers cell phones. Emergency telephone numbers should include those of the CEO, Donkey Care Manager, Administrative, Veterinarian, emergency response, and the full address of the barn for emergency dispatch.
- Be sure the address at the entrance to the rescue is clearly visible from the main road.

## **III. In the event of a barn fire**

- Immediately call 911 or your local emergency services.
- If the fire is small or contained, use Extinguishers or water to extinguish or prevent spread.
- Apply Extinguisher or water from an open area toward the fire source, never from the fire source to an open area which can spread flames further.
- Do not enter the barn if it is already engulfed in flames.

## **IV. If Evacuation Occurs**

- N/A No animals reside in the barn

## **Tornado**

### **I. Safety Measures**



- As much as possible, store all moveable debris or equipment in a secure area following daily use.
- Inspect buildings, windows, roofing, and gutters every six (6) months for safety.
- Annually assess stream, bridge, and culvert drainage for proper function, blockage, and stability.
- Maintain a 1700 gallon water tank and a 500 gallon water trailer be filled at the forecast of a hurricane to provide water in the event of temporary power outage.
- Maintain fuel powered portable generators and safety check once monthly.

## **II. Preparation**

- Clear outdoor areas of any unsecured machinery, supplies, and debris.
- Secure all indoor supplies well away from windows, doors, or aisle ways.
- Fill the 500 gallon water trailer.
- Fill fuel tanks of all vehicles, tractors, generators, and portable fuel tanks.
- Start all generators and chain saws and inspect for performance and safety.
- Verify two weeks of feed, hay, and medications are stocked.
- Notify volunteer staff of potential increased need.
- Remove donkeys from fields with trees, low areas, or other hazards.
- Post emergency telephone numbers at entrance to the barn and stored in all care managers cell phones. Emergency telephone numbers should include those of the CEO, Donkey Care Manager, Administrative, Veterinarian, emergency response, and the full address of the barn for emergency dispatch.
- Be sure the address at the entrance to the rescue is clearly visible from the main road.

## **III. In the event of a Tornado**

- Place all donkeys in pastures, preferably with no trees or potential debris.
- Document herd count of any fields prior to start of storm and immediately at end.
- Visually check each donkey for injury or stress, and call Veterinarian if required.

## **IV. Evacuation:**

Consider evacuation of the farm in the most extreme case with the expectation of a devastating storm. In advance, consider sheltering at county or municipal fairgrounds a safe distance away. Professional hauling services would be required. In the event professional hauling services are not available, we open all of the gates to the enclosures so the donkeys can retreat into nearby public lands and hills for safety.



## Electrical Outage

### I. Safety Measures

- Maintain a 1700 gallon water tank and a partially filled 500 gallon water trailer in the event of temporary power outage.
- Maintain fuel powered portable generators and safety check once monthly.

### II. Preparation

- Completely fill the 500 gallon water tank through use of generators,
- Fill fuel tanks of all vehicles, tractors, generators, and portable fuel tanks.
- Start all generators and chain saws and inspect for performance and safety.
- Verify two weeks of feed, hay, and medications are stocked.
- Notify volunteer staff of potential increased need.

### III. In the event of an electrical outage

- Utilize generators to power well pumps as a primary priority, and refrigerated drugs as a secondary priority.
- Fill all available water tanks.
- In the event of generator and/or well pump failure, utilize engine pump from a natural water source or procure water from secondary locations with water service.
- Document herd count of any fields daily and monitor for appropriate water supply.
- Visually check each donkey for injury or stress daily, and call Veterinarian if required.

### IV. Evacuation

Need for evacuation in this event cannot be foreseen.

## Flood

### I. Safety Measures

- Inspect buildings, windows, roofing, and gutters every six (6) months for safety.





- Annually assess stream, bridge, and culvert drainage for proper function, blockage, and stability.
- Maintain all roadways entering and exiting the rescue in good condition with adequate aggregate.
- Maintain fuel powered portable generators and safety check once monthly.

## II. Preparation

- Verify all stream crossings and drainage areas are clear of debris.
- Clear outdoor areas of any unsecured machinery, supplies, and debris.
- Secure all indoor supplies well away from windows, doors, or aisle ways.
- Fill the 500 gallon water trailer. 1700 gallon water tank is always full.
- Fill fuel tanks of all vehicles, tractors, generators, and portable fuel tanks.
- Start all generators and chain saws and inspect for performance and safety.
- Verify two weeks of feed, hay, and medications are stocked.
- Notify volunteer staff of potential increased need.
- Remove donkeys from fields with trees, low lying areas, or other hazards.
- Post emergency telephone numbers at entrance to the barn and stored in all care managers cell phones. Emergency telephone numbers should include those of the CEO, Donkey Care Manager, Administrative, Veterinarian, emergency response, and the full address of the barn for emergency dispatch.
- Be sure the address at the entrance to the rescue is clearly visible from the main road.

## III. In the event of a flood

- Determine by forecasts if donkeys will shelter inside or outside.
- Move donkeys to securely fenced areas away from low lying areas, trees or debris.
- Document herd count of any fields prior to start of storm and immediately at end.
- Visually check each donkey for injury or stress, and call Veterinarian if required.

## IV. Evacuation

Due to our elevation, a devastating flood would be unlikely. Consider evacuation of the farm in the most extreme case with the expectation of a devastating flood in the local area. In advance, consider sheltering at county or municipal fairgrounds a safe distance away. Professional hauling services would be required. In the event professional hauling services are not available, we open all of the gates to the enclosures so the donkeys can retreat into nearby public lands and hills for safety.



## Earthquake

### I. Safety Measures

- Inspect buildings, windows, roofing, and gutters every six (6) months for safety.
- Assess fence lines on a weekly basis for damage and hazards such as falling trees.
- Maintain a 1700 gallon water tank and a partially filled 500 gallon water trailer in the event of temporary power outage.
- Maintain fuel powered portable generators and safety check once monthly.

### II. Preparation

- Post emergency telephone numbers at entrance to the barn and stored in all care managers cell phones. Emergency telephone numbers should include those of the CEO, Donkey Care Manager, Administrative, Veterinarian, emergency response, and the full address of the barn for emergency dispatch.
- Be sure the address and the entrance to the rescue are clearly visible from the main road.

### III. In the event of an earthquake

- Document herd count of any fields immediately at end.
- Visually check each donkey for injury or stress, and call Veterinarian if required.
- Inspect all buildings and structures for damage.

### IV. Evacuation

Evacuation would be unlikely in this situation.

In the event that the donkeys become unsettled, we open all of the gates to the enclosures so the donkeys can retreat into nearby public lands and hills for safety.

## 500: FRIENDS AND FAMILY PROGRAM

### 501: Friends and Family Handbook: Donkey Caretakers



## I. Introduction

Welcome to Donkey Dreams Sanctuary “DDS”! We're thrilled to have you join our team of dedicated Donkey Caretakers. This manual outlines the expectations, guidelines, and safety procedures for volunteers.

### Code of Conduct

- **Respect for Animals:** Treat all donkeys with kindness, compassion, and respect.
- **Professionalism:** Maintain a professional demeanor at all times.
- **Teamwork:** Collaborate with staff and other volunteers.
- **Safety:** Prioritize safety for both humans and animals.
- **Confidentiality:** Maintain confidentiality of sensitive information.

### Caretaker Roles and Responsibilities

- **Donkey Care:**
  - Assist with feeding and watering
  - Clean enclosures and fields
  - Groom donkeys
  - Monitor health and behavior
  - Light Medical Care
  - Spending time with and cuddling all donkeys on the Sanctuary
- **Facility Maintenance:**
  - Help with general ranch maintenance tasks
- **Communication:**
  - Help with guest visits
  - Assist with social media and website content
- **Fundraising and Events:**
  - Help at fundraising events and activities
  - Help with promotional materials and outreach

## II. Caretaker Training

The CEO/Executive Director hosts a one hour orientation for new Friends and Family, then shows them specifically where to find the tools they will need, how to use them,



and what to do upon arrival, during shifts, and prior to departing. Friends and Family check in with the onsite supervisor (Donkey Care Manager or CEO/Executive Director) to get assignments and further direction for their shift. The onsite supervisor (Donkey Care Manager or CEO/Executive Director) will get Friends and Family started, monitor their progress, and be available to assist as needed.

- **Orientation:** All new caretakers will attend an orientation session to learn about the sanctuary's mission, policies, and procedures.
- **On-the-Job Training:** Experienced staff will provide training on specific tasks, such as animal care, facility maintenance, and guest interaction.
- **Safety Training:** Caretakers will receive training on safety procedures, including fire safety, first aid, and animal safety. Caretakers will not be left alone unsupervised with the donkeys until the supervisors are confident in their donkey kindness and care skills and demeanor.

### III. Caretaker Schedule

- **Scheduling:** Caretakers will be assigned shifts based on availability and the needs of the sanctuary.
- **Flexibility:** Caretakers are expected to be flexible with their schedule and willing to cover shifts as needed.

### IV. Safety Guidelines

- **Animal Safety:**
  - Always approach donkeys calmly and avoid sudden movements.
  - Never feed donkeys treats without permission from staff.
  - Be aware of your surroundings and potential hazards.
- **Personal Safety:**
  - Wear appropriate clothing and footwear. Closed toe/back shoes required. SPF shirts are recommended during summer months.
  - Use caution when working with tools and equipment.
  - Report any injuries or accidents to staff immediately.

### V. Additional Guidelines



- **Communication:** Communicate with staff and other Friends and Family openly and respectfully.
- **Positive Attitude:** Maintain a positive and enthusiastic attitude.
- **Feedback:** Share feedback and suggestions with staff to help improve the sanctuary.

## VI. Probationary Period

Helping at Donkey Dreams Sanctuary “DDS” is a privilege. All Friends and Family undergo a one month probationary period which allows the DDS team to determine if the Friends and Family member embodies our animal and personal safety guidelines. At any point, if the DDS team is concerned about donkey safety or personal safety of a Friends and Family member, DDS can terminate their relationship with the Friends and Family.

### OPEN DOOR

Donkey Dreams Sanctuary “DDS” has an Open Door Policy that encourages Friends and Family participation in decisions affecting them and their daily professional responsibilities. Friends and Family who have job-related concerns or complaints are encouraged to talk them over with their supervisor or any other management representative with whom they feel comfortable. DDS believes that volunteer concerns are best addressed through this type of informal and open communication. Friends and Family are encouraged to raise their work-related concerns with their immediate supervisor, or other management representative of their choice, as soon as possible after the events that cause the concern. Friends and Family are further encouraged to pursue discussion of their work-related concerns until the matter is fully resolved. Although DDS cannot guarantee that in each instance the Friends and Family member will be satisfied with the result, DDS will attempt in each instance to explain the result to the Friends and Family member if the Friends and Family member is not satisfied. DDS will also attempt to keep all such expressions of concern, the results of its investigation, and the terms of the resolution confidential. In the course of investigating and resolving the matter, however, some dissemination of information to others may be appropriate or required by law. No Friends and Family member will be disciplined or otherwise penalized for raising a good faith concern. By following these guidelines, you can contribute to the well-being of the donkeys and the success of the sanctuary. Thank you for your dedication and hard work!

### ACKNOWLEDGMENT OF RECEIPT

*Contributions are tax-deductible to the extent permitted by law;  
501(c)(3) non-profit tax identification number 87-1482824.*



Friends and Family Member Name: \_\_\_\_\_

**PLEASE READ THE FRIENDS AND FAMILY HANDBOOK WITHIN ONE WEEK OF RECEIPT, SIGN AND DATE THIS PAGE, AND RETURN THIS PAGE TO AMBER RALEIGH.**

I acknowledge that I have received a copy of Sanctuary’s Friends and Family Handbook. I understand that I am responsible for knowing and adhering to the policies set forth in the Handbook during my time at the Sanctuary. I further understand that Sanctuary reserves the right to amend, interpret, modify, or withdraw any portion of this Handbook at any time. I understand and agree that if the terms of this Acknowledgement are inconsistent with any policy or practice of Sanctuary now or in the future, the terms of this Acknowledgement shall control.

I understand that the Sanctuary may demote or discipline me or alter the terms of my helping at any time at its discretion, with or without cause or advance notice. I understand that no policy, statement, conduct, or action on the part of the Sanctuary. Finally, I agree that this Acknowledgment contains a full and complete statement of the agreements and understandings that it recites, and I agree that this Acknowledgment supersedes all previous agreements, whether written or oral, express or implied, relating to the subjects covered in this Acknowledgment.

\_\_\_\_\_  
DATED

\_\_\_\_\_  
Friends and Family Member  
Signature

**600: CORPORATE DOCUMENTATION**



## 601: Non-Profit Determination Letter (PDF available upon request)



Department of the Treasury  
Internal Revenue Service  
Tax Exempt and Government Entities  
PO Box 2508  
Cincinnati, OH 45201

DONKEY DREAMS SANCTUARY INC  
% AMBER RALEIGH  
3880 STOCKTON HILL RD STE103-338  
KINGMAN, AZ 86409

Date: November 29, 2022  
Employer ID number: 81-3650509  
Form 990 required: 990, Yes  
Person to contact: Name: Ms. Chung  
ID number: 0777227

Dear Sir or Madam:

We're responding to your request dated August 29, 2022, about your tax-exempt status.

We issued you a determination letter in October 2016, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Section 509(a)(2).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax-deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period.

- Form 990, Return of Organization Exempt From Income Tax
- Form 990-EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at [www.irs.gov/forms-pubs](http://www.irs.gov/forms-pubs) or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific time).

Thank you for your cooperation.

Sincerely,

Stephen A. Martin  
Director, Exempt Organizations  
Rulings and Agreements

Letter 4168 (Rev. 9-2020)  
Catalog Number 66666G





## 602: Donkey Dreams ByLaws

### ARTICLE I NAME AND PURPOSE

SECTION 1. Name. The name of the organization shall be Donkey Dreams Sanctuary It shall be a nonprofit organization incorporated under the laws of the State of Arizona.

SECTION 2. Purpose. The Organization is organized for exclusively religious, charitable, educational and scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue Law, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under said Section 501(c)(3) of the Internal Revenue Code of 1986. Donkey Dreams' Articles of Incorporation provide that the specific purposes and objectives of the organization shall include but not be limited to the following:

- a. provide rescue, rehabilitation, and permanent shelter to wild and domestic donkeys of all ages, genders, and abilities.
- b. improve the well-being of our community by providing evolutionary donkey experiences and donkey kindness and compassion awareness to donkey-curious individuals and groups Support other donkey rescues by transferring in donkeys, especially those with special needs, in bonded family groups, or otherwise difficult to place.
- c. cooperating with and supporting other projects and organizations that are organized and operated for similar purposes.

### ARTICLE II OFFICES

The principal office of the Organization in the State of Arizona, shall be located in the County of Mohave. The Organization may have such other offices, either within or without the State of Arizona, as the Board of Directors may designate or as the business of the Organization may require from time to time.

### ARTICLE III MEMBERSHIP

There are no members. The Board remains as is and has the rights.



## ARTICLE IV BOARD OF DIRECTORS

SECTION 1. General Powers. The business and affairs of the Organization shall be managed by its Board of Directors.

SECTION 2. Size and Terms. The number of directors of the Organization shall be fixed by the Board of Directors, but in no event shall be less than (3) or more than seven (7). Each director shall hold office for two years unless duly removed as prescribed in Article V. At the expiration of their two year term they may seek reelection at the annual meeting after the close of their term.

SECTION 3. Regular Meetings. A regular annual meeting of the Board of Directors shall be held in January of each year the day of which shall be called by the Chief Executive Officer or designated Chairman. The Board of Directors may provide the time and place for the holding of additional regular meetings with notice as described in Section 5.

SECTION 4. Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the Chief Executive Officer or any two directors. The authorized person(s) calling a special meeting of the Board of Directors may fix the place and time for holding said special meeting.

SECTION 5. Notice. Notice of any meeting shall be given at least two weeks prior thereto by written notice delivered personally, mailed to each director at his business address, or by electronic mail. In the case of emergencies, notice of meetings may issued 24 hours in advance. Each director is responsible for providing the Organization with his or her current business address or electronic mail address. Any directors may waive notice of any meeting. The attendance of a director at a meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

SECTION 6. Quorum. A majority of the number of directors fixed by Section 2 of this Article IV shall constitute a quorum for the transaction of business at any meeting of the Board of Directors. A quorum shall not be established if more than 50 percent of such quorum is related by blood or marriage or otherwise have joint financial interests, such as business partnerships, etc. If less than a majority is present at a meeting, a majority of the attending directors may adjourn the meeting from time to time without further notice.



SECTION 7. Manner of Acting. The act of the majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors.

SECTION 8. Action Without a Meeting. Any action that may be taken by the Board of Directors at a meeting may be taken without a meeting if consent in writing, setting forth the action so to be taken, shall be signed before such action by a majority of the directors.

SECTION 9. Vacancies. Any vacancy occurring in the Board of Directors may be filled by the affirmative vote of a majority of the remaining directors though less than a quorum of the Board of Directors, unless otherwise provided by law. A director elected to fill a vacancy shall be elected for the remaining term of his predecessor in office. Any directorship to be filled by reason of an increase in the number of directors may be filled by election by the Board of Directors for a term of office continuing only until the next election of directors by the Directors.

SECTION 10. Compensation. No Director or Officer shall for reason of his/her office be entitled to receive any salary or compensation, but nothing herein shall be construed to prevent an officer or director from receiving any compensation from the organization for duties other than as a director or officer.

SECTION 11. Presumption of Assent. A director of the Organization who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless his/her dissent shall be entered in the minutes of the meeting or unless he/she shall file his written dissent to such action with the person acting as the Secretary of the meeting before the adjournment thereof, or shall forward such dissent by registered mail to the Secretary of the Organization immediately after the adjournment of the meeting. Such right to dissent shall not apply to a director who voted in favor of such action.

## ARTICLE V OFFICERS

SECTION 1. Number. The officers of the Organization shall be a Chief Executive Officer, a Secretary, and a Treasurer, who shall be elected by the Board of Directors. Such other officers and assistant officers as may be deemed necessary may be elected or appointed by the Board of Directors, including a Chairman of the Board. In its discretion, the Board of Directors may leave unfilled for any such period as it may determine any office except those of Chief Executive



Officer and Secretary. Any two or more offices may be held by the same person, except for the offices of Chief Executive Officer and Secretary, which may not be held by the same person.

SECTION 2. Election and Term of Office. The officers of the Organization to be elected by the Board of Directors shall be elected annually by the Board of Directors at the first meeting of the Board of Directors. If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as convenient. Each officer shall hold office until his/her successor shall have been duly elected and shall have qualified, or until his/her death, or until he/she shall resign or shall have been removed in the manner hereinafter provided.

SECTION 3. Removal. Any officer, agent, or director may be removed by a unanimous vote of the remaining Board of Directors whenever, in its judgment, the best interests of the Organization will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. Election or appointment of an officer, agent, or director shall not of itself create contract rights, and such appointment shall be terminable at will.

SECTION 4. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Directors for the unexpired portion of the term.

SECTION 5. Chief Executive Officer. The Chief Executive Officer shall be the principal executive officer of the Organization and, subject to the control of the Board of Directors, shall in general supervise and control all of the business and affairs of the Organization. He/she shall, when present, preside at all meetings of the Board of Directors, unless there is a Chairman of the Board in which case the Chairman shall preside. He/she may sign, with the Secretary or any other proper officer of the Organization thereunto authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws to some other officer or agent of the Organization, or shall be required by law to be otherwise signed or executed; and in general shall perform all duties incident to the office of the Chief Executive Officer and such other duties as may be prescribed by the Board of Directors from time to time.

SECTION 6. Secretary. The Secretary shall keep the minutes of the proceedings of the Board of Directors in one or more minute books provided for that purpose and shall see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law. The Secretary shall be custodian of the organization's records and of the seal of the Organization and



see that the seal of the Organization is affixed to all documents, the execution of which on behalf of the Organization under its seal is duly authorized. He/she shall keep a register of the post office address of each Director which shall be furnished to the Secretary by such Director; and in general perform all duties incident to the office of the Secretary and such other duties as from time to time may be assigned to him/her by the Chief Executive Officer or by the Board of Directors.

SECTION 7. Treasurer. The Treasurer shall perform a quarterly review of all receipts and disbursements in books belonging to the Organization. The Treasurer will also perform quarterly reviews of the deposit of all monies and other valuable effects in the name and to the credit of the Organization in such banks and depositories as may be designated by the Board of Directors. He/she shall perform the duties usually incident to the office of treasurer and such other duties as may be prescribed by the Board of Directors or by the Chief Executive Officer.

SECTION 8. Capital Expenditures. The Board shall approve by vote (in person, via electronic conferencing or via electronic correspondence) any capital expenditures above \$2500. The Board may elect to increase this amount at any point via a majority vote.

#### ARTICLE VI INDEMNITY

The Organization shall indemnify its directors, officers and employees as follows: (a) Every director, officer, or employee of the Organization shall be indemnified by the Organization against all expenses and liabilities, including counsel fees, reasonably incurred by or imposed upon him/her in connection with any proceeding to which he/she may be made a party, or in which he/she may become involved, by reason of his/her being or having been a director, officer, employee or agent of the Organization or is or was serving at the request of the Organization as a director, officer, employee or agent of the organization whether or not he/she is a director, officer, employee or agent at the time such expenses are incurred, except in such cases wherein the director, officer, or employee breached or failed to perform the duties of the office or job and such breach or failure constitutes willful misconduct, gross negligence or intentional infliction of harm upon the Organization, directors, employees, or agents. In the event of a settlement the indemnification herein shall apply only when the Board of Directors approves such settlement and reimbursement as being for the best interests of the Organization. (b) The Organization shall provide to any person who is or was a director, officer, employee, or agent of the Organization or is or was serving at the request of the Organization as a director, officer, employee or agent of the organization, the indemnity against expenses of suit, litigation or other proceedings which is specifically permissible under applicable law. (c) The Board of



Directors may, in its discretion, direct the purchase of liability insurance by way of implementing the provisions of this Article VI.

## ARTICLE VII CONFLICTS OF INTEREST

SECTION 1. Purpose. The purpose of the conflict of interest policy is to protect this tax- exempt Organization's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest application to nonprofit and charitable organizations.

SECTION 2. Definitions.

1. Interested Person. Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
2. Financial Interest. A person has a financial interest if the person has, directly or indirectly, through business, investment, or family: (a) An ownership or investment interest in any entity with which the Organization has a transaction or arrangement, (b) A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or (c) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. Under Section 3.2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

SECTION 3. Procedures.

1. Duty to Disclose. In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
2. Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she



shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest.

- a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflicts of Interest Policy.

- a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

SECTION 4. Records of the Proceedings. The minutes of the governing board and all committees with board delegated powers shall contain: (a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest is present, and the governing board's or committee's decision as to whether a conflict of interest in fact exists. (b) The names of the persons who were present for





discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### SECTION 5. Compensation.

1. A voting member of the governing board who receives compensation, directly or indirectly, from the Organization is precluded from voting on matters pertaining to that member's compensation.
2. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
3. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.
4. The majority of our Board of Directors will be non-salaried and will not be related to salaried personnel or to parties providing services. In addition, all compensation decisions will be made by the Board of Directors.
5. Further, all compensation paid will be reasonable and will be based on the following factors: (a) the type and amount of compensation received by others in similar positions, (b) the compensation levels paid in our particular geographic community, (c) the amount of time the individual spends in their position, (d) the expertise and other pertinent background of the individual, (e) the size and complexity of our organization, and (f) the need of our organization for the services of the particular individual.

SECTION 6. Annual Statements. Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person: (a) has received a copy of the conflicts of interest policy, (b) has read and understands the policy, (c) has agreed to comply with the policy, and (d) understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax- exempt purposes.

SECTION 7. Periodic Reviews. To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects: (a) Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining; and (b) Whether



partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

SECTION 8. Use of Outside Experts. When conducting the periodic reviews as provided for in Section 7, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

## ARTICLE VIII CONTRACTS, LOANS, CHECKS AND DEPOSITS

SECTION 1. Contracts. The Board of Directors may authorize any officer/s, agent/s, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Organization, and such authority may be general or confined to specific instances.

SECTION 2. Loans. No loans shall be contracted on behalf of the Organization and no evidences of indebtedness shall be issued in its name unless authorized by a majority vote of the Board of Directors and evidenced by a resolution of the Board of Directors. Such authority may be general or confined to specific instances.

SECTION 3. Checks, Drafts, etc. All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Organization, shall be signed by such officer or officers, agent or agents of the Organization and in such manner as shall from time to time be determined by resolution of the Board of Directors.

SECTION 4. Deposits. All funds of the Organization not otherwise employed shall be deposited from time to time to the credit of the Organization in such banks, trust companies or other depositories as the Board of Directors may select.

## ARTICLE IX FISCAL YEAR

The fiscal year of the Organization shall begin on the first day of January and end on the last day of December each year.



## ARTICLE X CORPORATE SEAL

The Board of Directors may at its discretion provide an organizational seal, which shall be circular in form and shall have inscribed thereon the name of the Organization and the State of incorporation and the words, "Corporate Seal".

## ARTICLE XI WAIVER OF NOTICE

Unless otherwise provided by law, whenever any notice is required to be given to any director of the Organization under the provisions of these Bylaws or under the provisions of the Articles of Incorporation or under the provisions of the applicable Business Corporation Act, a waiver thereof in writing, signed by the person/s entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

## ARTICLE XII AMENDMENTS

These Bylaws may be altered, amended or repealed and new Bylaws adopted when necessary by a two-thirds majority of the Board of Directors.

The above Bylaws were approved and adopted by the Board of Directors of the Organization on the 1 day of January, 2018.