



In the spring of 2020 Project Chimps was approached by Dr. Steve Ross, the director of the Lester E. Fisher Center for the Study and Conservation of Apes, and we accepted his invitation to be the first group to participate in a developing independent welfare assessment of captive chimpanzees. At Project Chimps we're always looking to improve and open to new ideas to provide the best life for our chimps and staff.

Funded by a grant from the Arcus Foundation (which has not provided any funding to Project Chimps), Dr. Ross conducted his review of our sanctuary to determine the degree to which we are meeting the welfare needs of our chimpanzees. We are happy to announce that Dr. Ross' evaluation both confirmed the quality of Project Chimps and provided ideas for growth as we continue to evolve.

We are honored to be the pilot sanctuary for this new program, and have begun our review of Dr. Ross' findings, which are valuable to the ongoing discussions of how we grow our young sanctuary and what changes we may be making as we move towards the day when we are caring for the 200 chimpanzees to whom we intend to provide lifelong care.

Overall, Dr. Ross found the chimpanzees' social lives to be excellent with indicators of individual wellbeing to be largely positive. The assessment of the chimpanzees' physical living spaces was very good with notations on which structures and yard setups we should consider replicating in our future expansion. Programmatically, he felt that there is room for improvement which he acknowledged would be expected of a program of our youth, and he confirmed the viability and value of our existing plans for growth as we increase in size.

Beyond those broad strokes, what follows on these pages is Dr. Ross' complete report accompanied by annotations from the Project Chimps team that should provide context for the findings and, where applicable, our

plans for addressing any areas where he suggested changes. You will find the unabridged detailed assessment from Dr. Ross on the left side of the document, and Project Chimps' comments on the right.

We additionally encourage readers to review our [strategic plan](#), which was implemented in 2019. Many of the areas Dr. Ross suggested focusing on have long been part of our future plans, already identified as priorities for the sanctuary. Our strategic plan provides a deeper outline of how and when we hope to develop and implement adjustments and changes to various aspects of the sanctuary's facilities, staffing and programs.

We are grateful to Dr. Ross for spending his time with us and with our chimpanzees, and eager to continue our work for them. We're hugely grateful, also, to our supporters for standing with us in our efforts, and for being so passionate about the welfare of these incredible animals. Our ability to continue our mission for these chimps and to bring the remaining chimps from the research lab depends on your support now more than ever.

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**Project ChimpCARE
Chimpanzee Welfare Assessment**

**Project Chimps
Morganton, GA**

Site visit 1 (scheduled): June 2020
Site visit 2 (unscheduled): August 2020

Assessment by: Stephen Ross, PhD

SOCIAL	94
SPACES	81
PROGRAMS	67
OVERALL	81

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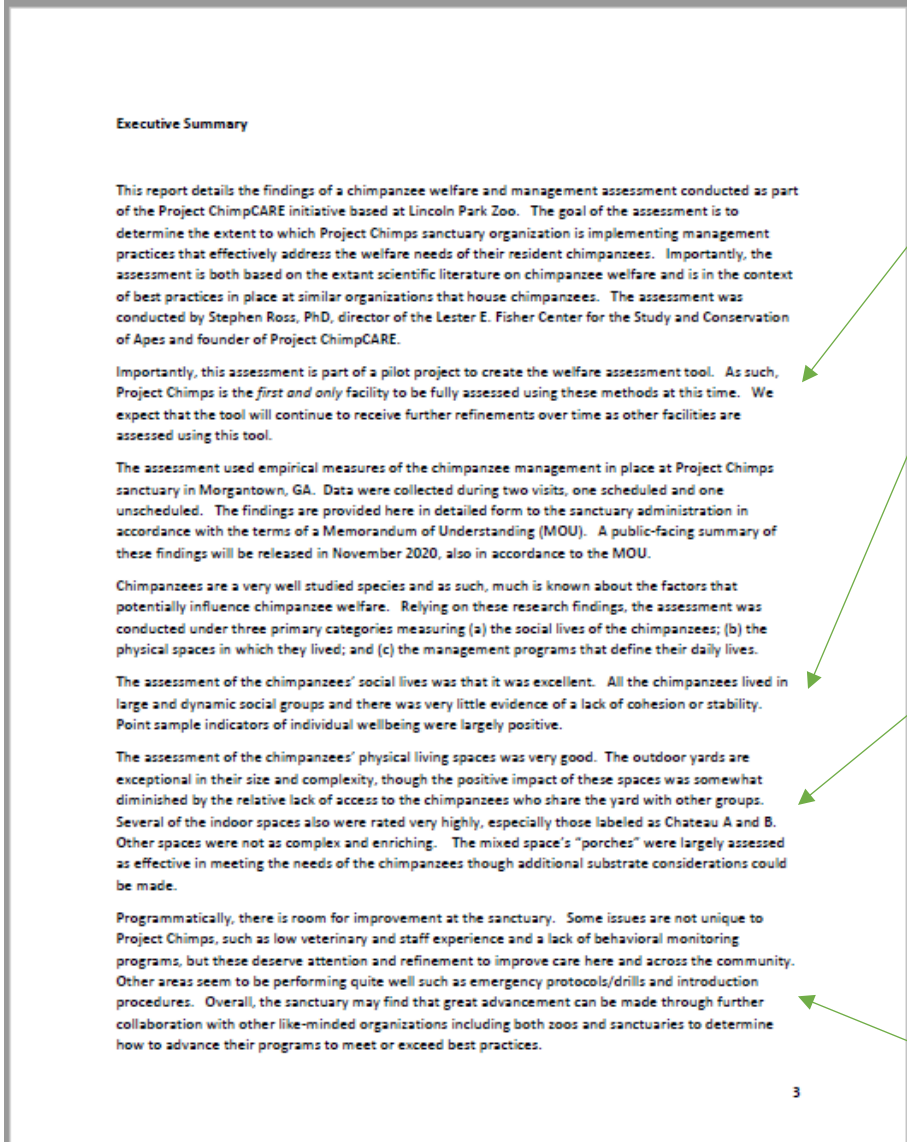
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Project Chimps is the *first and only* facility to be fully assessed using these methods, which were developed during the assessment process. We look forward to additional facilities participating in the same assessment so that we can share best practices and learn from each other.

Our highest score was in the social structure of the groups we have formed thus far at Project Chimps. Our team has completed 6 rounds of group introductions, which have resulted in stable and thriving chimp families. This is a fundamental part of our [strategic plan](#) and focuses on one of the most important things to Project Chimps – that our approach enables chimpanzees to be happy and thriving.

Our current facility was originally designed for gorillas and thus far we have remodeled existing infrastructure to accommodate chimpanzees. This has limited us in some ways. For example, we don't have the ability to increase the heights of existing buildings. We had more flexibility with Chateau, which was a large building shell when we purchased the property, so we were able to design the interior structure of Chateau from scratch. We expect to build structures similar to Chateau in our Phase 2 expansion, always learning and adjusting as we see how the chimpanzees adapt and live within the building. While habitat access is rotated at present, it has always been our goal for every group to have a dedicated yard of its own to use daily, once social introductions are completed. During this current period, while we're still conducting group introductions and establishing social stability, we find the habitat time-sharing method assists with our process of building the large chimpanzee family at Project Chimps. We can increase the amount of habitat access time, discussed later in this report.

Our lower score in "programs" makes us eager to continue to build our capacities in these areas. We are also sure that the way we have conducted some of our programs to date has helped us thrive with respect to important goals for us, such as the development of important social and family structure that the report specifically identifies as excellent. We look forward to increased collaboration with peers, including to address some of the challenges that Dr. Ross points out aren't unique to Project Chimps, but are experienced throughout similar facilities.

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The Chimpanzee Welfare Assessment Process

The objective of the Chimpanzee Welfare Assessment Process (hereafter simply "the Assessment") is to provide organization feedback on care and management practices as they relate to addressing and improving the welfare of the resident chimpanzees.

The Assessment is aimed to (a) leverage what is known about chimpanzee welfare in the scientific literature, to (b) encourage best practices in relation to those in place at peer organizations (accredited zoos and sanctuaries), and (c) summarize various measurable metrics into simple, understandable scores that (d) encourage continued refinement of management and prioritization of effort/resources and (e) ultimately improve chimpanzee welfare as a result.

The Assessment is as intentionally objective and empirical as possible. Whenever possible, important elements are quantitatively measured rather than subjectively rated. While this is not possible for every characteristic of chimpanzee management, it is the preferred method and helps both in terms of comparisons with peer organizations and measuring progress and improvement over time.

Importantly, the metrics utilized here are almost all "welfare inputs" rather than "welfare outputs". That is, they are measuring what an organization is doing to improve welfare (e.g. housing, social management, enrichment, etc.) rather than what the result is for the chimpanzees themselves (e.g. behavior, physiology). While measuring outputs is a more direct representation of a chimpanzee's welfare state, it is notoriously difficult to measure and requires substantial investment of time and resources. Instead, we primarily (though not exclusively) measure inputs that, based on what we know from the scientific literature, are reasonable proxies for what we might expect in terms of the chimpanzee's welfare (see Appendix).

The specific metrics utilized for these scores are derived from Ross (2020). Here, a survey of experts in chimpanzee behavioral management were asked to rank the most important considerations for captive chimpanzee welfare. They responded with (in order of priority): social life, quality/complexity of space, choice and control, cognitive challenge, positive human relations, varied diet, nesting opportunities, quantity of space. The full list of measurable metrics is listed in the Appendix.

Measures were completed in two ways:

1. By the assessor during scheduled and unscheduled site visits.
2. By the organization under the direction of the assessor. In these cases, measures were verified by the assessor during unscheduled visits.

The three areas of focus are:

- SOCIAL: Assessing the social life of the chimpanzees living in their groups.
- SPACES: Assessing the quantity and quality of physical spaces in which the chimpanzees reside.
- PROGRAMS: Assessing the management practices that potentially affect chimpanzee welfare.

The result is a score (from 0-100) for each of these three areas and an overall score that is the average of the three areas, which represents the overall capacity of the organization to address the welfare of the resident chimpanzees.

The scores are solely the result of the assessment process and are not subject to negotiation with the organization. They are a reflection of what was seen and assessed during scheduled and unscheduled site visits. They also do not make any attempt to adjudicate past practices.

Many metrics that influence the scores are a result of a contextual analysis in which the practices of the organization are compared to those practices in place in peer organizations. In this case, metrics are compared to other accredited organizations that house chimpanzees including sanctuaries accredited by GFAS and zoos accredited by AZA. While those organizations have not undergone the full assessment process at this time, information on particular practices has been collected *ad libitum*.

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Assessment

1. Social

The overall social score was 94, meaning it appears that the chimpanzees live a very rich and dynamic social life. The primary metric of interest was the average group size, which was 15.6, which is considerably higher than what has been estimated for both the accredited sanctuary (10) and zoo community (8) in the United States. The recommended minimum group size (GFAS, AZA, NIH) is 7.

Most of the support for the benefits of larger social groups is based on the sizes of groups in the wild, where communities range from 10 to over 200. Research on outcomes of captive group sizes is relatively sparse but recent research has shown that larger groups (over 7) may confer some behavioral benefits, such as increased activity and affiliation (Neal Webb, Hau, and Schapiro 2019).

Other metrics for this area were measures of group stability, frequencies of separation, and measure of group composition such as sex ratio and number of adult males. There is evidence that having a strong cohort of adult male leadership in a group can help buffer increases in aggression and wounding from other group members such as adolescent males (Ross et al., 2009a).

Also as part of this assessment, instantaneous sampling of each individual chimpanzee was taken for each site visit. The results of that sampling are below:

	Total chimps scored	Number of chimps with notable wounds	Number of chimps demonstrating abnormal behaviors (rocking, hair-plucking, and stereotypies)	Number of chimps displaying anxiety-related behavior (rough scratching)
Site visit 1	69	1 (1.4%)	2 (2.9%)	5 (7.2%)
Site visit 2	67	2 (3%)	3 (4.5%)	6 (9.0%)

This is one of the examples of output measures used in this assessment process; a spot-sampling of all individuals during each site visit to note the prevalence of chimps with notable wounds, abnormal behaviors and anxiety-related behavior. As these measures have not yet been conducted at other facilities, these measures are without context. Subjectively speaking, and based on past experience, the rates listed here are remarkably good. While a one-time spot sampling may not accurately represent the prevalence of these behavior overall, we characterize the rates listed here as indicative of relatively low rates of wounding, abnormal and anxiety-related behaviors. For instance, Jacobson et al (2016) sampled zoo-housed chimpanzees and found 48% of chimpanzees engaged in abnormal behaviors other than coprophagy. Likewise, Bloomsmith et al. (2019) found 37% of laboratory chimpanzees to engage in these behaviors.

Our team's success in facilitating introductions of chimpanzees, which leads to the formation of stable, healthy chimpanzee groups, received the highest marks in this assessment.

The vitality of our chimpanzee residents is the heart of Project Chimps' work, and we have achieved that goal even being the newest chimpanzee sanctuary in America, with a staff that is growing in experience every day. Continued forward progress and introduction of new ideas and programs is our constant goal. And as we move in that direction, we are proud to have notably stable and thriving chimp groups.

We received an outstanding score reflecting the low incidence of anxiety-related behaviors. In every society – chimpanzee and human – anxiety is present, even with completely healthy individuals; we all experience that daily. At Project Chimps, of course, we are also caring for chimps whose past experiences in research laboratories shaped their anxieties and the associated behaviors in ways we cannot know. But in any group of animals there will be dynamic relationships. It is a remarkable accomplishment that despite all of those factors, and our relative youth as an organization, the instances of anxiety-related behaviors averaged 8.1%. Compared to the average of 48% observed in zoo-housed chimpanzees, this is an exceptional score.

Key metrics: Quartile standing*

Average group Size				4Q	Top quartile
Adult males per group				4Q	Top quartile

*Measures are compared to a like group of accredited sanctuaries and zoos.

Strengths

- All chimpanzees lived in large, dynamic, mixed sex groups. This is a remarkable and noteworthy accomplishment that there are no exceptions and a testament to the good working relationship with the source institution as well.
- Groups were composed of good sex ratios and primarily had good core male leadership intact.
- Evidence suggests there has been a relatively low level of aggression and relatively few social separations needed indicating good social stability.

Areas for improvement:

- Some individuals display anxiety-related behaviors (scratching, rocking) in relation to human activities (diet, shifting). While the causes of such behaviors can be traced to events much earlier in the chimps' life histories, proximate events can catalyze their expression in certain circumstances. For instance, the extended feeding time methodology, in which each chimp is hand-fed individually to ensure portion control is used at PC (see programs section). Such management can serve to elicit these behaviors (rocking, tandem walking, etc.) even if the root causes are most likely linked to early rearing histories.

We are pleased with the validation of our introduction program and our group structures as noted in the areas of strength.

Regarding Dr. Ross' notes about the (minimal) anxiety levels shown, we have always been, and continue to be, engaged in ongoing and robust conversations with our staff and independent experts on ways to decrease the chimps' anxiety-related behaviors attributed to human activities. We will discuss this further in the program section of this report.

Assessment

2. Spaces

The overall spaces score was **81**, meaning the spaces were broadly exceeding those used to house chimpanzees elsewhere, though there are aspects that may require refinement.

The measure of spaces was broadly separated into measures of quantity and quality. Space quantity considered the total indoor/outdoor footprint and accessible vertical space. Space quality was a composite measure accounting for substrates, visual barriers, resting sites and climbing opportunities.

Key metrics: Quartile standing*

Accessible quantity of space			4Q	Top quartile
Quality/complexity of (Indoor) space			4Q	Top quartile
Indoor Substrate quality		2Q		2nd quartile
Outdoor (yard/habitat) access	1Q			Low quartile

*Measures are compared to a like group of accredited sanctuaries and zoos

There have been a number of studies examining how chimpanzees utilized the space available for them. Past studies have demonstrated that chimpanzees living in crowded conditions (low space/individual) may increase abnormal or anxiety-related behavior (Duncan et al., 2013; Ross et al, 2010) though in some cases they may adopt tension-reduction strategies to reduce the potential for social conflict (Nieuwenhuisjen and de Waal 1982; Videan and Fritz 2007). There is also evidence for the idea that larger and more complex settings can provide behavioral and welfare benefits (Neal Webb, Hau and Schapiro, 2018; Ross et al., 2011; Ross et al., 2009b; Traylor-Holtz and Fritz, 1985).

Of course chimpanzees don't always use the space provided to them and in fact, can be quite selective in their space use (Ross et al, 2011). However, there is also evidence supporting the idea that the simple "choice" of accessing complex spaces such as outdoor yards, can result in behavioral benefit (Kurtycz, Wagner and Ross, 2014). Finding the means to increase the opportunities for chimpanzees to access dynamic and complex yard/habitat is likely to result in enhanced wellbeing for many individuals. We note that chimpanzees have constant access to the porches which we rated as "mixed" (indoor/outdoor) spaces and may confer some of the benefits of full outdoor access.

At present we have 78 chimps in five groups living in five buildings and sharing two yards.

It is our long-term goal to have 200 chimps in a total of eight large groups, with one or two smaller groups for individuals who have medical or psychological needs that require special attention.

Utilization of the time-shared yards has been very helpful in our group formation process, a key factor in providing a healthy social environment for our chimpanzees. This time-share will continue to be important as we welcome new chimps and form additional groups. This process will continue until we have successfully relocated all of the chimps from the New Iberia Research Center. Once all of the chimps are here, we can finalize the group formations and then allocate one large group to each yard for daily access. The process is dependent upon the receipt of funding for our capital campaign, currently estimated at \$13.2M, which will allow the construction of two additional large buildings and six additional yards. This project can be started with the receipt of half of the funds and completed within three years from the receipt of the full funding.

Strengths

- The outdoor space (yard/habitat) was a strong point and in terms of both quantity and quality of space, is among the very best offered to chimpanzees in this country. The breadth of variety was especially notable in terms of the foliage, mix of natural and artificial elements, climbing and resting opportunities, and topography.
- There was a large degree of variability for indoor spaces. The bedrooms and playrooms of Chateau A/B scored as excellent for both quality and quantity of space while the other indoor spaces were less dynamic and spacious.
- The porches that we scored as "mixed" spaces for each group were relatively high scoring with a good degree of elevated resting areas and protected access to outdoors so that chimps could experience some of the benefits of outdoor access.

Areas for improvement

- A substantial drawback of the space was the relatively limited access to the outdoor yards. As such, chimpanzees were only able to benefit from those spaces for a fraction of their time.
- Aside from the chateaus, the other indoor spaces were only moderately successful in design with relatively small spaces, low vertical opportunities, and only moderate climbing opportunities.
- There were weaknesses to the design of some of the porches as well. Those with a solid roof; the harshly angled floor; the large proportion of hardscape floor could use refinement.
- Further use of woodwool (and to a lesser degree hay/straw) could have substantial behavioral benefit. Though chimpanzees may not use it initially, they may learn to use it and benefit as a result. Some areas (bedrooms and porches) would benefit from the consideration of a deep-mulch litter substrate. Past experiences may not have been positive but leverage best practices from other facilities may present new opportunities.

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The areas of strength identified by Dr. Ross confirm that our design of Chateau and the porches in each building are a successful model that supports the chimpanzees. What we are doing on this front is working, and we plan to replicate it in future construction.

Observing the chimps and watching their interactions, it seems that the time-shared rotational access to the yards has allowed us to be successful in establishing the stable groups that were noted earlier in this report. The suggested areas for change could occur if we were able to increase the length of each workday. As we are unable to allow the chimps to have habitat access without adequate staff on site, we would need to increase our caregiver staff by an additional 4.5 fulltime employees. This would add \$140,400 to our annual operating budget. It could extend the time the chimps have in the yard from 6 hours per day to 10 hours.

The pool of individuals who have the experience to care for chimps is unfortunately small and keeping positions filled is challenging. As we grow and our staff gain experience, we hope that issue will be less of a concern.

As noted earlier, we are unable to raise the roofs of the smaller villas, and in fact, these lower vertical spaces will be necessary for geriatric or mobility-impaired chimps as our population ages. Younger and able-bodied chimps will be relocated into the larger buildings once they are constructed.

Our team has discussed bio-floors, or deep litter mulch, at length and has determined that our geographical location and physical facilities make this problematic. Our area has substantial humidity levels and other factors at Project Chimps means that such floors threaten chimp and human health. However, we are considering other options to experiment with additional woodwool, hay, and other disposable substrates during the first quarter of 2021. We will select one room in each building in which we will supply an increased quantity of substrate and then collect observations on how the chimps interact with the material, how the staff adjusts to cleaning, how frequently the material needs to be fully changed out, and the costs associated with the purchase of product and its disposition. While exact costs are unknown at present, this is expected to increase our operating budget by at least \$15k annually for one room per group (6 rooms), and upwards of \$60k per year for all rooms (16 rooms).

Assessment

3. Programs

The overall programs score was 67, suggesting that there are a number of areas deserving attention and possible refinement.

(a) Diet

- Diets were of high-quality.
- Feeding regimens were atypical for the community. Extensive time to hand-feed may result in anticipatory and anxious behaviors as chimpanzees await their meals. May consider greater reliance on scatter-feeding, further investigation of cooperative feeding methods, and variable feeding times, all of which have empirical research demonstrating their benefit.

(b) Veterinary staff

- During the assessment, the organization successfully filled the position for a full-time veterinarian, which is a critical need for the colony.
- There is relatively little veterinary experience in that department, and as such continued collaboration with colleagues in zoos and sanctuaries will be beneficial.
- There is a need for growth of the veterinary department as the chimpanzee population continues to grow. The inclusion of a certified veterinary technician is suggested.

(c) Veterinary resources

- Veterinary resources are moderate. At this time, some spaces are used for multiple purposes such as meetings, but growth of facilities will become increasingly necessary. We recommend the development of dedicated, sterile examination rooms that are not multi-purpose in nature. Future construction may consider build-in medical wings.
- Continued efforts to acquire veterinary equipment (such as a new ultrasound machine) will be beneficial especially as preventative physical exams begin.

(d) Safety program

- Good safety protocols are in place and innovative training and drill methods are implemented.
- Staff seem well-trained but several instances of casual practices (e.g. forgetting to double check locks or not waiting for confirmation from fellow staff before shifting) were observed so continued training and monitoring will be beneficial.
- Consistent use of radios for communication should be encouraged.

(e) Enrichment program

- The enrichment program is high-functioning and ambitious in that time and resources are provided to innovate new forms of enrichment.
- Greater variety of enrichment items and more intensive evaluation processes are encouraged.

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Project Chimps' proven method of hand-feeding our residents for two of the three meals per day has been an important component in developing our social structures while also allowing close observations of each chimp every day and maintaining calorie control for chimps who have needed weight decreases or increases. Hand-feeding allows individual care and negates aggressive food behaviors that many animals exhibit. To address the concerns raised by Dr. Ross, and try to eliminate some of the anxiety-related behaviors, we will experiment with a green-leaf scatter as the first course of each meal so all chimps have access to a low-calorie snack while waiting their turn for hand-served meals.

We are pleased to have a new veterinarian with primate experience on staff and access to a wide range of independent subject matter experts in everything from captive chimpanzee care to oral surgery. We look forward to this department growing as the population and their needs increase. This planned growth is part of our [strategic plan](#) and has always been part of our plan for Project Chimps as we bring more chimps on site.

The Phase 2 buildings each have a medical wing already planned, and our team is always seeking donated equipment that will improve our medical team's operations. The multi-purpose use issue has occurred because as we have grown, we have prioritized the construction and development of chimp spaces and not human spaces. Thus, meetings and trainings for our growing staff take place wherever there is room at the time. However, even with that effort, chimpanzee care and protection of staff and chimps is considered paramount. A dedicated office building (which will also serve as a visitor center), is planned for Phase 3, to follow the completion of Phase 2 likely in 2024 and is estimated at \$3M. With currently 32 employees but plans to grow to over 60 employees, we have always planned to grow the facilities as our numbers increase.

There are areas of campus that have extremely poor radio reception. This will be corrected by the addition of an on-campus repeater which has been budgeted for 2021 at \$6,000.

Every caregiver was tasked with inventing one new enrichment device as his or her 2020 goal; many of these are in prototype testing to ensure chimp safety and will be fully implemented in 2021.

(f) Staffing

- Relatively low staff ratio for the number of chimpanzees. This is somewhat supplemented by the use of volunteers but not completely. Volunteers can conduct some, but not all of the same activities as fulltime paid staff and consideration should be given to having at least two fulltime paid staff per group at all times.
- Relatively low experience level is a community-wide issue (sanctuaries and to some degree zoos as well) and evident here also but promotion of aides and volunteers after sufficient training will be of benefit.

(g) Behavioral monitoring

- Virtually no formal behavioral monitoring program in place. Development of standardized observations could be beneficial.
- The new behaviorist position is worthwhile but will be focused more so on training rather than monitoring.

(h) Training program

- Recent inclusion of behaviorist to develop plans to increase training and identify problem behaviors will be worthwhile.
- At the point of these assessments, there was very little PRT program in place.

(i) Introductions

- Introduction of unfamiliar chimpanzees will continue to be a focus as new chimpanzees arrive.
- During assessment, a successful introduction took place and the planning and process seemed effective.
- Documentation of the introduction process was noted and was beneficial.

Strengths

- Robust, varied and innovative SOPs in place for escape and emergency drills.
- Enrichment program is ambitious and innovative.
- Introduction processes have been successful to date.

Areas for improvement

- Veterinary resources and experience need to grow over time as chimpanzee population rises. There is a need for more veterinary staff (a vet technician may be a next step).
- Increased attention to behavioral monitoring to assess welfare will be an important refinement to the care program.
- Some positive reinforcement training programming takes place, but further development of that program to address behavior and management needs will be useful.

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We currently have a staffing plan that would provide for two full time staff members with each chimp group daily. However, there is a staffing shortfall with several vacancies that have proven difficult to fill for the past few months, as many sanctuaries and zoos are also hiring from a limited pool of experienced candidates. With the pandemic, many are unwilling or unable to relocate. Once we're able to fill these positions, this dilemma will be resolved.

As noted, there is a new behaviorist on staff who joined just before this assessment took place and is in the early stages of developing what we expect to be a comprehensive behavior and training programs.

We are pleased that Dr. Ross noted our high success with our introduction process and the team who conducts introductions with our chimps. Our method of time-sharing and rotational access to yards has contributed to this success, as it allows unknown chimps to become familiar with each other from a safe distance, and to carefully observe each other as they utilize the same areas on different days. This shared use also eliminates territorial strongholds by any one group, thus decreasing the chance of aggression when groups do meet in the same physical space.

Assessment

Staff Survey Results

In addition to the assessment of programs, a staff survey was conducted (and provided to the organization). We received 37 responses (22 from paid staff, 15 from volunteers who directly work in chimp husbandry areas). Below, I list three key questions and put them in context with surveys from other U.S.-based accredited sanctuaries for context.

(1) We asked about the experience of the staff working with chimpanzees. Below we list the proportion of staff that categorized themselves as having varying degree of experience working with chimpanzees in a professional capacity.

	Project Chimps	Average comparison group response
This is my first professional experience with chimps	35%	20%
Less than one year experience with chimps	5%	3%
1-4 years experience with chimps	46%	29%
5-9 years experience with chimps	11%	11%
10+ years experience with chimps	3%	37%

At Project Chimps, there is a slightly lower level of experience compared to similar organizations. Only a small proportion of caregivers have five or more years of experience (14%) compared to other organizations (48%). This is likely highly influenced by the fact that some caregivers are volunteers or interns/aides. Continued retention of staff will help augment caregiver experience overall. The internal promotion system of volunteers and aides to fulltime caregivers provides good opportunities to identify qualified candidates and increase overall experience levels.

As mentioned above, there is a limited pool of “experienced” candidates for the highly-skilled work it takes to care for chimpanzees, and as a young organization we are happy to be, in significant part, growing from within. Our robust and successful volunteer pool has already generated new staff and we expect that trend to continue. Our student intern program has equally resulted in new staff. Project Chimps is only six years old, and we have only had chimps present for four years; and so we expect that we will naturally develop a higher percentage of staff with 5+ years’ experience within the next few years. The percentage now would be expected to be relatively low, particularly when compared with other organizations -- several of which are decades old and have retained staff from their early years. We also recognize that, due to the location of our sanctuary in a remote part of Georgia, in order to attract candidates from other parts of the country, more attractive relocation packages may become essential.

(2) We asked if respondents felt different aspects of the organization were able to meet the welfare needs of the chimpanzees. Below we list the proportion of responding caregivers that felt a particular area's performance was less than excellent (scored as less than 8 out of 10).

	Project Chimps	Average comparison group response
To what degree do you feel the organization meets the welfare needs of the chimps	11% slightly worse than comparison group	3%
Carestaff capacity	19% slightly worse than comparison group	11%
Vet capacity	27% moderately worse than comparison group	5%
Admin capacity	14% slightly better than comparison group	20%
Monitoring capacity	27% moderately worse than comparison group	17%
Scientific capacity	22% no difference from comparison group	23%
Behavioral science	40% moderately worse than comparison group	20%

These scores indicate how the internal staff perceive the strengths and weaknesses of the organization to address the welfare needs of the chimpanzees in different areas. They are NOT scores that necessarily reflect the aptitude of the areas, but indicate where staff confidence in particular departments may be tenuous and MAY indicate a need for attention. Overall, there appears to be lower internal/staff confidence in programs at Project Chimps compared to other similar organizations. This is especially true of the veterinary capacity (which may be remedied as the new veterinarian continues) and behavioral science (there has been a recent addition of a behaviorist). Scores higher than 20% may indicate a systemic perception of a programmatic weakness.

Of the areas highlighted in orange, Dr. Ross correctly notes that new positions were hired just as this survey was being issued, demonstrating our commitment to constant growth and development of our programs. This also means that the staff identified here were responding to the questions without the ability to evaluate the new programs these new hires have already begun, and the constantly growing programs at Project Chimps. We look forward to completing a similar staff survey to compare perceptions of this program once these new hires, and their programs, have been in place for some time.

(3) We asked respondents what proportion of the chimpanzee population had significant concerns about their welfare. Below we list the proportion of responding caregivers that selected each category.

Proportion of chimp population with significant concerns about welfare	Project Chimps	Average comparison group response
No chimpanzees have significant concerns	73% no difference from comparison group	67%
1-25% of the chimp population has significant concerns	27% no difference from comparison group	30%
26-50% of the chimp population has significant concerns	0% no difference from comparison group	3%
More than half of the chimp population have significant concerns	0% no difference from comparison group	0%

When asked what proportion of the resident chimpanzees had significant welfare concerns, the majority (73%) of staff felt it was zero. This was roughly similar to results from other similar organizations. Note that these scores are not indicators of chimpanzee welfare but of what the staff perceives to be problematic for chimpanzee welfare.

Strengths

- The vast majority of staff feel that there are no chimpanzees at the sanctuary with significant welfare concerns.
- Recent hires (behaviorist and veterinarian) address perceived concerns with departmental challenges.

Areas for improvement

- There appears to be some concern among the staff about the ability of veterinary and behavior departments to address welfare concerns (but see above for recent changes to staffing).
- There is relatively low experience among caregivers at this time.

Consistent with Dr. Ross' overall conclusions, the staff surveyed do not have concerns about chimpanzee welfare. This is consistent with the evaluations and assessments made by independent subject matter experts with years of experience with chimpanzees, who have had the opportunity to personally observe our operations and the chimpanzees directly.

Final notes:

We look forward to providing ongoing care to our current residents, planning for the future arrival of more chimps, and continuously improving our operations. As time goes on, we will learn, continue to grow and develop our knowledge base and expertise, and we will always be willing to adjust our practices to accommodate the individual needs of new chimps while continuing to provide for the population in residence. These types of changes will be ongoing as long as Project Chimps is in existence, even after we have met our goal of relocating all 200 chimps and have completed our fission-fusion setup for the best possible social structure of the chimps.

With generous support from the public, we will be able to fund all of the needs for these chimps now and into the future. We strive to fulfill our mission of providing exemplary lifelong care, for however long each chimp may have. Because it's their time to live.

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Appendix A

Total metrics utilized for this assessment (*indicates a welfare output rather than an input (see Assessment Process, p. 3)

- group size
- group composition - sex ratio
- group composition - adult males
- group stability
- number of separations
- indications of aggression/wounding*
- body condition scores*
- indoor space (footprint)
- mixed space (footprint)
- outdoor space (footprint)
- indoor vertical space
- mixed vertical space
- outdoor vertical space
- indoor space substrate
- mixed space substrate
- outdoor space substrate
- access to outdoor space
- use of indoor space*
- use of outdoor space*
- use of vertical space*
- relative quantity of visual barriers
- relative quantity of elevated resting areas
- relative quantity of climbing elements
- diet composition and variety
- feeding management plan
- veterinary experience
- veterinary staff coverage
- veterinary equipment and resources
- safety protocols
- emergency protocols, training and drills
- staff experience
- staff ratios (chimp:staff)
- quality of interactions with staff*
- behavior monitoring program
- data collection, use and storage
- welfare assessment programs
- enrichment evaluation
- enrichment planning
- positive reinforcement training program
- positive reinforcement training evaluation
- social introduction planning process
- social introduction evaluation
- bedding/substrate management

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