



Minnesota State Zoological Board.  
Zoo-Related Organizations Files.

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29 September 1995

Kathryn Roberts, Ph.D., Executive Director  
Minnesota Zoological Garden  
13000 Zoo Boulevard  
Apple Valley, MN 55124-8199

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

Dear Kathryn:

During its meeting in Seattle, Washington, on 14-15 September 1995, the AZA Accreditation Commission voted to continue the accreditation of the Minnesota Zoological Garden. The Commission was complimentary of the excellent progress your institution has made since the previous inspection. A copy of the reports and this letter will be sent to Eleanor Crosby.

We urge you to carefully review the visiting committee reports you received in Seattle. Concerns noted by the visiting committee and Accreditation Commission will be of primary interest for review during your next inspection, currently scheduled for 2000.

On behalf of the AZA Board of Directors and the Accreditation Commission, I congratulate you, your governing authority, support organization, and staff for your continued pursuit of professional excellence.

Sincerely,

Susan Engfer, Chairman  
Accreditation Commission

SE/jkw

Copies to: Eleanor Crosby  
Steve McCusker, AZA President  
Sydney Butler, AZA Executive Director  
Robert Wagner, AZA Chief Administrative Officer  
Accreditation Commission  
Visiting Committee Members





VISITING COMMITTEE REPORT FORM

Please answer each question yes or no and either A, U, or Q. If the question is not applicable, mark it N/A.

Codes: A - Acceptable  
 U - Unacceptable  
 Q - Questionable

GOVERNING AUTHORITY

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>
1. Does the governing authority recognize the chief executive officer as the sole official liaison between itself and the staff?	<u>X</u>	_____	<u>A</u>
2. Does the governing authority recognize the right of the chief executive officer to originate all staff appointments, promotions, and terminations?	<u>X</u>	_____	<u>A</u>
3. Does the governing authority recognize that the chief executive officer's responsibilities are to the entire governing authority, not to its individual members?	<u>X</u>	_____	<u>A</u>
4. Is the chief executive officer a member of all committees appointed by the governing authority for the operation of the institution?	<u>X</u>	_____	<u>A</u>
5. Do the terms of service for those on the governing authority overlap to provide continuity?	<u>X</u>	_____	<u>A</u>

COMMENTS: (5) Managed by the Minnesota Zoological Board, a 30-member Board, half appointed by the governor and half appointed by the Board itself. Five members from each half are appointed each year for 3-year terms. They can serve a maximum of two terms. They can be reappointed after one year's absence.  
(2) Excellent and simple statement on Operating Procedures.

STAFF

6. Do the chief executive officer and staff members have training and/or experience which makes them capable of decisions consonant with the experience of their peers?	<u>X</u>	_____	<u>A</u>
7. Do the chief executive officer and staff members have access to and knowledge of the literature in the zoological park or aquarium field?	<u>X</u>	_____	<u>A</u>
8. Do staff members have a clear understanding of their jobs?	<u>X</u>	_____	<u>A</u>
9. Are current job descriptions on file?	<u>X</u>	_____	<u>A</u>
10. Have job descriptions been distributed to staff?	<u>X</u>	_____	<u>A</u>
11. Is the training provided for the staff and docents/volunteers adequate?	<u>X</u>	_____	<u>A</u>
12. Do the salaries of the staff appear to be within acceptable limits?	_____	<u>X</u>	<u>Q</u>

(Staff continued)

	<u>YES</u>	<u>NO</u>	<u>A/U/C</u>
13. Are staff members provided an opportunity to discuss work-related problems and possible solutions?	<u>X</u>	<u>    </u>	<u>A</u>
14. Is there a good working relationship between management and support staff?	<u>X</u>	<u>    </u>	<u>A</u>
15. Is there a good working relationship between zoo/aquarium staff and governing authority?	<u>X</u>	<u>    </u>	<u>A</u>
16. Is staff provided an opportunity and encouraged to seek continuing education?	<u>X</u>	<u>    </u>	<u>A</u>
17. Is the level of staff involvement in AZA activities and other professional organizations appropriate?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: (10) State requires review every three years.

(12) While most union salaries seem appropriate, upper staff salaries are not comparable to other zoos - even government-run zoos.

(13) Open environment. Staff input cards & suggestion box utilized.

(16) Budget over \$150,000 annually. "Zoo University" excellent inhouse training.

(17) Director on Board of Directors of AZA.

SUPPORT ORGANIZATION (If not applicable, please skip this section and move to question 26.)

18. Are the stated purposes of the support organization appropriate?	<u>X</u>	<u>    </u>	<u>A</u>
19. Are the purposes being furthered?	<u>X</u>	<u>    </u>	<u>A</u>
20. Are the bylaws of the support organization appropriate?	<u>X</u>	<u>    </u>	<u>A</u>
21. Is the relationship of the support organization to the institution mutually agreed upon and observed?	<u>X</u>	<u>    </u>	<u>A</u>
22. Does the support organization exercise unwarranted influence on the institution, its officers, or staff?	<u>    </u>	<u>X</u>	<u>A</u>
23. Does the support organization furnish volunteers to the institution?	<u>    </u>	<u>X</u>	<u>A</u>
24. Does the support organization raise funds for the institution?	<u>X</u>	<u>    </u>	<u>A</u>
25. Does the support organization participate in decisions on how the funds are utilized?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: Note: Support organization is a foundation and does not run membership - is only a fund-raising foundation. Volunteers are coordinated by Zoo staff.

FINANCE

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>
26. Does the institution have continuing financial support?	<u>X</u>	<u>    </u>	<u>A</u>
27. Is financial support the recognized responsibility of the governing authority?	<u>X</u>	<u>    </u>	<u>A</u>
28. Is the total financial support adequate to meet the needs of the institution?	<u>X</u>	<u>    </u>	<u>Q</u>
29. In the event of financial difficulties, has an appropriate plan of action been established?	<u>X</u>	<u>    </u>	<u>A</u>
30. Does the insurance protection appear to be adequate for visitors, staff, docents/volunteers, collection, and physical facilities?	<u>X</u>	<u>    </u>	<u>A</u>
31. Are appropriate amounts allocated for capital improvements?	<u>X</u>	<u>    </u>	<u>Q</u>
32. Is there a separate budget for capital improvements?	<u>X</u>	<u>    </u>	<u>A</u>
33. Are appropriate amounts allocated for maintenance, supplies, etc.?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: The questionables (Q) in this section are probably no different than any other public zoo and aquarium. Staff and Board have a plan for future funding. Only time will tell if it's successful (see comments).

(31) \$20 million bond for Discovery Bay will be paid by Zoo and Foundation over next 20 years.

(33) Approximately \$500,000/year for large capital maintenance projects.

PHYSICAL FACILITIES

34. Does the location of the institution pose any undue hazards for the staff, collection, or visitors?	<u>    </u>	<u>X</u>	<u>A</u>
35. Is the institution readily accessible to visitors?	<u>X</u>	<u>    </u>	<u>A</u>
36. Are there adequate parking spaces for staff and visitors?	<u>X</u>	<u>    </u>	<u>A</u>
37. Are the restrooms adequate and maintained in a sanitary condition?	<u>X</u>	<u>    </u>	<u>A</u>
38. Is there a regular program of facility maintenance?	<u>X</u>	<u>    </u>	<u>A</u>
39. Is heating adequate?	<u>X</u>	<u>    </u>	<u>A</u>
40. Is lighting adequate?	<u>X</u>	<u>    </u>	<u>A</u>
41. Is plumbing adequate?	<u>X</u>	<u>    </u>	<u>A</u>
42. Is the method for disposal of sewage adequate?	<u>X</u>	<u>    </u>	<u>A</u>
43. Is the method for disposal of toxic/hazardous materials adequate?	<u>X</u>	<u>    </u>	<u>A</u>

(Physical Facilities continued)

	<u>YES</u>	<u>NO</u>	<u>A/U/O</u>
44. Are there adequate provisions for the proper storage and disposal of garbage and animal waste?	<u>X</u>	<u>      </u>	<u>A</u>
45. Are the grounds clean and neat?	<u>X</u>	<u>      </u>	<u>A</u>
46. Are the sidewalks and roadways in good repair?	<u>X</u>	<u>      </u>	<u>A</u>
47. Are the buildings in good repair?	<u>X</u>	<u>      </u>	<u>A</u>
48. Are all exits clearly marked?	<u>X</u>	<u>      </u>	<u>A</u>
49. Do all exits open outward?	<u>X</u>	<u>      </u>	<u>A</u>
50. Are all exits equipped with panic hardware?	<u>X</u>	<u>      </u>	<u>A</u>
51. Is the general impression given by the exhibits acceptable?	<u>X</u>	<u>      </u>	<u>A</u>
52. Are the exhibits arranged to demonstrate an educational theme?	<u>X</u>	<u>      </u>	<u>A</u>
53. Are the exhibits presented in a scientific and aesthetic manner?	<u>X</u>	<u>      </u>	<u>A</u>
54. Do staff members have an appropriate library available?	<u>X</u>	<u>      </u>	<u>A</u>
a. Are staff members encouraged to utilize the library?	<u>X</u>	<u>      </u>	<u>A</u>
55. Does the institution have animal/amusement rides?	<u>X</u>	<u>      </u>	<u>A</u>
56. Are plantings well-maintained and used to advantage in animal exhibits and throughout the facilities?	<u>X</u>	<u>      </u>	<u>A</u>
57. Are public food service facilities adequate?	<u>X</u>	<u>      </u>	<u>A</u>
58. Is the institution adjusting its facilities toward compliance with the Americans with Disabilities Act of 1990?	<u>X</u>	<u>      </u>	<u>A</u>
59. Do the animal enclosures provide sufficient space?	<u>X</u>	<u>      </u>	<u>A</u>
60. Do the animal enclosures provide for the well-being of the specimens displayed throughout the year?	<u>X</u>	<u>      </u>	<u>A</u>

COMMENTS: (47) The Zoo is now 20 years old and while it's reasonably well maintained, there are areas showing age - chipped paint (a couple of railings), rotten wood -(large animal holding doors), etc.

(55) Monorail in operation. Excellent tour. Also camel and pony rides.

(57) Newer food service (different from last inspection) is doing quite well. New facilities and high summer per caps.

SAFETY

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>
61. Is first-aid readily available to the staff and the public?	<u>X</u>	<u>    </u>	<u>A</u>
62. Is the staff adequately trained in first-aid?	<u>X</u>	<u>    </u>	<u>A</u>
63. Is the staff adequately trained in CPR?	<u>X</u>	<u>    </u>	<u>A</u>
64. Is the institution's emergency system adequate in the event of an injury by an animal?	<u>X</u>	<u>    </u>	<u>A</u>
65. Is the written procedure adequate in the event of an animal escape or other emergencies, including natural disasters?	<u>X</u>	<u>    </u>	<u>A</u>
66. Are alarm systems and emergency procedures in the event of injury by a venomous animal adequate?	<u>X</u>	<u>    </u>	<u>Q</u>
67. Are staff members adequately trained for emergency situations?	<u>X</u>	<u>    </u>	<u>A</u>
68. Are emergency drills conducted regularly?	<u>X</u>	<u>    </u>	<u>Q</u>
69. Are there adequate procedures for exhibit servicing without causing danger to the staff?	<u>X</u>	<u>    </u>	<u>A</u>
70. Are service areas sufficiently protected from visitor-access?	<u>X</u>	<u>    </u>	<u>A</u>
71. Are there adequate facilities for crating and transporting animals?	<u>X</u>	<u>    </u>	<u>A</u>
72. Is the Risk Management or Safety Audit Plan utilized by the institution adequate?	<u>X</u>	<u>    </u>	<u>A</u>
73. Do employees have access to Material Safety Data Sheets?	<u>X</u>	<u>    </u>	<u>A</u>
74. Is service from a fire department readily available?	<u>X</u>	<u>    </u>	<u>A</u>
75. Are fire extinguishers and alarms readily available?	<u>X</u>	<u>    </u>	<u>A</u>
76. Is the staff adequately trained in the use of fire extinguishers?	<u>X</u>	<u>    </u>	<u>A</u>
77. Are there adequate alarms or indicators in the event of environmental and life support system failure?	<u>X</u>	<u>    </u>	<u>A</u>
78. Is the animal collection protected from natural and human hazard?	<u>X</u>	<u>    </u>	<u>A</u>
79. Is the public adequately protected from the animal collection?	<u>X</u>	<u>    </u>	<u>A</u>
80. Is the perimeter fence independent of all animal enclosures?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: (61) Saw many first-aid kits. All were fully stocked.

(65) & (66) Regular practice drills not occurring and recommended by Inspection Team.

(68) Emergency Drills are conducted for emergencies such as fire and storm, but not snake bite or animal escape. Drill should be conducted by Seattle meeting.

(62) Seven Emergency Medical Techs are on staff, two are full-time.

COLLECTION

	<u>YES</u>	<u>NO</u>	<u>A/U/O</u>
81. Does the animal collection appropriately fulfill the stated objectives of the institution?	<u>X</u>	<u>    </u>	<u>A</u>
82. Is the chief executive officer the final authority for all animal acquisitions/dispositions?	<u>X</u>	<u>    </u>	<u>A</u>
83. Does the institution make every reasonable attempt to provide animals only to those qualified to care for them?	<u>X</u>	<u>    </u>	<u>A</u>
84. Is the institution's animal acquisition/disposition policy in accordance with relevant legislation and AZA's conservation policies?	<u>X</u>	<u>    </u>	<u>A</u>
85. Does the management of the collection appear to conform with the stated acquisition/disposition policy?	<u>X</u>	<u>    </u>	<u>A</u>
86. Is there an adequate system for the preservation of appropriate data on acquisitions and removals?	<u>X</u>	<u>    </u>	<u>A</u>
87. Does the institution utilize exotic wildlife in off-premises situations (i.e., shopping malls, sporting events, school programs, theatrical productions, etc.)?	<u>X</u>	<u>    </u>	<u>A</u>
88. If the institution utilizes wildlife in off-premises situations, please respond to the following:			
a. Are the species utilized appropriate?	<u>X</u>	<u>    </u>	<u>A</u>
b. Are both the animals and public provided adequate protection?	<u>X</u>	<u>    </u>	<u>A</u>
c. Does the institution make certain that the off-premises programs cause no undue stress for the animals?	<u>X</u>	<u>    </u>	<u>A</u>
d. Is appropriate transportation and care provided while the animals are off the premises?	<u>X</u>	<u>    </u>	<u>A</u>
e. Are isolation/quarantine facilities adequate?	<u>X</u>	<u>    </u>	<u>A</u>
f. Are animals kept separate from the collection, especially following an appearance off the zoo/aquarium grounds?	<u>X</u>	<u>    </u>	<u>A</u>
89. Is the animal cataloging system adequate?	<u>X</u>	<u>    </u>	<u>A</u>
90. Is the animal marking system adequate?	<u>X</u>	<u>    </u>	<u>A</u>
91. Are all endangered, CITES I, SSP, and studbook species maintained by the facility registered with ISIS?	<u>X</u>	<u>    </u>	<u>A</u>
92. Are the collection's records protected from fire, flooding, and other natural hazards?	<u>X</u>	<u>    </u>	<u>A</u>
93. Are animal records duplicated and kept in an appropriate separate location?	<u>X</u>	<u>    </u>	<u>A</u>
94. Does the animal collection appear to be in good health?	<u>X</u>	<u>    </u>	<u>A</u>
95. Are the animals' sociobiological needs being met?	<u>X</u>	<u>    </u>	<u>A</u>
96. Are the animal enclosures clean and well maintained?	<u>X</u>	<u>    </u>	<u>A</u>
97. Are water quality parameters adequately monitored and controlled in aquatic animal areas?	<u>X</u>	<u>    </u>	<u>A</u>
98. Does the institution's pest control program appear adequate?	<u>X</u>	<u>    </u>	<u>A</u>
99. Are the animal diets of adequate quality and quantity and suitable for the collection?	<u>X</u>	<u>    </u>	<u>A</u>

(Collection continued)

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>
100. Are the animal diets prepared and stored hygienically?	<u>X</u>	___	<u>A</u>
101. Are the enclosure substrates and "furniture" appropriate to the behavioral needs of the specimens displayed?	<u>X</u>	___	<u>A</u>
102. Does the institution allow the public to feed the animal collection?	<u>X</u>	___	<u>A</u>
103. Is the animal collection appropriately identified and interpreted for the public?	<u>X</u>	___	<u>A</u>
a. Are exhibit labels and other graphics legible?	<u>X</u>	___	<u>A</u>
b. Are exhibit labels/signs durable?	<u>X</u>	___	<u>Q</u>
c. If interactive exhibits are used, are they in working order?	<u>X</u>	___	<u>A</u>
d. If docents/volunteers are utilized in interpretive programs, do they appear to be well-trained?	<u>X</u>	___	<u>A</u>
104. Are endangered species appropriately identified as such?	<u>X</u>	___	<u>A</u>
105. Does the institution utilize AZA SSP logos on all exhibits containing SSP animals?	<u>X</u>	___	<u>Q</u>
106. Is there an appropriate ratio of males to females in the animal collection?	<u>X</u>	___	<u>A</u>

COMMENTS: (102) Feeding of goats in enclosure of low-cal food.

(103b) Saw several damaged graphics in Northern Trail. Most are well maintained. New wolf graphics excellent.

(104) Didn't see SSP logo on small tiger exhibit (see attached letter).

(103c) Red panda. Interactive still in place for koala video, but not video.

#### VETERINARY CARE

107. Is there a full-time veterinarian?	<u>X</u>	___	<u>A</u>
a. If not, indicate the frequency of visits made by the part-time or consulting veterinarian: _____.			
108. Does the veterinary care provided the animal collection appear adequate?	<u>X</u>	___	<u>A</u>
109. Does the institution have appropriate quarantine facilities for newly arrived animals?	<u>X</u>	___	<u>A</u>
110. Does the institution have appropriate isolation facilities for sick/injured animals?	<u>X</u>	___	<u>A</u>
111. Is there a veterinary facility available for the care of the animal collection?	<u>X</u>	___	<u>A</u>
112. Does the institution utilize Carfentanil, M99, M50-50, or other controlled drugs?	<u>X</u>	___	<u>A</u>
a. If yes, are there appropriate protocols established for the use of such drugs (i.e., procedures established in the event the veterinarian is not present to administer the drugs)?	<u>X</u>	___	<u>A</u>
b. Are the drugs stored in a Class 5 safe?	<u>X</u>	___	<u>A</u>

(Veterinary Care continued)

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>
113. Is the staff adequately trained in the use of capture equipment?	<u>X</u>	<u>    </u>	<u>A</u>
114. Is appropriate staff trained in the use of chemical capture equipment?	<u>X</u>	<u>    </u>	<u>A</u>
115. Does the institution maintain appropriate records on the health of the collection?	<u>X</u>	<u>    </u>	<u>A</u>
116. Has the institution adequately addressed the concerns/deficiencies noted on the USDA Inspection of Animal Facilities, Sites or Premises (VS form 18-8) report forms? Please provide details in the comment section on this form and, if necessary, in your narrative report.	<u>X</u>	<u>    </u>	<u>A</u>
117. Does the institution normally perform necropsies?	<u>X</u>	<u>    </u>	<u>A</u>
118. Are deceased animals disposed of properly?	<u>X</u>	<u>    </u>	<u>A</u>
119. Are deceased animals stored away from food?	<u>X</u>	<u>    </u>	<u>A</u>
120. In the event of an emergency, when the veterinarian is not on the premises, is the response time adequate?	<u>X</u>	<u>    </u>	<u>A</u>
121. Is the institution's preventative medicine program adequate and implemented; i.e., TB tests and appropriate vaccinations annually, etc.?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: (116) USDA Reports Reviewed by Committee. Minor problems listed but all  
dealt with by Zoo staff in an appropriate manner.

(107) One full-time, one 3/4 time non-administrative vets.

#### CONSERVATION

122. Does the institution formally collaborate with other institutions in conservation programs?	<u>X</u>	<u>    </u>	<u>A</u>
123. Is the institution's level of participation in SSP, TAG, and other such programs adequate?	<u>X</u>	<u>    </u>	<u>A</u>
124. Does the institution's participation in conservation programs appear adequate, including habitat preservation projects?	<u>X</u>	<u>    </u>	<u>A</u>
125. Do the institution, its governing authority, and staff members actively participate in local, state, national, international, and provincial conservation endeavors?	<u>X</u>	<u>    </u>	<u>A</u>
126. Is conservation the foundation of the institution's overall message to the general public?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: (123) Relatively few SSP (10) programs for such a large Zoo, but it's  
specialization in northern climates and lack of African animals would prevent large numbers.  
Leadership participation by staff in several SSPs.

(124) Ujung Kulon - Adopt-a-Park

(126) Excellent publication - 50 simple things Zoo does for conservation.

SECURITY

	<u>YES</u>	<u>NO</u>	<u>A/U/O</u>
127. Is the security program providing adequate protection?	<u>X</u>	<u>    </u>	<u>A</u>
128. Is protection provided 24 hours a day?	<u>X</u>	<u>    </u>	<u>A</u>
129. If 24-hour security personnel are not provided, does the institution have adequate protection during the hours security personnel are not present?	<u>X</u>	<u>    </u>	<u>A</u>
130. Does the facility utilize firearms?	<u>X</u>	<u>    </u>	<u>A</u>
a. Is the staff adequately trained in the use of firearms?	<u>X</u>	<u>    </u>	<u>A</u>
b. Are firearms kept in a secured area?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: (128) Zoo now has its own 24-hour security, plus maintenance personnel  
on-site 24 hours.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

EDUCATION

131. Do the institution's educational programs meet the needs of its visiting public?	<u>X</u>	<u>    </u>	<u>A</u>
132. Do the institution's education programs address the role of zoos/aquariums in conservation?	<u>X</u>	<u>    </u>	<u>A</u>
133. If the facility has cooperative programs with colleges or universities, are the arrangements/agreements appropriate?	<u>X</u>	<u>    </u>	<u>A</u>
134. Do the institution's educational programs address local and global conservation/environmental issues?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: (131) Much education programming for visitors beyond graphics, i.e.,  
bird show, Zoo Lab, Meet the Keeper, Docent Stations, etc.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

OTHER PROGRAMS

YES   NO   A/U/Q

135. Are programs for the institution's membership well received?      X      \_\_\_\_\_      A
136. Does the institution provide appropriate outreach programs?      X      \_\_\_\_\_      A
137. Are the programs provided for the disabled responsive to the spirit of the Americans with Disabilities Act of 1990?      X      \_\_\_\_\_      A
138. Is the volunteer program adequate for the needs of the institution?      X      \_\_\_\_\_      A

COMMENTS: (135) Membership increasing - now 23,000+ memberships.

(136) Large outreach program - 500 programs.

(138) Very large volunteer program with over 90,000 hours per year.

RESEARCH

139. Is the institution's participation in research programs adequate?      X      \_\_\_\_\_      A
140. Are research philosophies and activities consistent with the overall goals and objectives of the facility?      X      \_\_\_\_\_      A
141. Does the institution have an appropriate means of screening, evaluating, and monitoring research projects?      X      \_\_\_\_\_      Q

COMMENTS: (140) & (141) There are many research programs at the Zoo. The reviewers felt there may be some confusion surrounding coordination, evaluation and screening of those programs (see attached letter).

OTHER ACTIVITIES

142. Are the brochures, reports, newsletters, and other publications produced by the facility appropriate and adequate?      X      \_\_\_\_\_      A
143. Is the facility reasonably following the goals set in the master plan?      X      \_\_\_\_\_      A
144. Is the staff's involvement in annual and regional conferences adequate?      X      \_\_\_\_\_      A

COMMENTS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## NARRATIVE REPORT

On August 8 & 9, 1995, Steve H. Taylor, Zoo Director of the Cleveland Metroparks Zoo; Elizabeth S. Frank, Curator of Large Mammals at the Milwaukee County Zoological Gardens; and Dr. Thomas P. Meehan, Chief Veterinarian at the Brookfield Zoo visited the Minnesota Zoological Garden to assess its eligibility for re-accreditation by the American Zoo and Aquarium Association (AZA). During the course of this visit, we met and talked with the following persons: Eleanor R. Crosby, Chair of the Minnesota Zoological Board and member of the Foundation Board; Kathryn Roberts, Executive Director; Beth Heidorn, Zoo Discovery Program Supervisor; Mike Vinyon, Interpretive Naturalist; Peregrine Wolff, DVM, Zoo Animal Program Director; Kris Patrini, DVM, Senior Veterinarian; Jim Streater, Interpretive Animal Curator; Diane Fusco, Zoological Assistant (Marine Mammals); Jim Pichner, Zoo Animal Curator (Birds and Minnesota Trail); Donna Sandor, Registrar; Donna Moerhe, Volunteer at Tropics; Brad Geiszler, Zoologist Assistant (Northern Trail); Kathy DonCarlos, Zoo Animal Curator (Tropics); Ron Tilson, Zoo Conservation Director; Steve Ordahl, Zoo Enterprise Programs Director; Connie Braziel, Zoo Operations Director; and Ken Weisenburger, Safety Administrator.

During the first day, the Inspection Team visited the Marine Mammal Area, took a Monorail ride through Northern Trail, inspected the back areas in Northern Trail, visited the Children's Zoo, the Butterfly House, the Zoo "Lab", watched part of the Birds of the World Show and inspected the holding areas for the birds, visited the Tropic Building and the Minnesota Trail, and interviewed several key employees. On Wednesday, we toured the Health Center, Animal Records Area, Quarantine, Maintenance and Horticulture Areas, Storage area and interviewed other key employees. At the end of the day we met privately with Kathryn Roberts and summarized our findings. She responded immediately to some of our concerns in a letter (See Attached).

## GOVERNING AUTHORITY

The Governing Board consists of 30 members. Half are appointed by the governor of the State of Minnesota and half elected by the Board itself. All submitted documents indicate that the Board operates in an efficient and business-like manner. The one page "Statement of Operating Principles" should be utilized by other non-profits and government-run zoos and aquariums to help clarify board/staff relationships. During our conversation with both Executive Director, Kathryn Roberts, and Chair of the governing Board, Eleanor Crosby, it was apparent that there exists an excellent relationship between the staff and Board of the Minnesota Zoological Garden.

## STAFF

The Zoo is organized into three major departments: Operations (exhibits, finance, horticulture, human relations, physical plant, and project management), Animal Programs (animal health, animal interpretation, aquarium/marine mammals, birds/Minnesota Trail, Northern Trail, and tropics mammals), and Enterprise Programs (communications, concessions, development, gift stores, and group sales). Two smaller departments, Discovery Programs and Conservation Office, also report to the executive director.

The Minnesota Zoo has made a tremendous commitment to continuous education of its staff as it spend over \$150,000 annually on staff training. Staff has available to them many State courses and training programs, plus courses offered through the unique Zoo University. Zoo University offers everything from AIDS Awareness Training to Zookeeper Enrichment. About half of their training and conference funds are utilized to keep their staff active in professional associations such as AZA, AAZK, CBSG, etc. Their submittal shows that Zoo staff are active in about 50 different professional associations. In addition, the staff takes a leadership role in these associations, i.e., Kathryn Roberts is on the AZA Board and Ron Tilson is chair of several TAGS.

24 Aug. 95 Z

The staff seems to operate in a casual and congenial manner. Dress is casual and several offices are somewhat crowded and cluttered. It appears that everyone is very busy with the mission and not concerned with seemingly unnecessary items. DAC (Director's Advisory Committee) has employee suggestion boxes throughout the Zoo and employees are encouraged to submit their ideas, suggestions, and complaints. A Zoo committee investigates and meets with the Director. They answer every submitted card within two weeks of its submittal. We might add here that no system is perfect as they still receive some comments anonymously.

Salaries follow State classification standards and union salaries are negotiated by the appropriate unions (Note: there are three major unions as everyone is in a union, except the top managers and confidential employees). Union salaries, therefore most salaries, appear adequate for the various positions. Management salaries seem very low for these top-level employees. The executive director's salary is probably the lowest zoo director salary of any major zoo. It is only half of what some zoo directors make a year! The Board chair is well aware of this problem and is working with State leadership to improve this situation.

There are at least three unions representing employees at the Zoo. AFSCME represents trades, clerical, and zoo keepers. MAPE represents professional employees such as accountants, interpretive naturalists, zoologists, and the part-time vet. MME represents curators and other middle-management employees. Only the management staff, the director's secretary and the Human Resource people are not members of a union. While this would appear to be a difficult situation, it is normal for Minnesota State agencies and did not seem to cause undo hardship on management.

#### SUPPORT ORGANIZATION

The Minnesota Zoo Foundation serves as the non-government, non-profit "arm" of the Zoo. It has been in operation for about five years. It exists solely to be utilized for fund-raising and has no operating responsibilities. Their total revenue for 1992 and 1993 was \$1,374,000 and \$652,000 respectively. The Foundation is committed to raising funds to help pay for the \$20 million bond issued by the state to finance the building of the new Discovery Bay exhibit. The Foundation has a fledgling corporate sponsorship program.

#### FINANCE

For the fiscal year 1993/94, the Zoo showed revenue and support of \$14.4 million and expenditures of \$13.7 million. Of this revenue and support, 30% is from admissions, 32% is from membership, monorail, concessions, etc., 35% is from the state, and 3% is from private donations. The budget for 1994/95 shows expected revenue and support of \$13,118,000 and operating expenses of \$12,515,000. In addition, state bonding proceeds are to provide \$6.2 million for capital improvement projects. These bonds will be used to cover the cost of capital expenditures including construction of Marine Education Center (Discovery Bay), building improvements, and infrastructure improvements. The Visiting Team saw first-hand the ongoing construction of Discovery Bay and improvements to the barns on the Northern Trail. Since the last accreditation inspection, the Zoo has spent about \$8 million for capital improvements including building a large and impressive Coral Reef exhibit in the Tropics building, adding a Takin Exhibit, creating a central plaza and new concessions, almost \$2 million in new roofs, constructing a \$2.5 million bird amphitheater, and a new Komodo monitor exhibit.

The submitted questionnaire showed attendance steadily increasing from 929,604 visitors in 1990 to 1,294,183 in 1994. However, attendance dropped to 1,060,000 visitors in 1995. While a decrease was anticipated since the 1994 year enjoyed the successful promotion of a dinosaur exhibit, the decrease was greater than anticipated. At the same time the State cut their support of the Zoo by one million dollars.

Zoo staff had to adjust its budget and managed to increase its earned revenue to cover its expenditures. The Zoo staff also had five lay-offs of full-time employees. The Human Resource Department was able to out place each of the five laid off employees.

Like many other zoos and similar organizations, the Minnesota Zoo has developed new and improved revenue sources. Food concessions are greatly improved since the last accreditation inspection. It was reported that the July food "per cap" was \$2.60, a healthy number for a zoo. Membership numbers continue to increase. There were many indications of fund raising efforts on the Zoo grounds, including coin souvenir vending machines and an automobile raffle. The education outreach program does about 500 programs a year. They are about 85% self-sufficient. The Zoo utilizes its bird theater as an evening concert venue.

During fiscal year 1994, the Zoo received \$20,500,000 from the State for financing the Marine Education Center (Discovery Bay). This will be funded by General Obligation Bonds (GOB) issued by the State. Pursuant to state statute, the Zoo is obligated to pay the State all the debt service cost of GOB issued by the State on its behalf with respect to Discovery Bay in installments over 20 years. The Zoo hopes to do this through various donations and fund raising efforts (The Foundation has already received some funds including at least one \$250,000 donation) and through increased Zoo revenue attributed to increased visitation once Discovery Bay opens. Staff feels optimistic concerning their projections regarding future revenues and support.

#### PHYSICAL FACILITIES

The Inspection Team's tour of the Northern Trail provided the Team with an over view of much of the Zoo. All exhibits looked natural and vegetation was lush. Newer exhibits included ones for takin and one for Mexican wolves. In the Tropics Building, improvements were being made in the public walkways by installing artificial "logs" to replace grey concrete curbs. The newer Coral Reef exhibit and the new Komodo monitor exhibit are very nice additions. Minnesota Trail continues to be popular and has one of the best beaver exhibits of any zoo in the country. The food concessions are new since the last inspection and appear to be well-maintained.

Zoo management understands that they have a facility that is now 20 years old and starting to age. There is approximately \$500,000 a year allotted to capital maintenance. That may not be enough to keep the Zoo facilities in top shape. The Team saw evidence of capital maintenances including improvements to some of the Northern Trail barns and improvements to the walkways in the Tropics buildings. Of all the facilities, there seemed to be the most potential for facilities problems in the marine mammal area. However, this is being addressed by the staff as this area will not be utilized in its current state after the opening of Discovery Bay and the transfer of the dolphins to that new facility.

A tour of the "Shop Areas" and discussions with the Operations Director enforced the Team's view that maintenance is a priority.

#### SAFETY

Materials submitted included a very thorough safety manual. Many staff are trained in first-aid and CPR, including seasonals and concession employees. First-aid kits appear throughout the Zoo and the ones we examined were well stocked. We were told by the Safety Officer that there were 36 stations.

There were well done Venomous Snakebite and Animal Escape Procedures submitted with the materials. The Inspection Team recommended a schedule of regular practice drills. The executive director assured the Inspection Team that drills would occur prior to the Seattle AZA meeting (see attached correspondence).

The Minnesota Zoo only has one venomous reptile, an old timber rattlesnake. The area where the snake is kept is totally separated from other areas and escape is impossible. If the keeper needs to service this unit, he/she must first radio a supervisor. The keeper radios a supervisor when service to the unit is complete. There is no snake bite alarm. There is no antivenin kept at the Zoo. The hospital, which stocks antivenin for Crotalids, is only two miles away. The Inspection Team felt that this one snake is being cared for in a safe manner. However, the Inspection Team highly recommends regular snake bite drills and keeping a couple of vials of antivenin on-site.

Seven Emergency Technicians are on staff, two full-time. The local police and fire departments are brought in regularly for regular inspections of the facility. The Safety Officer meets on a regular basis with the local police and fire departments. The Zoo has conducted Severe Weather and Fire Evacuation Drills for staff. A written Herpes B policy is in place for the staff working Japanese macaques.

### COLLECTION

The size and diversity of the animal collection seems appropriate to the mission of the Minnesota Zoo. They have approximately 400 mammals, 650 birds, 70 reptiles, 4 amphibians, 1000 fish, and 1000 invertebrates. The Zoo has a written Primate Enrichment Plan in place as required by USDA. The Registrar was able to produce copies of all relevant federal and state permits. Originals are kept off site in a bank safe deposit box along with other important items such as records back-ups.

Animal records are kept by keepers on their beats using a computer program designed by the registrar. The program prompts keepers to fill in information needed by ARKS, MedARKS, and other records. Keeper reports are given to the zoologists, who compile the information and pass it on to the registrar. All animal personnel are trained by the registrar on record keeping. The Zoo has a handbook on records management written by the registrar. ARKS computer back-ups are done on a daily basis.

Animal areas are mostly kept clean and uncluttered, some a little better than others. All were acceptable. Tiger holding was immaculate and recently painted. In addition, new full-length person doors were added for safer keeper access during treatments. Coliform counts in the marine mammal areas were stated to be very low. These records are kept on a computer. The Zoo utilizes the services of a pest control company. There was only minor evidence of any pest problems.

Animal management philosophy has changed since the last accreditation inspection. There are only 20+ Japanese macaques left in the colony and these are being "managed to extinction." There is no breeding. Bison are not being bred. While the Minnesota Zoo's animal facilities were constructed with ample holding areas (as an example, 6 - 8 tapir stalls, many tiger holding cages, and large hoofed animal holding areas), there were few animals in holding. The one off-exhibit puma had the run of 3 or 4 holding pens. There appears to be more of an interest in displaying animals than having extras for research or breeding. The Team is not questioning this practice, only mentioning it for descriptive purposes in regard to the collection. This may also show the trend to reduce the need for managed euthanasia of surplus animals.

It was very hot on the two days of the Team's inspection. Caribou and moose had misting systems and fans available to them. The Zoo maintains two separate groups of caribou, allowing one to stay in a cooler barn on alternating days.

In the Tropics Building, there are good facilities for the incubation of bird eggs. Another impressive facility was that for Komodo monitor holding. These are both new since the last inspection.

The Zoo uses a relatively large number of animals for shows and outreach. Policies are in place to care for these animals properly and ensure their health. They are kept in separate facilities.

Interpretation of the collection is good. Volunteers and staff (Meet-the-Keeper) programs are more numerous than at most zoos. The Inspection Team did notice a few signs in need of repair. Newer graphics, especially at the new Mexican Wolf exhibit, were excellent. A video screen at the new red panda exhibit was not working nor did it have a sign stating it was out of order. We were told that it was utilized when the Zoo had koala, and had not been updated with materials on red panda. It was not evident to the Inspection Team that the Zoo identifies all endangered species or SSP species. Certainly there was no notification of such on the Siberian Tiger "cage" opposite the main plaza. However, there was mention of the SSP program in the monorail waiting room. The Education Department is developing a Graphics Standards booklet for uniformity in Zoo signage.

#### VETERINARY CARE

The veterinary care program and facilities are very good. It is clear that the medical care of the collection is a priority in spite of tightening budgets. The veterinary department is staffed with one full and one three-quarter time position. The Director of Animal Programs also provides veterinary coverage. Together with the animal hospital staff, they provide good coverage for the collection. The preventative health program is very thorough and is operating as outlined. Clinical medical coverage is good and the staff has access to specialists through the veterinary college located about one-half hour away. A review of current medical cases does not reveal any problems that cause concern regarding the veterinary care of the collection. The medical records are kept on MedARKS and are complete. Back-up is appropriate with off-site storage for tape back-up copies. Procedures for handling M-99 and other controlled substances have been revised. The resulting procedures are thorough and practiced.

There are good communications between the veterinary staff and other animal management staff. The veterinary staff meet as part of the regular animal management meetings as well as having regular department meetings. These provide good veterinary reaction to problems in the collection as well as opportunity to discuss any disease trends. The veterinary staff also take part in formal keeper training programs. Pathology service is provided by the veterinary staff with histopathology done at the University or provided by expert pathologists such as those advising TAGS and SSPs. The quarantine facilities and practices meet the AZA and AAZV guidelines. The previously noted mortality problem in the bird collection is not present in a review of the past years mortality data. The current mortality level is appropriate for the collection.

#### CONSERVATION

The Zoo has expanded its role in SSP and other management programs since the last inspection by adding Mexican wolves, Komodo monitors and takin. There are new facilities for red panda and off-exhibit breeding facilities for red panda and white-cheeked gibbon. The Zoo participates in local wildlife programs for trumpeter swans, bluebirds, and loons.

Since 1990 the Minnesota Zoo has led the way in in situ conservation by participation in the Adopt-a-Park Program which provides support for Ujung Kulon National Park, Indonesia. The Inspection Team found it interesting that while this program has national and international recognition, there is no evidence of participation in this program to the Zoo visitors.

The Minnesota Zoo's recycling program is outstanding as there is a substantial list of materials recovered each year from Laser toner cartridges to waste water.

The Zoo is also quite proud of the fact that it is the home of both ISIS and CBSG. Their commitment to these two conservation programs is noteworthy.

The Inspection Team was told that recently the Board approved a policy whereby they would spend the sum of 2% of capital construction costs on in-situ conservation projects.

## SECURITY

Security has improved since the last accreditation visit as the Zoo now has security on the grounds 24 hours. In addition, Apple Valley police are only two miles away and they have emergency access. Firearms are kept in three safes and most animal managers have access to these weapons. A recent firearm policy was submitted with the printed materials. Firearm training occurs on a regularly scheduled basis.

## EDUCATION

Traditional education programs are divided primarily into two departments, Zoo Discovery programs and Interpretive Animal programs. Zoo Discovery programs include Monorail, Zoo Camp, on-site school programs, adult education, Zoo teens, docents, teacher in-service, and the Zoo's travel program. The Interpretive Animal Programs include Children's Farm, World of Birds, Butterfly exhibit, Zoomobile, Zoo "Lab", and live animal show in the auditorium. Obviously, there is a wealth of educational programming.

In addition, the Zoo and the local school district are about to open (fall 1995) a School of Environmental Studies for 400 juniors and seniors in the school district. These new facilities are located on the Zoo grounds and classes are being taught in part by Zoo staff members. The past curator of education at the Zoo works full-time for the school as the Zoo's representative.

Written materials submitted give detailed information on all the educational programs. The Inspection Team did stop for a few minutes to watch the World of Birds show. Conducted in the new amphitheater, the show was professional, entertaining, and educational. A tour of the behind-the-scenes holding areas revealed that the show animals were well cared for and had ample space. Often during our tour, the Inspection Team witnessed first-hand the Zoo Camp program. Wherever we happened to be, a group of escorted "campers" walked in. The camp serves about 1500 participants in the summer. The Zoomobile program is also very popular as three and a half employees use four vehicles to do 500 programs.

## RESEARCH

There are many employees involved in the Zoo's various research programs. Dr. Peregrine Wolff, Director of Biological Programs, coordinates the research programs. Dr. Ron Tilson, Director of Conservation, does his own research programs which may or may not be coordinated with programs in the rest of the Zoo. The submitted materials listed eleven ongoing research programs including studies on artificial insemination in Siberian tigers, clouded leopard reproduction, estrous cycles in sun bears, etc. Dr. Wolff informed the Inspection Team that some of the eleven listed projects had not been started due to time constraints of the staff. The written materials included an impressive list of 32 separate staff publications (1991 to 1995). Written research protocols seemed to be appropriate.

## OTHER PROGRAMS AND ACTIVITIES

The volunteer program seems to be well established with over 90,000 hours contributed each year by a total of 500 volunteers. Volunteers work in animal programs like the children's zoo, in education programs, help with fund raising, etc. There is a volunteer newsletter entitled, Volunteer Voice. The Zoo recognizes the importance of volunteers by displaying the names of all active volunteers near the entrance to the Tropics Building.

The Board adopted a simple long-range plan on July 28, 1994. The plan includes a mission statement, a vision statement, and strategies for exhibits, conservation, education, recreation, and financial. Two pages of operational objectives by FY 2000 are included as part of the plan. The simplicity of these documents is a credit to the organization. Work programs are utilized by management to track yearly progress of employees and departments.

The Zoo staff is educated as to the Zoo's vision as this statement is posted almost everywhere in the Zoo. Employees elect those employees each year who seem to carry out each portion of the vision the best. Their names are placed on "trophies" near the entrance of the Zoo.

The Zoo collects comment cards from the visitors. Every comment card that includes a name and address is personally answered. Every month the staff reviews a summary of the visitor comment cards. This is a very commendable practice. However, the Inspection Team did notice that one of the comment card containers did not have blank cards available to the visitors.

## FACSIMILE TRANSMISSION

PAGES: 2

TO: Steve Taylor ←   
Bess Frank  
Tom Meehan

Fax: 216-661-6301  
414-256-5410  
708-485-3532

FROM: Kathryn Roberts  
Minnesota Zoo

Fax: 612-431-9336  
Phone: 431-9333

DATE: August 10, 1995

RE: Follow-up to Accreditation Visit

Thank you for taking the time to visit the Minnesota Zoo as part of our accreditation process. I am very proud of our staff and facility and am always pleased to show them to other zoo professionals. For the most part, I believe that our report and your visit covered any questions that you may have. However, I would like to touch on a few issues that may not have been adequately addressed during your inspection of the Minnesota Zoo.

With regard to our Research Policy, I must apologize for an inconsistency between our questionnaire and appended documents: Please amend the response to question 137 to reflect Peregrine Wolff, Director of Biological Programs, as coordinator of research programs. This will make the questionnaire consistent with our Research Policy (Appendix Tab 137). Dr. Tilson does do a great deal of research and is an important member of our staff, but he does not oversee research that involves the Minnesota Zoo's animal collection. These research projects are overseen by Dr. Wolff and the Animal management committee.

There appeared to be some confusion about the zoo's preventative maintenance policy. Connie Braziel, Director of Operations, has forwarded this additional information to me in the hope of answering some of your concerns: The Minnesota Zoo is approximately twenty years old. It is an aging facility with ever-increasing demands placed on it through increased attendance, numerous special events and multiple after-hours events. Approximately 3% of the zoo's annual \$14.5 million budget is dedicated to repair and betterment of the physical plant and infrastructure. In fiscal year 1994 an additional \$500,000 was allocated to the maintenance budget from profits earned through our summer dinosaur exhibit. In fiscal year 1995, the Minnesota Legislature appropriated \$1 million to the zoo for infrastructure improvement and maintenance. Additionally, we have purchased a preventative maintenance system that will be used in all

maintenance activities at the zoo. An objective of the Operations Division workplan for fiscal year 1996 is to fully implement the preventative maintenance program to ensure that the current physical plant is maintained in an as-built condition. Likewise, all new construction will have its preventative maintenance plan incorporated into the system.

I agree with you that animal escape drills are important. I have scheduled one for next month. An additional drill will be scheduled before the end of the year and drills will be run on a quarterly basis. I am proud of the Minnesota Zoo's attention to safety and implementation of these drills will enhance our safety program.

We have ordered Species Survival Plan stickers from AZA and they will be in place before the annual convention. (If you would like pictures, we will bring them!) We make every effort to promote Minnesota Zoo and AZA conservation strategies, these stickers will further emphasize these important programs.

Finally, with regard to "collection plans," we appreciate your input. While we will look into the creation of such plans, we do not find them required by the AZA Accreditation Standardized Guidelines, and will therefore consider your comments constructive advice, to which we are always open.

Thank you again for your visit. I certainly enjoyed visiting with you and I look forward to seeing you in Seattle.



## PRESS RELEASE

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

The American Zoo and Aquarium Association (AZA) announces that the Minnesota Zoological Garden was again accredited by the Association during its 1995 annual meeting. The Minnesota Zoological Garden, according to the Association's Chief Administrative Officer Robert Wagner, continues its accreditation among the nearly 175 other zoological parks and aquariums accredited by the AZA.

Wagner stated that although an institution has previously been accredited, the Commission and Board of Directors of the Association require all institutions to process anew every five years. Therefore, the institution is again judged by professional members of the Association who volunteer their services and expertise to further the AZA and its programs. Wagner pointed out that accreditation is not easily obtained. The Accreditation Commissioners are very diligent in their responsibilities and have developed standardized guidelines which guide and direct both the Commission and applicant institutions. Those institutions which have not met the requirements for accreditation are still able to rely on the Commission and its guidelines to assist in continuing to improve their operations. Institutions accredited by the Association are considered leaders in the profession.

During the Accreditation Commission's review of the reports on the Minnesota Zoological Garden, a number of very positive statements were made regarding the facility and its dedicated staff.



TENTATIVE SCHEDULE, AZA REACCREDITATION  
AUGUST 8 & 9, 1995

TUESDAY, AUGUST 8, 1995

Steve Taylor, Tom Meehan - Arrive at Airport, Peri to pick up at 8:30.  
Bess Frank - Vinyon to pick up at the Holiday Inn Express.

9:00 - 9:15 Meet in Kathryn's office for introductions and to review schedule.

9:15 - on Begin tour of animal areas. +/- Monorail ride, Northern Trail, CZ, Bird Show, Zoolab, Zoo Mobile, Minn Trail, Tropics, Aquariums, Dolphins.

11:30 - 12:00 Lunch in Peri's office or out at fountain and supplied by Lancer.

12:00 - 1:30 Finish main building animal areas and move down to A Building to tour Animal Health, Animal Records and Conservation.

1:30 - 4:00 Meet Connie at B Building for tour of shops, green house, purchasing, receiving, storeroom, etc.

4:00 - 5:00 Meet with Ellie for Board and Foundation in Kathryn's office.

6:00 Dinner at California Grill, in Mall of America. Peri or Vinyon will drive and they can follow. Park at 4 West. On third level near Macy's.

Wednesday, August 9, 1995

8:30 - 9:00 Arrive from Hotel and start at A building.

9:00 - 10:00 Ron Tilson - Conservation in A building Library.

10:00 - 11:00 Tom Meehan +/- Bess Frank to meet with Kris Petrini and Jim Rasmussen +/- Peri Wolff, A Building

10:00 - 11:00 Steve Taylor +/- Bess Frank to meet with Connie and Jeff Higgans to discuss finances.

11:00 - 12:00 All meet in Board room with Beth to discuss Education.

12:00 - 1:00 Lunch in Kathryn's office with Management Team

1:00 - 2:00 Meet in Steve's office to discuss development.

+/- 2:00 Wrap up meeting in Kathryn's office. Send them on their merry ways to the hotel, airport etc. (Peri and Vinyon will chauffeur as needed)

8/2/95

**FAX MEMORANDUM**

To: Steve Taylor Fax: 216-661-6301  
Bess Frank 414-256-5410  
Tom Meehan 708-485-3532

From: Kathryn Roberts Fax: 612 431-9336  
MN Zoo Phone: 431-9333

Re: Accreditation Team Visit Arrangements

I just want to confirm arrangements from our end for your accreditation team visit August 8-9.

Hotel reservations are at Holiday Inn Express (1950 Rahncliff Ct., Eagan; phone 612-681-9266)  
-- confirmation #64897133 for three rooms in your names, with billing to be to Minnesota Zoo.

Bess Frank is registered for August 7-8  
Tom Meehan and Steve Taylor for August 8 only.

We'll pick up Tom and Steve at the airport the morning of August 8. Since both arrive about 8:30 a.m., we'll have a zoo person meet you both at the business center opposite the ticketing/check-in counters on the main floor. You'll come directly to the zoo to begin meeting in Kathryn's office at 9:00 a.m. to go over the tentative schedule for the inspection. (We'll plan to have someone pick up Bess at the Holiday Inn Express about 8:45 a.m.) We will have a zoo car for your use August 8-9.

If we need to make any changes to the above, please phone my secretary, Ginny, at 612-431-9299, or call me with questions at 431-9333.

cc Peri  
Mike Vinson



11 July 1995

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

MEMO TO: KATHRYN ROBERTS, PH.D., EXECUTIVE DIRECTOR, MINNESOTA  
ZOOLOGICAL GARDEN

FROM: ROBERT WAGNER, CHIEF ADMINISTRATIVE OFFICER *R. Wagner*

SUBJECT: ACCREDITATION COMMISSION MEETING

As you know, the Accreditation Commission is conducting its next meeting in Seattle, Washington, on Thursday and Friday, 14-15 September. The meetings will be conducted in the Boardroom at the Seattle Sheraton, beginning at 8:30 a.m.

The reports on your institution are scheduled for Commission action on Friday. It will be helpful to both the Commission and your institution if you or a designated representative are available at that time to respond to any concerns of the Commission. If you do not plan to be in attendance or send a representative, please include a telephone number where you may be reached so that the Commission can contact you should the need arise.

In any event, please provide (via phone, mail, or fax) your arrival time at the Seattle Sheraton or telephone number to Joyce Wolen at the AZA Office of Membership Services, (304) 242-2160 phone; 242-2283 fax.

Thank you for your cooperation in this matter. I look forward to seeing you in Seattle.

RW/jkw

Copies to: Accreditation Commission  
Board of Directors  
Sydney Butler





11 July 1995

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

MEMO TO: HAYES CALDWELL, EXECUTIVE DIRECTOR, CALDWELL ZOO

FROM: ROBERT WAGNER, CHIEF ADMINISTRATIVE OFFICER *R. Wagner*

SUBJECT: ACCREDITATION COMMISSION MEETING

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Thank you for your cooperation in this matter. I look forward to seeing you in Seattle.

RW/jkw

Copies to: Accreditation Commission  
Board of Directors  
Sydney Butler

(Similar copies sent to those listed on the reverse.)



Similar copies sent to:

Cameron Park Zoo  
Chahinkapa Zoo  
Mill Mountain Zoo  
Belle Isle Aquarium  
Belle Isle Zoo  
Buffalo Zoo  
Columbus Zoo  
Detroit Zool. Park  
Erie Zoo  
Houston Zoo  
Jardin Zoologique de Granby



# F A X

DATE April 24, 1995

TOTAL NUMBER OF PAGES INCLUDING COVER PAGE 1

TO: Kathryn Roberts, Minnesota Zoo (612) 431-9300  
Bess Frank, Milwaukee County Zoo (414) 256-5410  
Tom Meehan, Brookfield Zoo (708) 485-3532

FROM: Steve H. Taylor

SUBJECT: Minnesota Zoo Accreditation Inspection

3900 Brookside Park Drive  
 Cleveland, Ohio 44109  
 (216) 661-6500  
 FAX (216) 661-3312  
 TTY (216) 661-0190

Board of Park Commissioners  
 John K. O'Toole  
 Fred Rzepka  
 David W. Whitehead

Executive Director-Secretary  
 Vern Hartenburg

Zoo Director  
 Steve Taylor

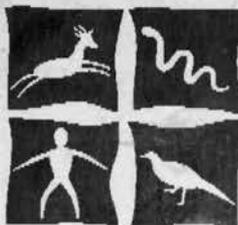
.....and the winning dates for the AZA Accreditation Inspection in  
 Minnesota are August 8 and 9 (Tues. & Weds.)

I'll coordinate further in July.

Steve

*6/7  
 let myon/walk  
 know dates*





CLEVELAND METROPARKS ZOO  
... to improve the future for wildlife

To Steve Taylor  
FAX

DATE April 18, 1995

TOTAL NUMBER OF PAGES INCLUDING COVER PAGE 1

TO: Kathryn Roberts

COMPANY: Minnesota Zoological Garden

CITY: Minneapolis

FAX 612-431-9300

FROM: Steve H. Taylor

SUBJECT: Accreditation Inspection

3900 Brookside Park Drive  
Cleveland, Ohio 44109  
(216) 661-6500  
FAX (216) 661-3312  
TTY (216) 661-0190

Board of Park Commissioners  
John K. O'Toole  
Fred Rzepka  
David W. Whitehead

Executive Director-Secretary  
Vern Hartenburg

Zoo Director  
Steve Taylor

Kathryn,

I look forward to visiting the Minnesota Zoo as chair of the Accreditation Inspection Team. I believe we can do the inspection in two very full days, arriving early one morning and leaving after 6:00 p.m. the next day.

These are possible dates I have at this time. Please select all that are available. Once I have your input, I will ask the committee members and we will select a final date.

- June 26 & 27 or June 27 & 28
- ~~July 24 & 25~~
- ~~July 31 & Aug. 1~~ or ~~Aug 1 + 2~~
- Aug. 7 & 8 or Aug. 8 & 9
- Aug. 14 & 15 or Aug. 15 & 16

Thanks.

*Steve -  
The circled dates are okay here.*



17 April 1995

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

Kathryn Roberts, Ph.D., Director  
Minnesota Zoological Garden  
13000 Zoo Boulevard  
Apple Valley, MN 55124-8199

Dear Kathryn:

This is to advise you that Steve Taylor, Dr. Tom Meehen, and Elizabeth Frank have been assigned as the visiting committee for the inspection of the Minnesota Zoological Garden. You will be contacted shortly by Steve to establish a mutually agreeable time for the inspection.

The team has been supplied with the previous accreditation reports and the materials you presented to the Commission. As the visiting committee is acting in an official capacity, your complete cooperation is required in supplying the team with any additional documents they may request and answering any questions they may pose.

The reports developed by the team will be reviewed at the next meeting of the Commission, which is scheduled for 14-15 September 1995 in Seattle, Washington. Although it is not required that you do so, you may wish to plan to be in attendance or designate a representative to act in your behalf to answer any questions or concerns the Commission may have during the review of your institution's materials.

We sincerely appreciate your continued support of and participation in the accreditation program.

Most sincerely,

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Robert Wagner  
Chief Administrative Officer

RW/jkw

Copies to: Accreditation Commission  
Steve Taylor  
Tom Meehen, DVM  
Elizabeth Frank



RETURN TO: Joyce K. Wolen, Accreditation Coordinator, AZA, Oglebay Park,  
Wheeling, WV 26003

APPLICANT INSTITUTION Minnesota Zoological Garden

The Accreditation Commission has determined that either of the two groups listed below would be appropriate to constitute the visiting committee for your institution. Please indicate your choice of either group. You may veto, without explanation, the name of any proposed visiting committee member whom you would rather not participate in the inspection of your facility; and we will provide the name of another member for your consideration.

Proposed Visiting Committees

Group One

Charlie Hoessle, Director, St. Louis Zoo  
Kevin Bell, Director, Lincoln Park Zoo  
Bruce Beehler, DVM, Milwaukee County Zoo

Group Two

Steve Taylor, Director, Cleveland Metroparks Zoo  
Tom Meehen, DVM, Brookfield Zoo  
Elizabeth Frank, Cur/Large Mammals, Milwaukee County Zoo

Form completed by: K. Roberts

(Signature)

(Title)

Date: 4.5.95



30 March 1995

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Kathryn Roberts, Ph.D., Director  
Minnesota Zoological Garden  
13000 Zoo Boulevard  
Apple Valley, MN 55124-8199

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

Dear Kathryn:

Thank you for submitting your institution's accreditation materials, they appear to be in order and ready for further processing.

In accordance with accreditation procedures, we are enclosing a list of two groups of AZA professional members, one of which you may select as your visiting committee. You may veto, without explanation, the name of any visiting committee member whom you would rather not participate in the inspection of your facility. Please return the selection sheet as soon as possible so that accreditation processing can continue. Upon receipt, we will notify the visiting committee of its assignment.

Please make all your facilities and records available for the inspection. All expenses incurred by the visiting committee will be reimbursed by AZA and then invoiced to your institution.

You may wish to refer to the accreditation booklet to once again familiarize yourself with the visiting committee's needs and procedures. In the meantime, please feel free to call upon us should you have any questions or if we can be of any assistance.

Warm regards,

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

A handwritten signature in cursive script, appearing to read 'Bob'.

Robert Wagner  
Chief Administrative Officer

RW/jkw

Enclosure

Copies to: Accreditation Commission





5 January 1995

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Kathryn Roberts, Ph.D., Executive Director  
Minnesota Zoological Garden  
13000 Zoo Boulevard  
Apple Valley, MN 55124-8199

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

Dear Kathryn:

As you know, the accreditation program requires that all institutions process and qualify for accreditation anew every five years. You were contacted on 15 September 1994 regarding your facility's accreditation materials, which will be considered by the Accreditation Commission during its meeting to be held in September 1995 in Seattle, Washington. We have received the \$125 nonrefundable processing fee but not the completed questionnaire and attachments.

Please note that in order to have your materials processed in time for review at the meeting, the materials must be received no later than 8 May. Such will allow time for the review of the materials, selection and assignment of a team, the conduction of an inspection, and submission of the reports at least 30 days prior to the Commission meeting.

We are enclosing another copy of the accreditation questionnaire in the event the materials we originally provided you have been misplaced. Please complete the materials and submit them to us as soon as possible.

If you have any questions, please feel free to contact Commission Chairman Susan Engfer, Accreditation Coordinator Joyce Wolen, or me.

Most sincerely,

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Robert Wagner  
Chief Administrative Officer

RW/jkw

Enclosure

Copies to: Accreditation Commission





15 September 1994

*1st draft  
due back to  
EZ - Nov 1*

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Kathryn Roberts, Ph.D., Executive Director  
Minnesota Zoological Garden  
13000 Zoo Boulevard  
Apple Valley, MN 55124-8199

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

Dear Kathryn:

The Accreditation Commission has revised the accreditation program and now requires all institutions to process and qualify for accreditation anew every five years. According to our records, your institution is scheduled to process for accreditation during the September 1995 meeting of the Accreditation Commission. In that regard, we are enclosing the appropriate materials for your completion. You will note there are a number of documents which you will need to submit along with the completed form. Also enclosed is an invoice for the \$125 filing fee.

In preparing for the submission of your materials, please note they should be submitted no later than early May 1995. Such will allow an appropriate amount of time for review, to assign a visiting committee, conduct the inspection, receive the reports, and provide them to the Commission prior to its meeting.

Once your materials have been received and reviewed, inspectors will be proposed and then assigned by the Accreditation Commission to conduct the on-site inspection. Their inspection will be based upon direction from the Commission, as well as the materials you submit. Your institution will be required to reimburse AZA for the expenses incurred by the inspectors. As is the case with all accreditation inspections, we assure you that every attempt will be made to hold the inspectors' expenses to a minimum. We will supply your institution with copies of the reports generated by the inspectors after they have been formally acted upon by the Commission.

Your cooperation with the Accreditation Commission continues to be greatly appreciated. If you have any questions, please feel free to contact me, Accreditation Coordinator Joyce Wolen, or Accreditation Commission Chairman Susan Engfer.

Most sincerely,

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Robert Wagner  
Chief Administrative Officer

RW/jkw

Enclosures

Copies to: Accreditation Commission

*#red backup  
quant; in line*

*Copy of Accred. standards*





AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

October 1994

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

MEMO TO: INSTITUTION DIRECTOR/ACCREDITATION VISITING  
COMMITTEE CHAIRMAN

FROM: ROBERT WAGNER, CHIEF ADMINISTRATIVE OFFICER

A handwritten signature in black ink, appearing to read 'R. Wagner', written over the printed name.

SUBJECT: ACCREDITATION STANDARDIZED GUIDELINES

The AZA's Accreditation Commission and the Board of Directors have adopted the attached Accreditation Standardized Guidelines to assist both applicant institutions and accreditation visiting committees in preparing and reviewing materials submitted for accreditation and the compilation of the visiting committee reports.

While the words "should" and "must" are both used in the standardized guidelines, it is possible that under certain circumstances, the Commission may waive a "must" or strongly encourage the implementation of a "should." Peer review, by both the visiting committee and the Accreditation Commission, will continue to allow certain levels of subjectivity.

Should you have any questions about the materials, please call any member of the Accreditation Commission, Joyce Wolen, Linda Boyd, or me.

RW/jkw





## AMERICAN ZOO AND AQUARIUM ASSOCIATION ACCREDITATION STANDARDIZED GUIDELINES

These guidelines are formatted to follow the accreditation questionnaire and visiting committee report form. Placement of items in this document has no bearing on importance to accreditation processing as **ALL** areas are considered pertinent for the operation of a professional institution. The bracketed numbers in the left margin are provided as a general cross-reference with corresponding questions in the visiting committee report form to assist in the compilation of the reports.

While the words "should" and "must" are both used in the standardized guidelines, it is possible that under certain circumstances, the Commission may waive a "must" or strongly encourage the implementation of a "should." Peer review, by both the visiting committee and the Accreditation Commission, will continue to allow certain levels of subjectivity.

<p>Glossary of terms:</p> <p>Director:           The person with the authority and responsibility for the operation of the institution: other titles may include president, chief executive officer, superintendent, supervisor, manager, or other similar title.</p>	<p>Governing Authority: The agency which has authority for governing the operations of the institution: such may include city, county, state/provincial, or federal government bodies, or private corporation, foundation, society, or other similar entities.</p> <p>Institution:           A zoological park, aquarium, oceanarium, wildlife park, or similar facility which may qualify for accreditation.</p>
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Standardized Guidelines:

1. *Governing Authority*

- [1, 2, 82] A. The governing authority has the responsibility for policy matters and for oversight of the institution. The director must be responsible for the day-to-day management of the institution, including animal acquisitions/dispositions, staff, and programs.

Explanation: While the governing authority should have input, the decisions regarding the animal collection are best left to the professionals who are specifically trained to handle the institution's animal collection, staff, and programs.

- B. The lines of communication between the director and the governing authority should be clearly defined.

Explanation: If clear lines of communication do not exist, a breakdown in the operation of the institution and care of the animal collection could occur. It is essential to have a good working relationship between the governing authority, director, and staff.

- [3, 15] C. The governing authority should be structured so that its relationship to the professional staff is clearly understood and adhered to.

- D. In the event a director has several "jobs" (i.e., also directs other areas of a park system), clear priorities must be established with each job having separate and distinct descriptions. A director should be available to the institution on a full-time basis (40 hours a week).

- E. The governing authority must be supportive of the institution abiding by the AZA Code of Professional Ethics and Charter & Bylaws.

Explanation: The Commission must be assured that an institution's governing authority understands and is willing to be supportive of the institution abiding by the AZA Code of Professional Ethics and Charter & Bylaws.

- F. In the event of a change in ownership or relocation of an accredited institution, the institution must reprocess for accreditation within 12 months.

A change in governance will require a letter or affidavit from the CEO or chairperson of the new governing authority stating the intention to be signatory to the institution abiding by the AZA Code of Professional Ethics and Charter & Bylaws.

Explanation: A change in ownership includes the sale or formal transfer of an institution. A change in governance includes a change in the form of the governing authority, such as from a governmental agency to society or vice versa.

- [4] G. The director should be an ex officio member of the governing authority board or have the opportunity to attend meetings that would affect operations of the institution.

- H. The governing authority should recognize and support the institution's goals and objectives.

2. *Staff*

- A. If the director leaves the employment of an institution during the accreditation process, processing will be suspended until a new director is appointed and on board for at least six months. If an institution fails to hire a director within one year, it will be required to begin the process anew once a new director is hired and on board for at least six months.

B. An accredited institution that is without the services of a full-time, paid director for longer than one-year may be subject to loss of accreditation and membership.

[17] C. Staff members should be encouraged to actively participate in AZA programs, as well as other programs developed by conservation-oriented organizations.

[6, 11] D. Institutions are responsible to be certain that persons working with the animal collection receive training in animal care techniques.

[6, 11, 16] E. Staff members should receive opportunities for continuing education and training programs.

Explanation: Staff members should be provided an opportunity to be educated/trained in current methods of animal care, husbandry, personnel management, public education, public relations, marketing, and other related areas.

[13, 14] F. A professional attitude in the working relationship between staff members should be maintained so as to enhance the operations of the institution.

G. There must be an adequate number of trained staff to care for the animal collection and to conduct the institution's programs.

Explanation: It is strongly recommended that two persons be available and present in the same area when working with elephants, handling venomous animals, and other potentially dangerous animals. Although there is no set formula for prescribing the size of the staff, the general condition of the collection and exhibits and past staffing practices may define what is considered "adequate."

### 3. *Support Organization*

[20, 21] A. The terms establishing the working relationship between an institution and its support organization should be in writing and adhered to in practice.

[22] B. The support organization must recognize the director's overall responsibility for the management of the institution.

[18] C. A support organization must share the institution's goals and objectives.

Explanation: A support organization which has goals inconsistent with those of the institution may jeopardize the institution's work.

### 4. *Finance*

[26, 28, 29] A. An institution, regardless of whether operating on a profit or nonprofit basis, must provide sufficient evidence of its financial stability by submitting complete financial reports, including an operating budget indicating that the financial support from the governing authority and/or support organization meets the needs of the institution.

Explanation: Proof of financial support includes the submission of an operating budget reflecting sources of income, as well as expenses. It should also include contingency plans in the event significant decreases in support are anticipated.

[12] B. The budget must also include salaries or salary ranges for all full-time staff members or such information must be available to the visiting committee.

[12] C. Staff salaries should be competitive with other related organizations in the local/regional area.

- [30] D. Insurance coverage should be provided for visitors, staff, volunteers/docents, and physical facilities. It is understood that some institutions are self-insured.
- [31, 32, 33, 38, 47] E. An institution should provide evidence of a capital improvements and maintenance program for the next five years and indicate sources of funding.

Explanation: Capital improvements include renovations, maintenance of buildings/grounds/exhibits, new construction, and demolition of out-dated structures. The Commission and its visiting committees review all components of an institution, including walkways, driveways, and buildings-- not just animal enclosures.

- F. The institution should provide funds for staff travel, meeting/conference participation, and other professional opportunities.

Explanation: Staff must be provided the opportunity to participate in professional activities and continuous education programs.

## 5. *Physical Facilities*

- A. While the Commission is interested in the institution's future plans and improvements, accreditation will be based upon its operation at the time of the visiting committee inspection.
- B. An institution must have holding facilities for the quarantine of newly arrived animals and isolation facilities for the treatment of sick/injured animals.
- [109, 119] C. If not in separate buildings, animal food preparation areas must be physically separated from other functions such as the animal hospital (including animal treatment, isolation, holding, deceased animal storage) and employee lounges. Animal food preparations must meet all local, state/provincial, and federal regulations.
- [59, 60, 95] D. All animal enclosures, including animal hospital facilities (quarantine/isolation), must be of a size to allow for the social and psychological well-being of the animals; and exhibit enclosures must include provisions for the behavioral enrichment of the animals.
- [58] E. All United States institutions should be adjusting their facilities toward compliance with the Americans with Disabilities Act.
- [35, 36] F. Parking amenities should be available to accommodate the visiting public on average attendance days.
- [40] G. Lighting must be sufficient in all indoor facilities, including night houses, so that maintenance can be accomplished and animals can be observed. A means for emergency lighting must be available. Lighting in public areas should be sufficient for the safe maneuvering of the visiting public.
- [37, 44, 45, 46, 96, 98] H. Good housekeeping must be regularly practiced.

Explanation: Rodent control, proper drainage, clutter in work areas, and other housekeeping activities require continuous attention. Animal food must not be stored in the same area as animal drugs, nor with food for humans. Cadavers awaiting necropsy must be stored in a dedicated storage area.

- [39, 60, 77] I. Life-support systems for the animal collection, including but not limited to heating, cooling, aeration, and filtration must be equipped with a warning mechanism, and emergency backup systems must be available. All mechanical equipment should be under a preventative maintenance program as evidenced through a record-keeping system. Special equipment should be maintained under a maintenance agreement, or a training record should show that staff members are trained for specified maintenance of special equipment.

Explanation: Facilities such as aquariums, tropical rainforest buildings, or other exhibits which rely on climate control for life-sustaining conditions must have emergency backup systems and a mechanism for warning if those systems are malfunctioning.

- J. An institution should have a formal master plan to guide the institution in its development.

## 6. *Safety*

[61] A. All institutions must have a written plan available to staff for first-aid and other various health emergencies.

[61, 64, 65, 68] B. All emergency procedures must be written and provided to staff and volunteers, where appropriate.

Explanation: Emergency procedures include those for animal recapture, bites/stings by a venomous animal, natural disaster (fire, hurricane, flood, tornado), major power failure involving life-support systems, major communication failure, and emergencies created by humans or stray animals. Emergency drills should be conducted at least annually to determine if all staff are aware of emergency procedures, as well as to identify potential areas which could cause problems in the handling of an emergency.

[43, 73] C. A written policy for the handling of toxic/hazardous materials must be available to all staff working with such materials. Material Safety Data Sheets (MSDS) must be located in areas for easy access by employees, and employees must be trained in their use.

[64, 65, 69, 72] D. A written risk management policy must be developed and implemented.

Explanation: Risk management is defined as a plan in which areas of potential risk for injury/harm to the visiting public and employees, as well as ways for prevention of such injury/harm, are identified. An employee committee should be appointed to implement the risk management plan, identify areas of potential risk, and review previous incidents. (Some examples of potential risk to employees include wet floors and poor lighting and ventilation in work areas, poorly constructed/planned exhibit service areas, and animal shift mechanisms not in proper repair.)

[70] E. Guardrails/barriers must be constructed in all areas where the visiting public could have contact with other than handleable animals.

[48, 49] F. All public access areas must be equipped with exit signs and doors must be equipped with emergency hardware.

[46] G. All walkways must be kept in good repair.

[80] H. Perimeter fencing must be separate from all exhibit fencing and be of good quality and construction. All facilities should be enclosed by a barrier or perimeter fence which is at least 8' in height.

Explanation: There are rare instances where the terrain surrounding the facility provides a viable barrier. However, most facilities must be enclosed by a perimeter fence. Facilities located in rural areas and which are PPEQ-approved must meet special USDA standards for fencing.

[69] I. All exhibit service areas must be safely lighted, free of debris, and provide space to allow for safe servicing. Also, service exit doors must be clearly marked and in good working order. All locks and shift doors must be in good working order.

- [64, 66] J. Institutions maintaining venomous animals must have appropriate antivenom available, and its location must be known by all staff members working in those areas. All areas housing venomous animals must be equipped with an alarm system which is routinely checked. An individual should be designated as being responsible for inventory, disposal/replacement, and storage of antivenom.

7. *Collection*

- [91] A. ISIS participation is strongly recommended for all species, and especially for all endangered, CITES I, SSP, and studbook species in the animal collection.
- [89] B. All species owned by the institution must be listed on the inventory, including those animals on loan to and from the institution. In both cases, notations should be made on the inventory.
- [86, 92, 93] C. Animal records, including health records, must be duplicated and stored in a separate location.

Explanation: If an institution is not a full participant in ISIS, a complete and up-to-date set of animal records should be duplicated and stored in a separate location. All institutions should maintain at least one complete set of animal records in a fireproof safe.

- [81] D. The animal collection should be representative of the mission statement of the institution.

- [84, 85, 86] E. A written animal acquisition/disposition policy is required.

Explanation: Animal acquisition/disposition policies (including breeding loans) should be continually reviewed to keep them current with all local, state/provincial, regional, national, and international wildlife laws. Such policies must also take into account rules/regulations/resolutions adopted by AZA regarding hunting ranches, animal auctions, research, pets, participation in SSPs, TAGs, and FIGs, and other issues involving the acquisition and disposition of wildlife.

- F. Institutions which include elephants in their collection should follow the AZA Elephant Management Guidelines.
- G. Special attention must be given to free-ranging animals so that no undue threat is posed to either the animal collection, free-ranging animals, or the visiting public. Animals maintained where they will be in contact with the visiting public must be carefully selected, monitored, and treated humanely at all times.
- [101, 106] H. Animals should be displayed, whenever possible, in exhibits replicating their wild habitat and in numbers sufficient to meet their social and behavioral needs. Display of single specimens should be avoided unless biologically correct for the species involved.

- I. The animal collection must be protected from weather detrimental to their health.

Explanation: Animals not normally exposed to cold weather should be provided heated enclosures. Likewise, protection from excessive heat should be provided to those animals normally occurring in cold climates.

- [88] J. A written off-premises utilization of animals policy is required.

- K. An animal inventory must be compiled at least once a year and include data regarding activity in the animal collection.

- [89] L. Animals must be identifiable, whenever practical, and have corresponding ID numbers. For animals maintained in colonies or other animals not considered readily identifiable, the institution must provide a statement explaining how record keeping is maintained.

- [84] M. Records must be maintained for all transactions involving acquisition and disposition of animals to and from the collection and must include the terms of the transaction.
- N. Copies of all relevant permits, importation papers, declaration forms, titles, and other appropriate documents establishing a paper trail of legal acquisition must be maintained whenever possible. When such information does not exist (the institution's maintenance of confiscated wildlife), an explanation must be provided regarding such animals.
- O. The institution must comply with all relevant wildlife laws.
- [93] P. At least one set of the institution's historical animal records must be stored and protected. Those records should include permits, titles, declaration forms, and other pertinent information.
- Q. An individual should be designated as being responsible for the institution's animal record-keeping system. That person should be charged with establishing and maintaining the institution's animal records, as well as with keeping all animal care staff members apprised of relevant laws regarding the institution's animal collection.
- [115] R. Animal records must be kept current, and records should be recorded daily.

Explanation: Keepers should submit daily reports. Records should be kept for at least one year. Prior to disposal of any animal record files, all pertinent information should be transferred to the animal's permanent historical file.

- S. Institutions must cooperate in providing pertinent information on its animal collection in a timely fashion to sources such as studbook keepers, SSP species coordinators, TAGs, and FIGs.

## 8. *Veterinary Care*

- A. Keepers should be trained to recognize abnormal behavior and clinical symptoms of illness and have knowledge of the diets, husbandry, and restraint procedures required for the animals under their care. However, keepers should not evaluate illnesses nor prescribe treatment.
- [120] B. So that indications of disease, injury, or stress may be dealt with promptly, veterinary coverage must be available to the animal collection 24 hours a day, 7 days a week.
- [117, 118] C. Deceased animals must be necropsied whenever possible to determine the cause of death. Disposal after necropsy must be done in accordance with local/federal laws.

- [108, 121] D. The veterinary care program must emphasize disease prevention.

Explanation: Vaccination and preventative medicine programs (including TB testing where appropriate) must be in force for the entire collection and under the direction of qualified support staff.

- [107] E. A full-time staff veterinarian is recommended. However, the Commission realizes that in some cases such is not practical. In those cases, a consulting/part-time veterinarian must be under contract to make at least bi-monthly inspections of the animal collection and respond as soon as possible to any emergencies. The Commission also recognizes that certain collections may require different considerations in veterinary care.

- [109, 110, 111] F. Quarantine, hospital, and isolation areas must be in compliance with standards/guidelines adopted by the AZA. The hospital facilities should have x-ray equipment or services available. Written, formal procedures for quarantine must be available to all staff working with quarantined animals.

- [112] G. Written, formal procedures must be available to the animal care staff for the use of drugs for veterinary purposes.

Explanation: Such procedures should include at least the following: those persons authorized to administer drugs, situations in which they are to be utilized, location of drugs and those persons with access to them, and emergency procedures in the event of accidental human exposure. All controlled substances must be stored in a class 5 safe. (A class 5 safe is described as one which is fireproof, stationary, preferably secured in concrete, and burglar-proof.) Outdated drugs must be marked as such and stored separately from all other drugs.

- [113, 114] H. Capture equipment must be in good working order and available to authorized, trained personnel at all times.

- [99, 100] I. Animal diets must be of a quality and quantity suitable for each animal. Diet formulations and records of analysis may be examined by the visiting committee.

Explanation: The Commission feels it is important to regularly test animal diets for nutritional analysis and suitability for each species. Records of such testing should be maintained.

- J. An institution should adopt the guidelines for medical programs developed by the American Association of Zoo Veterinarians.

## 9. *Conservation*

- [126] A. Conservation must be an element in the mission statement of the institution.

Explanation: The Commission strongly encourages members' participation in conservation programs available through the Association. The institution's participation in conservation programs will be considered by the Commission in determining the institution's level of commitment to wildlife conservation.

- [122, 123, 124, 125] B. All institutions should be active participants in AZA's and other wildlife conservation programs.

Explanation: Such programs include the Species Survival Plan (SSP), Taxon Advisory Groups (TAGs), Fauna Interest Groups (FIGs), regional/international studbooks, the World Conservation Union (IUCN), International Union of Directors of Zoological Gardens (IUDZG), the Species Survival Commission (SSC), and the Captive Breeding Specialist Group (CBSG).

- C. Interpretive programs and publications should include information on the conservation of wildlife and their habitats to foster concern for disappearing biodiversity and to elevate the environmental knowledge of the visiting public.
- D. Participation in field conservation programs is strongly encouraged.

## 10. *Security*

- [128, 129] A. Security should be provided on a 24-hour, year-round basis.

Explanation: The Commission recognizes that all institutions may not be able to provide security personnel on a 24-hour basis; however, every attempt should be made to do so when the institution is closed to the visiting public. Security responsibilities should include regular rounds of the entire institution to detect problems. If it is impractical to provide security personnel, the Commission may approve the use of electronic systems or other security measures.

- B. The institution must have a communication system that can be quickly accessed in case of an emergency.

Explanation: There should be immediate access to designated persons in case of an emergency via walkie/talkie, pager, mobile telephone, intercom, telephone, alarm, or other electronic device.

- [127] C. Security personnel must be trained to handle emergencies.

- [130] D. Stored firearms must be in a locked cabinet and accessible only to authorized personnel trained in their use.

Explanation: Personnel authorized to utilize firearms should have professional training and regular practice.

- [74] E. A written protocol should be developed involving local police or other emergency agencies and include response times to emergencies.

## 11. *Education*

- [131] A. Education must be an element in the mission statement of the institution.

Explanation: Education can be accomplished by programs offered to a wide variety of audiences and staff through publications, exhibits, graphics, and other educational components.

- [134] B. All institutions must have structured education programs, including a written education plan.

Explanation: Education programs should include local/global conservation issues and topics, the role of zoos and aquariums in conservation, and information on AZA and other conservation-oriented organizations. The institution should act as a resource in its community for wildlife and conservation issues and present options for individual action that encourages stewardship in conserving the environment. Education personnel should be involved in exhibits, graphics, publications, and all structured programs for the visiting public.

- C. The education program should be under the direction of a paid professional trained in educational programming. In those cases where employees have not yet been retained, someone should be assigned the responsibility to implement and manage the programs.

- D. Education programs should be evaluated on a regular basis for effectiveness and content and current scientific information included.

- [133] E. Cooperative programs with institutions of higher learning should be developed.

- F. If animal demonstrations are a part of the institution's programs, an educational/conservation message must be incorporated.

- [7, 54] G. A reference library appropriate to the size and complexity of the institution should be available to all staff members.

- [103, 104] H. The graphics program must include information regarding the animal collection's conservation/ecology/relation to humans/natural history and other interpretive elements.

Explanation: Animals should be correctly identified, current status indicated (i.e., endangered or threatened), and descriptive information provided (such as eating habits, origin, gestation periods, and predator/prey information). Inclusion of interpretive information on botanical collections is strongly encouraged.

I. Exhibits in which endangered animals are displayed must include the designation as an endangered species and those displaying SSP animals should include a statement that the animals are a part of the AZA's SSP program. It is recommended that the SSP program be highlighted by utilization of the AZA SSP logo and text.

[138]

J. Recruitment, interviewing, training, and evaluation programs should exist for all programs utilizing volunteers/docents.

12. *Research*

[139, 140, 141]

A. Institutions participating in research activities must have a written policy which includes types of acceptable research, methods, staff involvement, evaluations, animals to be involved, and guidelines for publication of findings and be under the direction of a person qualified to make informed decisions regarding research.

B. If research other than behavioral observation is conducted in United States institutions, an Animal Care and Use Committee (or similar committee) responsible for reviewing research projects is required for compliance with the Animal Welfare Act.

13. *Miscellaneous*

A. The Commission does not make "pre-accreditation" inspections.

Explanation: The Commission recognizes the desire of institutions to have their operations evaluated prior to formally entering the process. In those cases, an institution may contact professional colleagues and request an informal inspection and the inspector's personal opinion.

B. Accreditation is mandatory for Institution membership in AZA.

Explanation: Once accreditation is granted, there is no guarantee it will be renewed during subsequent inspections. All institutions must process anew at least once every five years and are subject to any new standards, policies, guidelines, or resolutions adopted by the American Zoo and Aquarium Association.

8/94



AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

19 October 1994

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

MEMO TO: FACILITIES CURRENTLY PROCESSING FOR ACCREDITATION  
FROM: JOYCE WOLEN, ACCREDITATION COORDINATOR  
SUBJECT: ACCREDITATION STANDARDIZED GUIDELINES

A handwritten signature in cursive script that reads "Joyce K. Wolen".

During its recent meeting in Atlanta, the Accreditation Commission accepted the final copy of the accreditation standardized guidelines. Although these guidelines are included in a mailing recently sent to all Institutions and will be included in an upcoming edition of *Communiqué*, we felt it imperative that you receive them now, as well as the two attachments. The materials have been incorporated into the accreditation process and will be utilized by the visiting committee chairperson inspecting your institution.

If you have any questions after your review of the materials, please do not hesitate to contact Bob Wagner or me.

/jkw

Enclosures





AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

Dear Colleague:

Attached is a set of quarantine procedures which are recommended for AZA accredited institutions. Both the Board of Directors and Accreditation Commission have approved the quarantine procedures, and they are now an official part of our accreditation process.

You will note the materials are in three basic sets. The first being general quarantine procedures for all vertebrates, with the exception of fish and marine mammals, which are both included here as separate sets. All three components were included in past editions of *Communiqué*, at which time we sought comments or suggestions from our members.

Please keep these recommended quarantine procedures in mind while preparing your institution's accreditation materials. We will also provide a set to the chairperson of your on-site visiting committee.

Should you have any questions about these materials, feel free to contact Accreditation Commission Chairman Ralph Waterhouse, Animal Health Committee Chairman Eric Miller, DVM, Joyce Wolen, or me.

All best regards,

A handwritten signature in black ink, appearing to read 'RW'.

Robert Wagner  
Chief Administrative Officer

RW/jkw

Attachment



## QUARANTINE PROCEDURES RECOMMENDED FOR AZA ACCREDITED INSTITUTIONS

### QUARANTINE FACILITY:

A separate quarantine facility, with the ability to accommodate mammals, birds, reptiles, amphibians, and fish should exist. If a specific quarantine facility is not present, then newly acquired animals should be isolated from the established collection in such a manner as to prohibit physical contact, to prevent disease transmission, and to avoid aerosol and drainage contamination. Such separation should be obligatory for primates, small mammals, birds, and reptiles, and attempted wherever possible with larger mammals such as large ungulates and carnivores, marine mammals, and cetaceans. If the receiving institution lacks appropriate facilities for isolation of large primates, preshipment quarantine at an AZA or AALAS accredited institution may be applied to the receiving institution's protocol. In such a case, shipment must take place in isolation from other primates. More stringent local, state, or federal regulations take precedence over these recommendations.

### QUARANTINE LENGTH:

Quarantine for all species should be under the supervision of a veterinarian and consist of a minimum of 30 days (unless otherwise directed by the staff veterinarian). Mammals: If during the 30-day quarantine period, additional mammals of the same order are introduced into a designated quarantine area, the 30-day period must begin over again. However, the addition of mammals of a different order to those already in quarantine will not have an adverse impact on the originally quarantined mammals. Birds, Reptiles, Amphibians, or Fish: The 30-day quarantine period must be closed for each of the above Classes. Therefore, the addition of any new birds into a bird quarantine area requires that the 30-day quarantine period begin again on the date of the addition of the new birds. The same applies for reptiles, amphibians, or fish.

### QUARANTINE PERSONNEL:

A keeper should be designated to care only for quarantined animals or a keeper should attend quarantined animals only after fulfilling responsibilities for resident species. Equipment used to feed and clean animals in quarantine should be used only with these animals. If this is not possible, then equipment must be cleaned with an appropriate disinfectant (as designated by the veterinarian supervising quarantine) before use with post-quarantine animals.

Institutions must take precautions to minimize the risk of exposure of animal care personnel to zoonotic diseases that may be present in newly acquired animals. These precautions should include the use of disinfectant foot baths, wearing of appropriate protective clothing and masks in some cases, and minimizing physical exposure in some species; e.g., primates, by the use of chemical rather than physical restraint. A tuberculin testing/surveillance program must be established for zoo/aquarium employees in order to ensure the health of both the employees and the animal collection.

### QUARANTINE PROTOCOL:

During this period, certain prophylactic measures should be instituted. Individual fecal samples or representative samples from large numbers of individuals housed in a limited area (e.g., birds of the same species in an aviary or frogs in a terrarium) should be collected at least twice and examined for gastrointestinal parasites. Treatment should be prescribed by the

attending veterinarian. Ideally, release from quarantine should be dependent on obtaining two negative fecal results spaced a minimum of two weeks apart either initially or after parasiticide treatment. In addition, all animals should be evaluated for ectoparasites and treated accordingly.

Vaccinations should be updated as appropriate for each species. If the animal arrives without a vaccination history, it should be treated as an immunologically naive animal and given an appropriate series of vaccinations. Whenever possible, blood should be collected and sera banked. Either a -70° C freezer or a -20° C freezer that is not frost-free should be available to save sera. Such sera could provide an important resource for retrospective disease evaluation.

The quarantine period also represents an opportunity to, where possible, permanently identify all unmarked animals when anesthetized or restrained (e.g., tattoo, ear notch, ear tag, etc.). Also, whenever animals are restrained or immobilized, a complete physical, including a dental examination, should be performed.

Complete medical records should be maintained and available for all animals during the quarantine period. Animals that die during quarantine should have a necropsy performed under the supervision of a veterinarian and representative tissues submitted for histopathologic examination.

#### QUARANTINE PROCEDURES:

The following are recommendations and suggestions for appropriate quarantine procedures for several animal groups:

#### PRIMATES

- REQUIRED:
1. direct and floatation fecals as described above
  2. a minimum of 2 negative tuberculin tests using a tuberculin containing at least 1,500 units/.1 ml (e.g., Mammalian Human Isolate, Coopers Animal Health) or other appropriate regimen as necessary for the species in question (e.g., orangutans, New World primates, etc.)
  3. CBC/sera chemistry panel
  4. culture of feces for salmonella/shigella/Campylobacter
  5. for appropriate species; e.g., Old World monkeys, serology for *Herpesvirus simiae* (Herpes B)

- STRONGLY RECOMMENDED:
1. chest radiographs
  2. appropriate viral panels (SIV, retrovirus type D)
  3. urinalysis

#### HOOFSTOCK

- REQUIRED:
1. direct and floatation fecals
  2. TB test whenever possible

Hoofstock (continued)

- STRONGLY RECOMMENDED:
1. CBC/sera profile
  2. appropriate serology; e.g., leptospirosis, brucellosis, MCF, IBR, BVD, etc. Paired titers whenever possible
  3. urinalysis
  4. Johnes diagnostics if history of disease in herd of origin
  5. Coggins test for equids
  6. vaccinate as appropriate (See ZOO AND WILD ANIMAL MEDICINE, ME Fowler)

SMALL MAMMALS/CARNIVORES

- REQUIRED:
1. direct and floatation fecals
  2. vaccinate as appropriate (See ZOO AND WILD ANIMAL MEDICINE, ME Fowler and upcoming CURRENT VETERINARY THERAPY XI, WB Saunders Co.)

- STRONGLY RECOMMENDED:
1. CBC/sera profile
  2. urinalysis
  3. appropriate serology (FIP, FeLV, FIV)
  4. heartworm testing in appropriate species

BIRDS

- REQUIRED:
1. direct and floatation fecals
  2. evaluate for ectoparasites
  3. appropriate serological tests for psittacosis, and if positive, confirmed by culture

- STRONGLY RECOMMENDED:
1. CBC/sera profile
  2. fecal culture for *Salmonella* sp.
  3. fecal gram stain

REPTILES AND AMPHIBIANS

- REQUIRED:
1. direct and floatation fecals for parasites followed by appropriate treatment
  2. evaluate for ectoparasites

- STRONGLY RECOMMENDED:
1. veterinary examination
  2. CBC/blood chemistries
  3. Paramyxo-viral titers for all viperids, incoming after being in quarantine for 30 days
  4. full post-mortem examination and histopathology on all specimens dying while in quarantine

## FISH

### GENERAL COMMENTS:

Quarantine standards for other zoo and aquarium animals cannot always be applied to fish, and adaptations must be made to the proposed procedures as they apply to fish populations. Proper and appropriate fish quarantine is a vital component of any successful health management program for fish. Quarantine procedures must be tailored to individual species and require greater variation than quarantine for other zoo and aquarium animals. It is in the interest of accredited institutions to carry out quarantine procedures that are both effective and practical, leading to improved animal health.

Fish are usually acquired as populations, not as individual specimens, and individual identity may be impractical to establish. Few aquariums have the facilities and/or space to properly maintain large fish specimens in separate life-support systems, making individual quarantine of these specimens difficult. Aquariums may operate as open or semi-open systems, and specimens acquired from the surrounding waters of these institutions may not benefit from rigid quarantine procedures due to constant introduction of potential disease organisms. Veterinarians may be part of the team supervising the quarantine, but the institutions should appoint the staff it feels has the best expertise to supervise and operate the quarantine program. It is appropriate to note that state and federal hatcheries do not often employ veterinarians, yet have well-established and internationally recognized fish health programs of which quarantine is an important factor.

### SPECIFIC RECOMMENDATIONS:

#### QUARANTINE FACILITY:

Where appropriate, separate life-support systems (LSS) with the ability to quarantine fishes should exist. The LSS should be operated in such a way as to preclude disease transfer from one system to another and/or introduction into natural waters. Quarantine tanks should have viewing that is adequate to observe the fish for behavior and signs of pathology; the LSS should be adequate to maintain the health of the quarantine population. If an aquarium does not have a separate LSS, it should have the ability to divert flow through the quarantine systems, bypass the common filter, and discharge the water. Disinfection of the discharge water prior to release is advisable. In addition, discharge of this water must comply with federal, state, and local environmental regulations.

#### QUARANTINE LENGTH:

A quarantine period of 30 days is an adequate standard; however, it must be recognized that certain species or disease problems may require more or less time.

#### QUARANTINE PERSONNEL:

The institution will appoint the staff it feels has the most expertise to supervise and operate the quarantine program. All equipment (boots, nets, cleaning equipment, etc.) should be confined to the quarantine area. Access to and from the area should be restricted so as to minimize cross-contamination. Precautions must be taken to minimize the risk of zoonotic disease to personnel.

#### QUARANTINE PROTOCOL:

Each institution must have a written quarantine protocol. During quarantine, appropriate prophylactic measures should be instituted. Complete medical records should be maintained for the specimens during the quarantine period. Fish that die during quarantine, or a representative sample thereof, should be necropsied. Care must be taken that all equipment used with quarantined fish is separate from other systems. (If this is not possible, adequate disinfection procedures must be employed before equipment is used for post-quarantine fish.)

#### REQUIRED QUARANTINE PROCEDURES:

Due to the great diversity of fish, required quarantine procedures are difficult to establish. The institution should follow the guidelines stated in the above sections to fashion a quarantine program best suited to their needs.

## MARINE MAMMALS

All AZA member zoological parks and aquariums should have a quarantine program for new marine mammal arrivals at the institution. A facility should be available which can provide for the isolation of newly acquired marine mammals in such a manner as to prohibit cross-contamination resulting from physical contact, disease transmission, aerosol spread, waste drainage, or the reuse of untreated water. Ocean pens must be located in a way that prevents the spread of any disease from animal to animal through natural water movement and at a distance from other penned animals deemed adequate by the supervising veterinarian. If a receiving institution does not have appropriate isolation facilities, the staff should arrange for quarantine at an acceptable alternate site or only receive animals which do not require quarantine. More stringent local, state, or federal regulations relating to marine mammal quarantine take precedence over these recommendations.

Isolation practices should be instituted based on the prior medical history of the newly arrived animal. Those situations where isolation is recommended would have one or more of the following characteristics:

1. Recently collected (less than 30 days prior to arrival).
2. Recently exposed to a new arrival for which an adequate medical history is not available (less than 30 days prior to arrival).
3. Lack of a documented medical history.
4. Apparent medical problems at the time of arrival.
5. At the direction of the supervising veterinarian.

Quarantine for all species should be under the supervision of a veterinarian and consist of a minimum of 30 days (unless otherwise directed by the staff veterinarian). If during the 30-day quarantine additional marine mammals are introduced into the isolation facility, the 30-day period must begin again for all animals already in quarantine and exposed to the new arrivals.

Attendants should be designated to care only for quarantine animals or to attend quarantined animals only after fulfilling their responsibilities for resident species. Attendants provided with quarantine clothing and washing facilities designed to prevent disease transmission may be allowed to attend to non-quarantine animals after working with quarantined specimens if approved by the supervising veterinarian. Equipment used to feed and clean animals in quarantine should be used only with those animals or should be thoroughly cleaned and disinfected, as designated by the supervising veterinarian, before use with post-quarantine animals.

Institutions must take precautions to minimize the risk of exposure of animal personnel to zoonotic diseases that may be present in newly acquired animals if the attending veterinarian deems that such risk exists. These precautions should include using disinfectant foot baths, wearing appropriate protective clothing, and minimizing physical contact.

During the quarantine period, certain prophylactic measures should be instituted with some species. Individual fecal samples should be collected, if required, at least twice and examined for gastrointestinal parasites. When indicated, treatment should be prescribed by the attending veterinarian. Successful parasiticide therapy may or may not be necessary prior to removal of the animal from quarantine. This determination should be made by the attending veterinarian based

on the potential for contagion. Where indicated, the animals should also be evaluated and treated for ectoparasites.

In those species for which vaccines are available and recommended, vaccinations should be given as appropriate for each species. If the animal arrives without a vaccination history, it should be treated as an immunologically naive animal and given an appropriate series of vaccinations. Whenever possible, blood should be collected and sera banked. Either a  $-70^{\circ}\text{C}$  freezer or a  $-20^{\circ}\text{C}$  freezer that is not frost free should be available to store sera. Such sera can provide an important resource for retrospective disease evaluation.

Where desirable, the quarantine period may present opportunities to permanently identify unmarked animals. A complete physical examination should be performed during entrance into and prior to exit from quarantine.

Complete medical records should be kept and be available on all animals during the quarantine period. Animals that die during quarantine should have a necropsy performed on them under the supervision of a veterinarian, and representative tissues should be submitted for histopathologic examination.

Following are the recommendations and suggestions for appropriate medical procedures to be performed during or immediately prior to the quarantine period, by animal group:

#### CETACEANS

REQUIRED: 1. CBC/serum chemistry panel  
2. Physical examination

STRONGLY RECOMMENDED: 1. Direct and floatation fecal exam  
2. Urinalysis  
3. Blowhole and stool culture and cytology  
4. Blood zinc levels

#### PINNIPEDS

REQUIRED: 1. CBC/serum chemistry panel  
2. Physical examination

STRONGLY RECOMMENDED: 1. Direct and floatation fecal exam  
2. Urinalysis  
3. Morbillivirus titer  
4. Leptospira titer  
5. Heartworm test (if appropriate)  
6. Stool culture and cytology  
7. Blood zinc levels

#### SIRENIANS

REQUIRED: 1. CBC/serum chemistry panel  
2. Physical examination

STRONGLY RECOMMENDED: 1. Direct and floatation fecal exam  
2. Stool culture and cytology

CARNIVORES (Polar bear, sea otter)

- REQUIRED:
1. Direct and floatation fecal exam
  2. CBC/serum chemistry panel
  3. Physical examination
  4. Vaccination for canine distemper, feline panleukopenia, canine parvovirus, and rabies should be current as deemed necessary by the attending veterinarian.

- STRONGLY RECOMMENDED:
1. Urinalysis
  2. Blood zinc levels

## AZA ELEPHANT MANAGEMENT GUIDELINES

### Preamble

Regardless of the elephant management method used, any human/elephant contact is inherently dangerous. All available precautions suitable for the institution should be evaluated and utilized whenever possible. Staff should be properly trained and experienced in the professionally recognized forms of elephant management and should be constantly aware of the risk of human injury and death.

### Recommendations

1. As bull elephants begin to mature, they should be critically evaluated. As early as five years of age, they may show behavioral changes that can put handlers in danger. When these changes become evident or are suspected, the animal should be removed from free-contact management. If the bull is to remain in a herd structure, reproduction must be managed.
2. It is strongly recommended that all facilities that maintain elephants have an elephant restraining chute (ERC).
3. Both genera of elephants are highly social animals during all or significant portions of their lives. Females and immature males should not be kept alone on a long-term basis.
4. A minimum of two qualified elephant keepers should be present during any contact with elephants. A qualified elephant keeper is a person the institution acknowledges as a trained, responsible individual, capable of and experienced in the maintenance of elephants. Until a qualifying regimen is designed and implemented, the qualifications of the elephant keepers must be left up to the judgment of the institution and its staff.
5. Each institution must have a written protocol, approved by the Director/CEO, that specifically addresses elephant management policies and protocols. This must be a living document that is reviewed semiannually and is always subject to upgrading and improving.
6. Each institution should have a dedicated staff position that is responsible for the direct management of the elephant program. This person's skills in the area of personnel management, elephant management, and personnel safety are crucial to the success of the program.
7. Nomenclature of current elephant management systems:
  - Free Contact: Direct handling of an elephant when the keeper and the elephant share the same unrestricted space. Neither the use of chains nor the posture or position of the elephant alters this definition.
  - Protected Contact: Handling of an elephant when the keeper and the elephant do not share the same unrestricted space. Typically in this system, the keeper has contact with the elephant through a protective barrier of some type, while the elephant is not spatially confined and may leave the work area at will.
  - Confined Contact: Handling of an elephant through a protective barrier where the elephant is spatially confined as in an ERC.

- No Contact: Handling of an elephant with no contact made unless the elephant is chemically sedated. This is not recommended as the primary form of management.
8. All institutions must undertake at least semiannual elephant facility and program safety assessment, identify safety needs, and fully implement corrective measures. Furthermore, institutions should recognize that elephant facilities and programs will require modification over time, as management practices are changed and refined. To accomplish this, each facility should establish a safety assessment team. The team may include, but not be limited to, elephant staff, management staff, animal health care staff, and experts in the area of risk management and safety. Each facility should establish the makeup of the team based on its own needs and resources. A written record should be kept for each inspection and that record must be reviewed and its recommendations acted upon.

The Elephant Management Task Force also recommended, and the AZA Board of Directors agreed, that an AZA Elephant Managers Training Workshop begin as soon as possible. It was noted the workshop would not be a "how-to" but would take a more philosophical approach to elephant management.

Tom Otten, AZA Elephant Task Force



# American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698  
(304) 242-2160 Fax: 304-242-2283

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆

CONFIDENTIAL

13 November 1990

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WILLIAM G. CONWAY

J. STEPHEN McCUSKER

Kathryn Roberts, Ph.D., Director  
Minnesota Zoological Garden  
13000 Zoo Boulevard  
Apple Valley, MN 55124

Dear Kathryn:

We are very pleased to add to the congratulations you received from Accreditation Commission Chairman George Felton upon passing accreditation review for your institution.

Enclosed are copies of the reports developed as a result of the inspection. We are providing copies to the head of your governing authority. Also, the report will become a part of your institution's accreditation files and will be provided to the inspectors during the next review process so that progress can be measured.

We sincerely appreciate your continued support of our accreditation program.

Warm regards,

AMERICAN ASSOCIATION OF  
ZOOLOGICAL PARKS AND AQUARIUMS

  
Robert O. Wagner  
Executive Director

ROW/jkw

Enclosures

Copies to: AAZPA Accreditation Commission  
Edward Dayton



# American Association of Zoological Parks and Aquariums

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*File  
Accreditation  
Minnesota Zoological  
Garden  
B.*

## OFFICERS

6 November 1990

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WILLIAM G. CONWAY

J. STEPHEN McCUSKER

Kathryn Roberts, Ph.D.  
Director  
Minnesota Zoological Garden  
13000 Zoo Boulevard  
Apple Valley, MN 55124

Dear Kathryn:

This correspondence, a copy of which is being forwarded to the AAZPA office in Wheeling, is to inform you that the Accreditation Commission has voted to remove from the table The Minnesota Zoological Garden's application for re-accreditation and to immediately grant your re-accreditation.

The reports and other paperwork will be forwarded to you from the Wheeling office as soon as possible. Please disregard the portion of the report which concerned the visiting committee having found fault with your security protocol as this has since been corrected through the recently negotiated contract with the security agency.

Kathryn, the Accreditation Commission wants to extend to you and your staff our congratulations on your institution's reaccreditation and hope continued great things from the Minnesota Zoological Garden.

Sincerely,

George Felton, Jr.  
Chairman  
Accreditation Commission

cc: Accreditation Commission  
David Zucconi  
Roy Shea  
Robert O. Wagner

12 Nov. 90

AAZPA  
ACCREDITATION REVIEW INSPECTION FORM

This is an official document of the American Association of Zoological Parks and Aquariums and becomes a part of the institution's accreditation records. The accreditation program is conducted in confidence; only the Accreditation Commission, Executive Office, director of the institution and chairman of the institution's governing authority shall be provided copies.

Minnesota Zoological Garden  
Name of the Institution Visited

13000 Zoo Boulevard  
Street

Apple Valley MN 55124  
City State Zip

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Signatures of the Inspectors:

1. George B. Rabb, Ph.D.  
Chairman (Type or Print)

George B Rabb  
Signature

2. Bruce Beehler, DVM  
Inspector (Type or Print)

Bruce Allen Beehler  
Signature

September 5, 1990  
Date

ACCREDITATION REVIEW  
INSPECTION FORM

Codes: A - Acceptable  
U - Unacceptable  
Q - Questionable

GOVERNING AUTHORITY

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>	
1. Does the governing authority recognize the director as the sole official liaison between itself and the staff?	<u>X</u>	<u>      </u>	<u>A</u>	1
2. Does the governing authority recognize the right of the director to originate all staff appointments, promotions and terminations?	<u>X</u>	<u>      </u>	<u>A</u>	2
3. Does the governing authority recognize that the director's responsibilities are to the entire governing authority, not to its individual members?	<u>X</u>	<u>      </u>	<u>A</u>	3
4. Is the director a member of all committees appointed by the governing authority for the operation of the institution?	<u>X</u>	<u>      </u>	<u>A</u>	4
5. Do the terms of service for those on the governing authority overlap to provide continuity?	<u>X</u>	<u>      </u>	<u>A</u>	5

COMMENTS: 4. The director is an ex-officio member of all committees concerned with management of the institution.

5. There is mandatory rotation off the board after two consecutive terms.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

STAFF

6. Do staff members have a clear understanding of their jobs?	<u>X</u>	<u>      </u>	<u>A</u>	6
7. Are the training programs provided for staff and volunteers adequate?	<u>X</u>	<u>      </u>	<u>A</u>	7

STAFF (continued)

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>	
8. Do the salaries of the staff appear to be within acceptable limits?	<u>X</u>		<u>A/Q</u>	8
9. Are salaries correct as reported in the review form?	<u>X</u>		<u>A</u>	9
COMMENTS:				
7. Staff training includes special mandated classes on safety, sexual harassment, zoonoses, right-to-know. Courses in first-aid, including CPR, are available.				
8. The position of the chief veterinarian seems relatively low on salary. All but eight managerial positions are compensated in relation to various union bargaining agreements, and the managerial positions also follow state classification standards. Most animal keepers appear to be classified with food handling personnel in other state institutions, not as distinctive professional or paraprofessional staff.				

SUPPORT ORGANIZATION

10. Are the purposes of the support organization acceptable?	<u>X</u>		<u>A</u>	10
11. Are the purposes being furthered?	<u>X</u>		<u>A</u>	11
12. Is the relationship of the support organization to the institution mutually agreed upon and observed?	<u>X</u>		<u>A</u>	12
13. Does the support organization exercise unwarranted influence on the institution, its officers or staff?		<u>X</u>	<u>A/Q</u>	13
14. Does the support organization furnish volunteers to the institution?		<u>X</u>	<u>A</u>	14
15. Does the support organization raise funds for the institution?	<u>X</u>		<u>A</u>	15
16. Does the support organization participate in decisions on how the funds are spent?		<u>X</u>	<u>A</u>	16

COMMENTS: 12. The Foundation was revived this year and its relations to the Zoo and the Zoo Board were well defined, and thus far respected.

13. The Zoo Director serves as the unpaid Executive Director of the Foundation. Other zoo staff serve the Foundation. There is thus a direct influence in relation to the institution.

16. The Foundation's role is so defined as to obviate independent direction setting, yet allow pursuit of activities otherwise constrained by state rules (e.g., support for the conservation initiative in Indonesia).

FINANCE

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>	
17. Does the institution have continuing financial support?	<u>X</u>	<u>      </u>	<u>A</u>	17
18. Is financial support the recognized responsibility of the governing authority?	<u>X</u>	<u>      </u>	<u>A</u>	18
19. Is the total support adequate to meet the needs of the institution?	<u>X</u>	<u>      </u>	<u>A</u>	19
20. Does the liability protection appear to be adequate for visitors, staff, volunteers, collections and physical facilities?	<u>X</u>	<u>      </u>	<u>A</u>	20

COMMENTS: 18. The Zoo Board recommends a budget to the Governor and advocates funding to the State legislature, which approves the budget and makes the state's grant for operating expenses. The Zoo Board, however, recognizes an overall responsibility for the financial welfare of the institution.

19. The operating deficits shown in the Income and Expenses reports for 1988 and 1989 are simply the result of auditors including non-funded depreciation figures in the expenses, a common and unfortunate practice.

20. There appears to be some vulnerability in lack of reserves or special contingency funds. The animal collection itself is not insured. The institution is now shielded by state law from tort case liabilities (although not from trespasser claims!)

PHYSICAL FACILITIES

21. Are restrooms adequate and maintained in a sanitary condition?	<u>X</u>	<u>      </u>	<u>A</u>	21
22. Is there a regular program of facility maintenance?	<u>X</u>	<u>      </u>	<u>A</u>	22
23. Is the heating adequate?	<u>X</u>	<u>      </u>	<u>A</u>	23
24. Is the lighting adequate?	<u>X</u>	<u>      </u>	<u>A/Q</u>	24
25. Is the plumbing adequate?	<u>X</u>	<u>      </u>	<u>A/Q</u>	25
26. Is the method of disposal of sewage and toxic/hazardous materials adequate?	<u>X</u>	<u>      </u>	<u>A</u>	26
27. Are there adequate provisions for the proper storage and disposal of garbage and animal waste?	<u>X</u>	<u>      </u>	<u>A</u>	27
28. Are the grounds clean and neat?	<u>X</u>	<u>      </u>	<u>A</u>	28
29. Are the sidewalks and roads in good repair?	<u>X</u>	<u>      </u>	<u>A</u>	29
30. Are the buildings in good repair?	<u>X</u>	<u>      </u>	<u>A</u>	30
31. Are all exits clearly marked?	<u>X</u>	<u>      </u>	<u>A</u>	31

PHYSICAL FACILITIES (continued)

	<u>YES</u>	<u>NÖ</u>	<u>A/U/Q</u>	
32. Do all exits open outward?	<u>X</u>	<u>      </u>	<u>A</u>	32
33. Are all exits equipped with panic hardware?	<u>X</u>	<u>      </u>	<u>A</u>	33
34. Are the exhibits arranged to demonstrate an educational theme?	<u>X</u>	<u>      </u>	<u>A</u>	34
35. Is the animal collection appropriately identified and interpreted for the public?	<u>X</u>	<u>      </u>	<u>A</u>	35
36. Are the endangered species appropriately identified as such?	<u>X</u>	<u>      </u>	<u>A</u>	36
37. Is the animal collection protected from natural and human hazards?	<u>X</u>	<u>      </u>	<u>Q</u>	37
38. Are the exhibits presented in a scientific and aesthetic manner?	<u>X</u>	<u>      </u>	<u>A</u>	38
39. Does the institution have animal/amusement rides?	<u>      </u>	<u>X</u>	<u>A</u>	39
40. Are plantings well-maintained and used to advantage in animal exhibits and throughout the facilities?	<u>X</u>	<u>      </u>	<u>A</u>	40
41. Are food service facilities adequate?	<u>X</u>	<u>      </u>	<u>Q</u>	41
42. Are facilities for the handicapped adequate?	<u>X</u>	<u>      </u>	<u>A</u>	42

COMMENTS: 24. Lighting in the two nocturnal exhibit areas needs some attention. The daylight-to-dark transitions seem too abrupt for public comfort, and there are disturbing light contrasts in some areas.

25. Plumbing as such appeared adequate for ordinary purposes, but some water staining in the main building suggested that piping or drainage needed attention. Water management problems in relation to flood control were evident. These problems apparently will require negotiations with state and local agencies as well as storm sewer installations.

27. Composting is being practiced, but future disposal may be a problem.

37. Natural hazards include native predators and raptors which pose a substantial hazard to certain birds in the collection. In general, the physical provisions for animal security were in place. (See attached for additional comments.)

SAFETY

43. Is the institution's emergency system adequate in the event of an injury by an animal?	<u>X</u>	<u>      </u>	<u>Q</u>	43
44. Is the written procedure adequate in the event of an animal escape or other emergencies?	<u>X</u>	<u>      </u>	<u>A</u>	44
45. Is the procedure adequate in the event of an injury by a venomous animal?	<u>X</u>	<u>      </u>	<u>Q</u>	45

PHYSICAL FACILITIES (continued comments):

38. The review team was mystified by the meaning of "scientific" in this context. The exhibits are for the most part well designed, although stark functional elements other than barriers clash with the natural vegetation and simulated geological formations in several outdoor and indoor exhibits.
40. The tropical plantings had been adversely effected by construction for the new coral reef exhibit, but presumably will recover with care.
41. Recent attempts have been made to provide more food services in outlying sections of the zoo, but further improvements seem in order. The zoo's long-term contract with Dairy Queen will be reexamined with relation to this question.

SAFETY (continued)

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>	
46. Does the Risk Management or Safety Audit Plan developed by the institution appear to be adequate?	_____	_____	N/A	46
47. Are there adequate alarms or indicators in the event of environmental and life support system failure?	<u>X</u>	_____	Q	47
COMMENTS: <u>43. &amp; 44. The written policies and procedures seem adequate, but implementation may need reinforcement through practice drills and skull sessions.</u>				
<u>45. The application materials did not fully take into account a timber rattlesnake exhibit. Again, the procedures (attached) seem basically adequate, but drills would be useful. Antivenin is stocked at the Hennepin County hospital, 15 minutes away. Horse serum sensitivity testing of keepers was suggested as one precaution.</u>				
<u>46. The state is in the process of developing a Safety Audit Plan. Materials relevant to the zoo will be incorporated in the Zoo's programs.</u>				
<u>47. The central heating plant is manned round the clock, but automatic communications links to outlying units are not in place for night coverage. The state fire marshal has directed that all monitored facilities be connected to the central heating plant.</u>				

COLLECTIONS AND CONSERVATION

48. Does the animal collection appropriately fulfill the stated objectives of the institution?	<u>X</u>	_____	A	48
49. Is the institution's animal acquisition/disposition policy in accordance with relevant legislation and AAZPA's conservation policies?	<u>X</u>	_____	A	49
50. Does the institution utilize exotic wildlife in off-premises situations (i.e., shopping malls, sporting events, school programs, theatrical productions, etc.)?	<u>X</u>	_____	A	50
51. If the institution utilizes wildlife in off-premises situations, are the species appropriate?	<u>X</u>	_____	A	51
52. Does the institution's policy regarding the utilization of exotic wildlife in off-premises situations ensure the following:				
a. Adequate protection for both the animals and the public.	<u>X</u>	_____	A	a
b. Causes no undue stress for the animals.	<u>X</u>	_____	A	b
c. Appropriate transportation and care while the animals are off the zoo grounds.	<u>X</u>	_____	A	c
53. Does the institution formally collaborate with other institutions?	<u>X</u>	_____	A	53
54. Are the cataloging and specimen marking systems adequate?	<u>X</u>	_____	A	54
55. Is the institution's participation with ISIS deemed appropriate?	<u>X</u>	_____	A	55

COLLECTIONS AND CONSERVATION (continued)

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>	
56. Are all endangered, CITES I, SSP and studbook species maintained by the facility registered with ISIS?	<u>X</u>	<u>      </u>	<u>A</u>	56
57. Are the collection's records protected from fire, flooding and other natural hazards?	<u>      </u>	<u>X</u>	<u>Q</u>	57
58. Do the animal enclosures provide sufficient space?	<u>X</u>	<u>      </u>	<u>A/Q</u>	58
59. Do the animal enclosures provide for the well-being of the specimens displayed throughout the year?	<u>X</u>	<u>      </u>	<u>A</u>	59
60. Does the animal collection appear to be in good health?	<u>X</u>	<u>      </u>	<u>A</u>	60
61. Are the animals' sociobiological needs being met?	<u>X</u>	<u>      </u>	<u>A</u>	61
62. Are the animal diets of adequate quality and quantity and suitable for the collection?	<u>X</u>	<u>      </u>	<u>A</u>	62
63. Are the enclosure substrates and "furniture" appropriate to the behavioral needs of the specimens displayed?	<u>X</u>	<u>      </u>	<u>A</u>	63
64. Is the institution formally involved in SSP programs?	<u>X</u>	<u>      </u>	<u>A</u>	64
65. Does the institution's participation in other conservation programs appear adequate?	<u>X</u>	<u>      </u>	<u>A</u>	65
66. Does the institution's participation with other conservation agencies appear adequate?	<u>X</u>	<u>      </u>	<u>A</u>	66
67. Does the institution, its governing authority and staff members actively participate in local, state, national and international conservation endeavors?	<u>X</u>	<u>      </u>	<u>A</u>	67

COMMENTS: 49. Euthanasia procedures clear, but criteria for application not evident in policy. Unclear why other reproductive control procedures are not employed in some species (e.g., tahr).

57. The non-ARKS and MedArks records did not have separate backup files in case of fire or other damage at the main data handling points.

58. In general, the enclosures were at least adequate, and, in many cases, spacious. The holding space for pumas and some of the holding space in the hospital appeared undersized

(See attached for additional comments)

VETERINARY CARE

68. Does the veterinary care program provided the animal collection appear adequate?	<u>X</u>	<u>      </u>	<u>A</u>	68
69. Does the institution have appropriate quarantine facilities for newly arrived or sick/injured animals?	<u>X</u>	<u>      </u>	<u>A</u>	69

COLLECTIONS AND CONSERVATION (continued comments):

59. & 61. Behavioral needs were clearly being addressed in several areas, both in exhibits and holding spaces. However, review for improvements suggested by advisors may be in order. The exhibit animal rotation scheme for some of the carnivores is exemplary.
62. What was seen of the animal foods and their storage and handling seemed appropriate. There is no central commissary. The animal diets have not been systematically reviewed, but a contract is being considered to provide an evaluation by a qualified animal nutritionist.
67. Through the Foundation, the Zoo is embarking on an adopt-a-park initiative in Indonesia, specifically Ujong-Kulon National Park in Java.

VETERINARY CARE (continued)

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>	
70. Is there a veterinary facility available on the premises for the care of the animal collection?	<u>X</u>	<u>      </u>	<u>A</u>	70
71. Does the institution utilize M99, M50-50 or other controlled drugs?	<u>X</u>	<u>      </u>	<u>A</u>	71
a. If yes, are there appropriate protocols established for the use of such drugs (i.e., procedures established in the event the veterinarian is not present to administer the drugs)?	<u>X</u>	<u>      </u>	<u>Q</u>	a
b. Are the drugs stored in a Class 5 safe?	<u>X</u>	<u>      </u>	<u>A</u>	b
72. Does the institution normally perform necropsies and maintain appropriate records on the health of the collection?	<u>X</u>	<u>      </u>	<u>A</u>	72

COMMENTS: 71a. Only the two veterinarians and two hospital technicians have access to the specially locked room and safe for the controlled drugs. Procedures in regard to accidents with these drugs were not clear.

72. Necropsies are performed and records maintained by the hospital staff. However, the review team felt that better analysis of the records in relation to management of the collection was in order, especially with regard to mortalities in the bird collections over the last several years.

SECURITY

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>	
73. Is the security program providing appropriate protection?	<u>      </u>	<u>X</u>	<u>Q</u>	73
74. Is protection provided twenty-four hours a day?	<u>      </u>	<u>X</u>	<u>U</u>	74

COMMENTS: 73. The lock system is being overhauled, although security in this respect seemed ample. A privately installed alarm was set off by after-hours entry of the review team in one of the Bird Show holding areas. However, the links to police and fire protection units off-premises after hours consist only of telephone communications from engineering staff.

74. Except for the night engineers, there are no personnel regularly on the premises through the night. Given the encroachment of housing and other development, the ready access to the zoo perimeter by express highways, and the general lack of security surveillance equipment, the zoo appears vulnerable to after-hours pranks, vandalism and other criminal acts.

PROGRAMS AND ACTIVITIES

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>	
75. Do the institution's programs meet the needs of its visiting public?	<u>X</u>	<u>      </u>	<u>A</u>	75
76. Do the institution's education programs address the role of zoos/aquariums in conservation?	<u>X</u>	<u>      </u>	<u>A</u>	76
77. Do the institution's education programs promote the AAZPA?	<u>X</u>	<u>      </u>	<u>A</u>	77
78. Are the institution's staff members active in AAZPA?	<u>X</u>	<u>      </u>	<u>A</u>	78
79. Does the institution formally participate in research programs?	<u>X</u>	<u>      </u>	<u>A</u>	79
80. Are research philosophies and activities consistent with the overall goals and objectives of the facility?	<u>X</u>	<u>      </u>	<u>A</u>	80
81. Are the institution's brochures and other printed materials appropriate?	<u>X</u>	<u>      </u>	<u>A</u>	81

COMMENTS: 79. The Zoo collaborates in research programs in certain areas. Of special  
note is the ongoing work on Siberian tiger reproduction in a cooperative  
venture with Dr. Ulysses Seal, and studies on the reproductive cycles of  
small clawed otters carried on by conservation biologist Gerry Binczik.

Narrative Commentary additional to comments on Inspection Form

Governing Authority

The appointed Zoo Board appears to have matured as a governing body. The Board recognizes its policy and direction setting role, but stays out of operations and implementation of policy. Staff in addition to the director serve as resource liaisons to committees of the Zoo Board. Director and staff lead in bringing issues up for policy discussions.

The current Board chairman was pleased and proud of the management of the zoo and of the participation of the zoo and the director in AAZPA and international conservation affairs. He was also optimistic about the future of the Zoo.

Staff

The staff as a whole appears qualified, morale seems good, and turnover is low. The multiple union nature of the staff would be difficult for most organizations to deal with, but appears normal for Minnesota state agencies. There has been one strike walkout in recent years.

The inspection team was impressed with the openness of staff to our questions and their eagerness to show us various aspects of the operations.

Support Organization

The support organization is the private, non-profit Minnesota Zoo Foundation. The basic function is raising funds from sources other than the state government. The Zoo runs its own membership programs and the Foundation sticks to major fund-raising. An early objective of the newly revived Foundation is funding a large bird amphitheater, estimated at \$2 million, of which \$1.3 million has been raised.

Finance

The zoo operates on a balanced budget basis. The zoo generates about half of its operating funds through admissions and earned revenues, with the other half coming from a state grant. For four years the basic state grant has essentially been constant, not inflation-adjusted, resulting in added pressures to obtain other revenues and setting a no-growth framework for operations. This appears incompatible with the ambitious capital development program and the projected increase in physical facility maintenance needs as the plant both ages and grows. The Zoo will obviously be hard pressed to manage in this situation and more funding from the state and other sources must be forthcoming. On the other hand, the outlook for state funds to match gifts for capital improvements appears to be good.

Physical Facilities

The physical plant is in generally fine shape. Although the reaccreditation team covered many parts of the institution, our rating cannot be taken to apply universally, because we did not see all parts of the zoo (although every part with animals). In general, the exhibits were relatively spacious,

aesthetically pleasing, and well-kept. There was inadequate space and enrichment in some holding areas. For example, cougars are rotated on exhibit for several hours per day and spend the remaining time in small concrete cubicles with one shelf. Sanitation was good. Nocturnal exhibits were barely visible due to inadequate control of corridor, graphics and ambient light and inadequate lighting of the interior exhibits. The main exhibits building was in an awkward state in places because of construction of the new coral reef exhibit and the presence of a temporary dinosaur exhibit. The smaller birds had been removed from their exhibit spaces in the building.

### Safety

There is a full-time safety officer, and the institution is safety conscious. A risk management plan is being developed by the State. Formal accident reports are maintained (300 in 1989). Efforts to reduce on-the-job accidents and Workmen's Compensation are being made through mandatory safety training programs. Written emergency procedures have been developed, including evacuation, animal escape, and venomous snake bite plans. Practice drills for these plans need to be implemented.

Fire detection alarms are inadequate for the outlying facilities. The zoo is dependent on the Apple Valley volunteer fire department. It is doubtful that a fire would be detected in the early morning hours in the outlying areas, including the zoo hospital.

### Collections and Conservation Management

Written management plans have been developed for individual species indicating current and desirable specimen composition, breeding husbandry, and exhibitry. These species management plans reflect considerable effort, and the stability of the collection's composition is unusual. However, elements such as koala and tahr do not really fit the strong zoogeographic organizational themes in the main building and on the outdoor trail. The future plans reflect the early master plan in part, but also respond to the popularity of more engaging displays (bird show, dolphinarium). Clearly the institution has to thrash through these matters as it develops lest it lose its distinctive character in naturalistic exhibitions.

Animal management is split between two divisions in the organizational structure, which potentially fragments overall collection management. The management staff was seemingly unaware of the consistently high bird annual mortality (38% in 1987, 33% in 1988, 24% in 1988), and could not readily provide a satisfactory explanation for these excessive mortalities. Bird management needs to be improved. The fragmented management may contribute to the deficiency in oversight of the bird collection.

Managerial euthanasia has been used unnecessarily for population control, when reproductive control measures compatible with animal management goals are available (e.g., macaques, tahr).

### Animal Records

The records are complete and easily retrievable. A separate program from ARKS has been developed to file management records in addition to the ARKS files. The ARKS data is integrated into animal management plans for individual species. Daily records are submitted to the registrar from each animal area. The data is entered into the management files or ARKS, and the files are

checked by the curators. The ARKS inventory did not reflect the bat births and deaths. Year-start inventory numbers plus births and acquisitions minus deaths and de-accessions did not match year-end numbers. Management file back-ups should be stored with ARKS back-ups in a fireproof safe.

#### Veterinary Medicine

The veterinary preventive health and clinical programs are good. The clean and spacious facilities, and the number of staff are appropriate. The veterinarians have established appropriate medical programs for all of the zoo animals, including the research tigers and the show birds. The high bird mortality appears to be a management problem, not a veterinary problem. The medical records are complete and easily retrievable. MedARKS back-up should be stored away from the building. There is no fire protection for the records. M-99 safety procedures need to be refined and put in writing.

The veterinarian is responsible for diets. Diet changes have been made on a problem-solving basis, but a general diet review by consultants is scheduled.

Veterinary communications with animal care staff seem appropriate, with daily interactions during rounds, weekly meetings with lead keepers and curators, and formal training sessions with staff (e.g. zoonoses). Necropsies are performed by the veterinary staff or the University. Histopathology is done by the University. The veterinarian would like to improve the working relationship with the University pathologists. The veterinary quarantine areas are adequate for all but the largest hoof-stock (e.g. musk ox and bison). With the latter, quarantine is done in separate stalls in the exhibit holding area. Veterinary procedures will be facilitated as planned squeeze cages are installed. USDA inspection follow-up is the veterinarian's responsibility. The last two inspections revealed only minor and easily correctable deficiencies with the exception of a requirement for shade structures for prairie hoof-stock. This requirement is being appealed by the zoo. There is a \$10,000 line item in the annual budget for improvements required by USDA inspections,

#### Security

There are no personnel solely assigned a security function. Security during the day is dependent on staff equipped with forty radios and emergency phones. A new key system, with master and submaster locks, will be installed next year. There is a twelve-foot perimeter fence. Night security is inadequate, especially in light of housing developments which are transforming the neighborhood from rural to suburban. Members of the public have gained access to the zoo at night. The negligible trouble record to date may have been a falsely reassuring situation for management.

#### Programs and Activities

The Zoo is noted for the quality of its educational programs, graphics and exhibits. An outreach program with animals appears well managed and equipped. A special program, a temporary exhibition of Dynamation dinosaurs, was made commendably more meaningful by development of appropriate habitat settings and information materials by the Minnesota Zoo's staff.

The solicitation of visitor comments by a written card indicates an ongoing concern with visitor satisfaction. The direct lobbying of the state by the zoo that was advocated in another take away card would likely cause 501 (c) 3 organizations trouble with the IRS!



29 September 1995

Kathryn Roberts, Ph.D., Executive Director  
Minnesota Zoological Garden  
13000 Zoo Boulevard  
Apple Valley, MN 55124-8199

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Office of  
Membership Services  
Oglebay Park  
Wheeling, WV 26003  
Tel: 304-242-2160  
Fax: 304-242-2283

Dear Kathryn:

During its meeting in Seattle, Washington, on 14-15 September 1995, the AZA Accreditation Commission voted to continue the accreditation of the Minnesota Zoological Garden. The Commission was complimentary of the excellent progress your institution has made since the previous inspection. A copy of the reports and this letter will be sent to Eleanor Crosby.

We urge you to carefully review the visiting committee reports you received in Seattle. Concerns noted by the visiting committee and Accreditation Commission will be of primary interest for review during your next inspection, currently scheduled for 2000.

On behalf of the AZA Board of Directors and the Accreditation Commission, I congratulate you, your governing authority, support organization, and staff for your continued pursuit of professional excellence.

Sincerely,

Susan Engfer, Chairman  
Accreditation Commission

SE/jkw

Copies to: Eleanor Crosby  
Steve McCusker, AZA President  
Sydney Butler, AZA Executive Director  
Robert Wagner, AZA Chief Administrative Officer  
Accreditation Commission  
Visiting Committee Members





VISITING COMMITTEE REPORT FORM

Please answer each question yes or no and either A, U, or Q. If the question is not applicable, mark it N/A.

Codes: A - Acceptable  
 U - Unacceptable  
 Q - Questionable

GOVERNING AUTHORITY

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>
1. Does the governing authority recognize the chief executive officer as the sole official liaison between itself and the staff?	<u>X</u>	_____	<u>A</u>
2. Does the governing authority recognize the right of the chief executive officer to originate all staff appointments, promotions, and terminations?	<u>X</u>	_____	<u>A</u>
3. Does the governing authority recognize that the chief executive officer's responsibilities are to the entire governing authority, not to its individual members?	<u>X</u>	_____	<u>A</u>
4. Is the chief executive officer a member of all committees appointed by the governing authority for the operation of the institution?	<u>X</u>	_____	<u>A</u>
5. Do the terms of service for those on the governing authority overlap to provide continuity?	<u>X</u>	_____	<u>A</u>

COMMENTS: (5) Managed by the Minnesota Zoological Board, a 30-member Board, half appointed by the governor and half appointed by the Board itself. Five members from each half are appointed each year for 3-year terms. They can serve a maximum of two terms. They can be reappointed after one year's absence.

(2) Excellent and simple statement on Operating Procedures.

STAFF

6. Do the chief executive officer and staff members have training and/or experience which makes them capable of decisions consonant with the experience of their peers?	<u>X</u>	_____	<u>A</u>
7. Do the chief executive officer and staff members have access to and knowledge of the literature in the zoological park or aquarium field?	<u>X</u>	_____	<u>A</u>
8. Do staff members have a clear understanding of their jobs?	<u>X</u>	_____	<u>A</u>
9. Are current job descriptions on file?	<u>X</u>	_____	<u>A</u>
10. Have job descriptions been distributed to staff?	<u>X</u>	_____	<u>A</u>
11. Is the training provided for the staff and docents/volunteers adequate?	<u>X</u>	_____	<u>A</u>
12. Do the salaries of the staff appear to be within acceptable limits?	_____	<u>X</u>	<u>Q</u>

(Staff continued)

	<u>YES</u>	<u>NO</u>	<u>A/U/C</u>
13. Are staff members provided an opportunity to discuss work-related problems and possible solutions?	<u>X</u>	<u>      </u>	<u>A</u>
14. Is there a good working relationship between management and support staff?	<u>X</u>	<u>      </u>	<u>A</u>
15. Is there a good working relationship between zoo/aquarium staff and governing authority?	<u>X</u>	<u>      </u>	<u>A</u>
16. Is staff provided an opportunity and encouraged to seek continuing education?	<u>X</u>	<u>      </u>	<u>A</u>
17. Is the level of staff involvement in AZA activities and other professional organizations appropriate?	<u>X</u>	<u>      </u>	<u>A</u>

COMMENTS: (10) State requires review every three years.

(12) While most union salaries seem appropriate, upper staff salaries are not comparable to other zoos - even government-run zoos.

(13) Open environment. Staff input cards & suggestion box utilized.

(16) Budget over \$150,000 annually. "Zoo University" excellent inhouse training.

(17) Director on Board of Directors of AZA.

SUPPORT ORGANIZATION (If not applicable, please skip this section and move to question 26.)

18. Are the stated purposes of the support organization appropriate?	<u>X</u>	<u>      </u>	<u>A</u>
19. Are the purposes being furthered?	<u>X</u>	<u>      </u>	<u>A</u>
20. Are the bylaws of the support organization appropriate?	<u>X</u>	<u>      </u>	<u>A</u>
21. Is the relationship of the support organization to the institution mutually agreed upon and observed?	<u>X</u>	<u>      </u>	<u>A</u>
22. Does the support organization exercise unwarranted influence on the institution, its officers, or staff?	<u>      </u>	<u>X</u>	<u>A</u>
23. Does the support organization furnish volunteers to the institution?	<u>      </u>	<u>X</u>	<u>A</u>
24. Does the support organization raise funds for the institution?	<u>X</u>	<u>      </u>	<u>A</u>
25. Does the support organization participate in decisions on how the funds are utilized?	<u>X</u>	<u>      </u>	<u>A</u>

COMMENTS: Note: Support organization is a foundation and does not run membership - is only a fund-raising foundation. Volunteers are coordinated by Zoo staff.

FINANCE

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>
26. Does the institution have continuing financial support?	<u>X</u>	<u>    </u>	<u>A</u>
27. Is financial support the recognized responsibility of the governing authority?	<u>X</u>	<u>    </u>	<u>A</u>
28. Is the total financial support adequate to meet the needs of the institution?	<u>X</u>	<u>    </u>	<u>Q</u>
29. In the event of financial difficulties, has an appropriate plan of action been established?	<u>X</u>	<u>    </u>	<u>A</u>
30. Does the insurance protection appear to be adequate for visitors, staff, docents/volunteers, collection, and physical facilities?	<u>X</u>	<u>    </u>	<u>A</u>
31. Are appropriate amounts allocated for capital improvements?	<u>X</u>	<u>    </u>	<u>Q</u>
32. Is there a separate budget for capital improvements?	<u>X</u>	<u>    </u>	<u>A</u>
33. Are appropriate amounts allocated for maintenance, supplies, etc.?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: The questionables (Q) in this section are probably no different than any other public zoo and aquarium. Staff and Board have a plan for future funding. Only time will tell if it's successful (see comments).

(31) \$20 million bond for Discovery Bay will be paid by Zoo and Foundation over next 20 years.

(33) Approximately \$500,000/year for large capital maintenance projects.

PHYSICAL FACILITIES

34. Does the location of the institution pose any undue hazards for the staff, collection, or visitors?	<u>    </u>	<u>X</u>	<u>A</u>
35. Is the institution readily accessible to visitors?	<u>X</u>	<u>    </u>	<u>A</u>
36. Are there adequate parking spaces for staff and visitors?	<u>X</u>	<u>    </u>	<u>A</u>
37. Are the restrooms adequate and maintained in a sanitary condition?	<u>X</u>	<u>    </u>	<u>A</u>
38. Is there a regular program of facility maintenance?	<u>X</u>	<u>    </u>	<u>A</u>
39. Is heating adequate?	<u>X</u>	<u>    </u>	<u>A</u>
40. Is lighting adequate?	<u>X</u>	<u>    </u>	<u>A</u>
41. Is plumbing adequate?	<u>X</u>	<u>    </u>	<u>A</u>
42. Is the method for disposal of sewage adequate?	<u>X</u>	<u>    </u>	<u>A</u>
43. Is the method for disposal of toxic/hazardous materials adequate?	<u>X</u>	<u>    </u>	<u>A</u>

(Physical Facilities continued)

	<u>YES</u>	<u>NO</u>	<u>A/U/O</u>
44. Are there adequate provisions for the proper storage and disposal of garbage and animal waste?	<u>X</u>	<u>      </u>	<u>A</u>
45. Are the grounds clean and neat?	<u>X</u>	<u>      </u>	<u>A</u>
46. Are the sidewalks and roadways in good repair?	<u>X</u>	<u>      </u>	<u>A</u>
47. Are the buildings in good repair?	<u>X</u>	<u>      </u>	<u>A</u>
48. Are all exits clearly marked?	<u>X</u>	<u>      </u>	<u>A</u>
49. Do all exits open outward?	<u>X</u>	<u>      </u>	<u>A</u>
50. Are all exits equipped with panic hardware?	<u>X</u>	<u>      </u>	<u>A</u>
51. Is the general impression given by the exhibits acceptable?	<u>X</u>	<u>      </u>	<u>A</u>
52. Are the exhibits arranged to demonstrate an educational theme?	<u>X</u>	<u>      </u>	<u>A</u>
53. Are the exhibits presented in a scientific and aesthetic manner?	<u>X</u>	<u>      </u>	<u>A</u>
54. Do staff members have an appropriate library available?	<u>X</u>	<u>      </u>	<u>A</u>
a. Are staff members encouraged to utilize the library?	<u>X</u>	<u>      </u>	<u>A</u>
55. Does the institution have animal/amusement rides?	<u>X</u>	<u>      </u>	<u>A</u>
56. Are plantings well-maintained and used to advantage in animal exhibits and throughout the facilities?	<u>X</u>	<u>      </u>	<u>A</u>
57. Are public food service facilities adequate?	<u>X</u>	<u>      </u>	<u>A</u>
58. Is the institution adjusting its facilities toward compliance with the Americans with Disabilities Act of 1990?	<u>X</u>	<u>      </u>	<u>A</u>
59. Do the animal enclosures provide sufficient space?	<u>X</u>	<u>      </u>	<u>A</u>
60. Do the animal enclosures provide for the well-being of the specimens displayed throughout the year?	<u>X</u>	<u>      </u>	<u>A</u>

COMMENTS: (47) The Zoo is now 20 years old and while it's reasonably well maintained, there are areas showing age - chipped paint (a couple of railings), rotten wood -(large animal holding doors), etc.

(55) Monorail in operation. Excellent tour. Also camel and pony rides.

(57) Newer food service (different from last inspection) is doing quite well. New facilities and high summer per caps.

SAFETY

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>
61. Is first-aid readily available to the staff and the public?	<u>X</u>	<u>    </u>	<u>A</u>
62. Is the staff adequately trained in first-aid?	<u>X</u>	<u>    </u>	<u>A</u>
63. Is the staff adequately trained in CPR?	<u>X</u>	<u>    </u>	<u>A</u>
64. Is the institution's emergency system adequate in the event of an injury by an animal?	<u>X</u>	<u>    </u>	<u>A</u>
65. Is the written procedure adequate in the event of an animal escape or other emergencies, including natural disasters?	<u>X</u>	<u>    </u>	<u>A</u>
66. Are alarm systems and emergency procedures in the event of injury by a venomous animal adequate?	<u>X</u>	<u>    </u>	<u>Q</u>
67. Are staff members adequately trained for emergency situations?	<u>X</u>	<u>    </u>	<u>A</u>
68. Are emergency drills conducted regularly?	<u>X</u>	<u>    </u>	<u>Q</u>
69. Are there adequate procedures for exhibit servicing without causing danger to the staff?	<u>X</u>	<u>    </u>	<u>A</u>
70. Are service areas sufficiently protected from visitor-access?	<u>X</u>	<u>    </u>	<u>A</u>
71. Are there adequate facilities for crating and transporting animals?	<u>X</u>	<u>    </u>	<u>A</u>
72. Is the Risk Management or Safety Audit Plan utilized by the institution adequate?	<u>X</u>	<u>    </u>	<u>A</u>
73. Do employees have access to Material Safety Data Sheets?	<u>X</u>	<u>    </u>	<u>A</u>
74. Is service from a fire department readily available?	<u>X</u>	<u>    </u>	<u>A</u>
75. Are fire extinguishers and alarms readily available?	<u>X</u>	<u>    </u>	<u>A</u>
76. Is the staff adequately trained in the use of fire extinguishers?	<u>X</u>	<u>    </u>	<u>A</u>
77. Are there adequate alarms or indicators in the event of environmental and life support system failure?	<u>X</u>	<u>    </u>	<u>A</u>
78. Is the animal collection protected from natural and human hazard?	<u>X</u>	<u>    </u>	<u>A</u>
79. Is the public adequately protected from the animal collection?	<u>X</u>	<u>    </u>	<u>A</u>
80. Is the perimeter fence independent of all animal enclosures?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: (61) Saw many first-aid kits. All were fully stocked.

(65) & (66) Regular practice drills not occurring and recommended by Inspection Team.

(68) Emergency Drills are conducted for emergencies such as fire and storm, but not snake bite or animal escape. Drill should be conducted by Seattle meeting.

(62) Seven Emergency Medical Techs are on staff, two are full-time.

COLLECTION

	<u>YES</u>	<u>NO</u>	<u>A/U/O</u>
81. Does the animal collection appropriately fulfill the stated objectives of the institution?	<u>X</u>	<u>    </u>	<u>A</u>
82. Is the chief executive officer the final authority for all animal acquisitions/dispositions?	<u>X</u>	<u>    </u>	<u>A</u>
83. Does the institution make every reasonable attempt to provide animals only to those qualified to care for them?	<u>X</u>	<u>    </u>	<u>A</u>
84. Is the institution's animal acquisition/disposition policy in accordance with relevant legislation and AZA's conservation policies?	<u>X</u>	<u>    </u>	<u>A</u>
85. Does the management of the collection appear to conform with the stated acquisition/disposition policy?	<u>X</u>	<u>    </u>	<u>A</u>
86. Is there an adequate system for the preservation of appropriate data on acquisitions and removals?	<u>X</u>	<u>    </u>	<u>A</u>
87. Does the institution utilize exotic wildlife in off-premises situations (i.e., shopping malls, sporting events, school programs, theatrical productions, etc.)?	<u>X</u>	<u>    </u>	<u>A</u>
88. If the institution utilizes wildlife in off-premises situations, please respond to the following:			
a. Are the species utilized appropriate?	<u>X</u>	<u>    </u>	<u>A</u>
b. Are both the animals and public provided adequate protection?	<u>X</u>	<u>    </u>	<u>A</u>
c. Does the institution make certain that the off-premises programs cause no undue stress for the animals?	<u>X</u>	<u>    </u>	<u>A</u>
d. Is appropriate transportation and care provided while the animals are off the premises?	<u>X</u>	<u>    </u>	<u>A</u>
e. Are isolation/quarantine facilities adequate?	<u>X</u>	<u>    </u>	<u>A</u>
f. Are animals kept separate from the collection, especially following an appearance off the zoo/aquarium grounds?	<u>X</u>	<u>    </u>	<u>A</u>
89. Is the animal cataloging system adequate?	<u>X</u>	<u>    </u>	<u>A</u>
90. Is the animal marking system adequate?	<u>X</u>	<u>    </u>	<u>A</u>
91. Are all endangered, CITES I, SSP, and studbook species maintained by the facility registered with ISIS?	<u>X</u>	<u>    </u>	<u>A</u>
92. Are the collection's records protected from fire, flooding, and other natural hazards?	<u>X</u>	<u>    </u>	<u>A</u>
93. Are animal records duplicated and kept in an appropriate separate location?	<u>X</u>	<u>    </u>	<u>A</u>
94. Does the animal collection appear to be in good health?	<u>X</u>	<u>    </u>	<u>A</u>
95. Are the animals' sociobiological needs being met?	<u>X</u>	<u>    </u>	<u>A</u>
96. Are the animal enclosures clean and well maintained?	<u>X</u>	<u>    </u>	<u>A</u>
97. Are water quality parameters adequately monitored and controlled in aquatic animal areas?	<u>X</u>	<u>    </u>	<u>A</u>
98. Does the institution's pest control program appear adequate?	<u>X</u>	<u>    </u>	<u>A</u>
99. Are the animal diets of adequate quality and quantity and suitable for the collection?	<u>X</u>	<u>    </u>	<u>A</u>

(Collection continued)

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>
100. Are the animal diets prepared and stored hygienically?	<u>X</u>	<u>    </u>	<u>A</u>
101. Are the enclosure substrates and "furniture" appropriate to the behavioral needs of the specimens displayed?	<u>X</u>	<u>    </u>	<u>A</u>
102. Does the institution allow the public to feed the animal collection?	<u>X</u>	<u>    </u>	<u>A</u>
103. Is the animal collection appropriately identified and interpreted for the public?	<u>X</u>	<u>    </u>	<u>A</u>
a. Are exhibit labels and other graphics legible?	<u>X</u>	<u>    </u>	<u>A</u>
b. Are exhibit labels/signs durable?	<u>X</u>	<u>    </u>	<u>Q</u>
c. If interactive exhibits are used, are they in working order?	<u>X</u>	<u>    </u>	<u>A</u>
d. If docents/volunteers are utilized in interpretive programs, do they appear to be well-trained?	<u>X</u>	<u>    </u>	<u>A</u>
104. Are endangered species appropriately identified as such?	<u>X</u>	<u>    </u>	<u>A</u>
105. Does the institution utilize AZA SSP logos on all exhibits containing SSP animals?	<u>X</u>	<u>    </u>	<u>Q</u>
106. Is there an appropriate ratio of males to females in the animal collection?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: (102) Feeding of goats in enclosure of low-cal food.

(103b) Saw several damaged graphics in Northern Trail. Most are well maintained. New wolf graphics excellent.

(104) Didn't see SSP logo on small tiger exhibit (see attached letter).

(103c) Red panda. Interactive still in place for koala video, but not video.

#### VETERINARY CARE

107. Is there a full-time veterinarian?	<u>X</u>	<u>    </u>	<u>A</u>
a. If not, indicate the frequency of visits made by the part-time or consulting veterinarian: _____			
108. Does the veterinary care provided the animal collection appear adequate?	<u>X</u>	<u>    </u>	<u>A</u>
109. Does the institution have appropriate quarantine facilities for newly arrived animals?	<u>X</u>	<u>    </u>	<u>A</u>
110. Does the institution have appropriate isolation facilities for sick/injured animals?	<u>X</u>	<u>    </u>	<u>A</u>
111. Is there a veterinary facility available for the care of the animal collection?	<u>X</u>	<u>    </u>	<u>A</u>
112. Does the institution utilize Carfentanil, M99, M50-50, or other controlled drugs?	<u>X</u>	<u>    </u>	<u>A</u>
a. If yes, are there appropriate protocols established for the use of such drugs (i.e., procedures established in the event the veterinarian is not present to administer the drugs)?	<u>X</u>	<u>    </u>	<u>A</u>
b. Are the drugs stored in a Class 5 safe?	<u>X</u>	<u>    </u>	<u>A</u>

(Veterinary Care continued)	YES	NO	A/U/O
113. Is the staff adequately trained in the use of capture equipment?	<u>X</u>	<u>      </u>	<u>A</u>
114. Is appropriate staff trained in the use of chemical capture equipment?	<u>X</u>	<u>      </u>	<u>A</u>
115. Does the institution maintain appropriate records on the health of the collection?	<u>X</u>	<u>      </u>	<u>A</u>
116. Has the institution adequately addressed the concerns/deficiencies noted on the USDA Inspection of Animal Facilities, Sites or Premises (VS form 18-8) report forms? Please provide details in the comment section on this form and, if necessary, in your narrative report.	<u>X</u>	<u>      </u>	<u>A</u>
117. Does the institution normally perform necropsies?	<u>X</u>	<u>      </u>	<u>A</u>
118. Are deceased animals disposed of properly?	<u>X</u>	<u>      </u>	<u>A</u>
119. Are deceased animals stored away from food?	<u>X</u>	<u>      </u>	<u>A</u>
120. In the event of an emergency, when the veterinarian is not on the premises, is the response time adequate?	<u>X</u>	<u>      </u>	<u>A</u>
121. Is the institution's preventative medicine program adequate and implemented; i.e., TB tests and appropriate vaccinations annually, etc.?	<u>X</u>	<u>      </u>	<u>A</u>

COMMENTS: (116) USDA Reports Reviewed by Committee. Minor problems listed but all  
dealt with by Zoo staff in an appropriate manner.  
(107) One full-time, one 3/4 time non-administrative vets.

#### CONSERVATION

122. Does the institution formally collaborate with other institutions in conservation programs?	<u>X</u>	<u>      </u>	<u>A</u>
123. Is the institution's level of participation in SSP, TAG, and other such programs adequate?	<u>X</u>	<u>      </u>	<u>A</u>
124. Does the institution's participation in conservation programs appear adequate, including habitat preservation projects?	<u>X</u>	<u>      </u>	<u>A</u>
125. Do the institution, its governing authority, and staff members actively participate in local, state, national, international, and provincial conservation endeavors?	<u>X</u>	<u>      </u>	<u>A</u>
126. Is conservation the foundation of the institution's overall message to the general public?	<u>X</u>	<u>      </u>	<u>A</u>

COMMENTS: (123) Relatively few SSP (10) programs for such a large Zoo, but it's  
specialization in northern climates and lack of African animals would prevent large numbers.  
Leadership participation by staff in several SSPs.  
(124) Ujung Kulon - Adopt-a-Park  
(126) Excellent publication - 50 simple things Zoo does for conservation.

SECURITY

	<u>YES</u>	<u>NO</u>	<u>A/U/O</u>
127. Is the security program providing adequate protection?	<u>X</u>	<u>      </u>	<u>A</u>
128. Is protection provided 24 hours a day?	<u>X</u>	<u>      </u>	<u>A</u>
129. If 24-hour security personnel are not provided, does the institution have adequate protection during the hours security personnel are not present?	<u>X</u>	<u>      </u>	<u>A</u>
130. Does the facility utilize firearms?	<u>X</u>	<u>      </u>	<u>A</u>
a. Is the staff adequately trained in the use of firearms?	<u>X</u>	<u>      </u>	<u>A</u>
b. Are firearms kept in a secured area?	<u>X</u>	<u>      </u>	<u>A</u>

COMMENTS: (128) Zoo now has its own 24-hour security, plus maintenance personnel  
on-site 24 hours.

EDUCATION

131. Do the institution's educational programs meet the needs of its visiting public?	<u>X</u>	<u>      </u>	<u>A</u>
132. Do the institution's education programs address the role of zoos/aquariums in conservation?	<u>X</u>	<u>      </u>	<u>A</u>
133. If the facility has cooperative programs with colleges or universities, are the arrangements/agreements appropriate?	<u>X</u>	<u>      </u>	<u>A</u>
134. Do the institution's educational programs address local and global conservation/ environmental issues?	<u>X</u>	<u>      </u>	<u>A</u>

COMMENTS: (131) Much education programming for visitors beyond graphics, i.e.,  
bird show, Zoo Lab, Meet the Keeper, Docent Stations, etc.

OTHER PROGRAMS

	<u>YES</u>	<u>NO</u>	<u>A/U/Q</u>
135. Are programs for the institution's membership well received?	<u>X</u>	<u>    </u>	<u>A</u>
136. Does the institution provide appropriate outreach programs?	<u>X</u>	<u>    </u>	<u>A</u>
137. Are the programs provided for the disabled responsive to the spirit of the Americans with Disabilities Act of 1990?	<u>X</u>	<u>    </u>	<u>A</u>
138. Is the volunteer program adequate for the needs of the institution?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: (135) Membership increasing - now 23,000+ memberships.  
(136) Large outreach program - 500 programs.  
(138) Very large volunteer program with over 90,000 hours per year.

RESEARCH

139. Is the institution's participation in research programs adequate?	<u>X</u>	<u>    </u>	<u>A</u>
140. Are research philosophies and activities consistent with the overall goals and objectives of the facility?	<u>X</u>	<u>    </u>	<u>A</u>
141. Does the institution have an appropriate means of screening, evaluating, and monitoring research projects?	<u>X</u>	<u>    </u>	<u>Q</u>

COMMENTS: (140) & (141) There are many research programs at the Zoo. The reviewers felt there may be some confusion surrounding coordination, evaluation and screening of those programs (see attached letter).

OTHER ACTIVITIES

142. Are the brochures, reports, newsletters, and other publications produced by the facility appropriate and adequate?	<u>X</u>	<u>    </u>	<u>A</u>
143. Is the facility reasonably following the goals set in the master plan?	<u>X</u>	<u>    </u>	<u>A</u>
144. Is the staff's involvement in annual and regional conferences adequate?	<u>X</u>	<u>    </u>	<u>A</u>

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## NARRATIVE REPORT

On August 8 & 9, 1995, Steve H. Taylor, Zoo Director of the Cleveland Metroparks Zoo; Elizabeth S. Frank, Curator of Large Mammals at the Milwaukee County Zoological Gardens; and Dr. Thomas P. Meehan, Chief Veterinarian at the Brookfield Zoo visited the Minnesota Zoological Garden to assess its eligibility for re-accreditation by the American Zoo and Aquarium Association (AZA). During the course of this visit, we met and talked with the following persons: Eleanor R. Crosby, Chair of the Minnesota Zoological Board and member of the Foundation Board; Kathryn Roberts, Executive Director; Beth Heidorn, Zoo Discovery Program Supervisor; Mike Vinyon, Interpretive Naturalist; Peregrine Wolff, DVM, Zoo Animal Program Director; Kris Patrini, DVM, Senior Veterinarian; Jim Streater, Interpretive Animal Curator; Diane Fusco, Zoological Assistant (Marine Mammals); Jim Pichner, Zoo Animal Curator (Birds and Minnesota Trail); Donna Sandor, Registrar; Donna Moerhe, Volunteer at Tropics; Brad Geiszler, Zoologist Assistant (Northern Trail); Kathy DonCarlos, Zoo Animal Curator (Tropics); Ron Tilson, Zoo Conservation Director; Steve Ordahl, Zoo Enterprise Programs Director; Connie Braziel, Zoo Operations Director; and Ken Weisenburger, Safety Administrator.

During the first day, the Inspection Team visited the Marine Mammal Area, took a Monorail ride through Northern Trail, inspected the back areas in Northern Trail, visited the Children's Zoo, the Butterfly House, the Zoo "Lab", watched part of the Birds of the World Show and inspected the holding areas for the birds, visited the Tropic Building and the Minnesota Trail, and interviewed several key employees. On Wednesday, we toured the Health Center, Animal Records Area, Quarantine, Maintenance and Horticulture Areas, Storage area and interviewed other key employees. At the end of the day we met privately with Kathryn Roberts and summarized our findings. She responded immediately to some of our concerns in a letter (See Attached).

## GOVERNING AUTHORITY

The Governing Board consists of 30 members. Half are appointed by the governor of the State of Minnesota and half elected by the Board itself. All submitted documents indicate that the Board operates in an efficient and business-like manner. The one page "Statement of Operating Principles" should be utilized by other non-profits and government-run zoos and aquariums to help clarify board/staff relationships. During our conversation with both Executive Director, Kathryn Roberts, and Chair of the governing Board, Eleanor Crosby, it was apparent that there exists an excellent relationship between the staff and Board of the Minnesota Zoological Garden.

## STAFF

The Zoo is organized into three major departments: Operations (exhibits, finance, horticulture, human relations, physical plant, and project management), Animal Programs (animal health, animal interpretation, aquarium/marine mammals, birds/Minnesota Trail, Northern Trail, and tropics mammals), and Enterprise Programs (communications, concessions, development, gift stores, and group sales). Two smaller departments, Discovery Programs and Conservation Office, also report to the executive director.

The Minnesota Zoo has made a tremendous commitment to continuous education of its staff as it spend over \$150,000 annually on staff training. Staff has available to them many State courses and training programs, plus courses offered through the unique Zoo University. Zoo University offers everything from AIDS Awareness Training to Zookeeper Enrichment. About half of their training and conference funds are utilized to keep their staff active in professional associations such as AZA, AAZK, CBSG, etc. Their submittal shows that Zoo staff are active in about 50 different professional associations. In addition, the staff takes a leadership role in these associations, i.e., Kathryn Roberts is on the AZA Board and Ron Tilson is chair of several TAGS.

The staff seems to operate in a casual and congenial manner. Dress is casual and several offices are somewhat crowded and cluttered. It appears that everyone is very busy with the mission and not concerned with seemingly unnecessary items. DAC (Director's Advisory Committee) has employee suggestion boxes throughout the Zoo and employees are encouraged to submit their ideas, suggestions, and complaints. A Zoo committee investigates and meets with the Director. They answer every submitted card within two weeks of its submittal. We might add here that no system is perfect as they still receive some comments anonymously.

Salaries follow State classification standards and union salaries are negotiated by the appropriate unions (Note: there are three major unions as everyone is in a union, except the top managers and confidential employees). Union salaries, therefore most salaries, appear adequate for the various positions. Management salaries seem very low for these top-level employees. The executive director's salary is probably the lowest zoo director salary of any major zoo. It is only half of what some zoo directors make a year! The Board chair is well aware of this problem and is working with State leadership to improve this situation.

There are at least three unions representing employees at the Zoo. AFSCME represents trades, clerical, and zoo keepers. MAPE represents professional employees such as accountants, interpretive naturalists, zoologists, and the part-time vet. MME represents curators and other middle-management employees. Only the management staff, the director's secretary and the Human Resource people are not members of a union. While this would appear to be a difficult situation, it is normal for Minnesota State agencies and did not seem to cause undo hardship on management.

#### SUPPORT ORGANIZATION

The Minnesota Zoo Foundation serves as the non-government, non-profit "arm" of the Zoo. It has been in operation for about five years. It exists solely to be utilized for fund-raising and has no operating responsibilities. Their total revenue for 1992 and 1993 was \$1,374,000 and \$652,000 respectively. The Foundation is committed to raising funds to help pay for the \$20 million bond issued by the state to finance the building of the new Discovery Bay exhibit. The Foundation has a fledgling corporate sponsorship program.

#### FINANCE

For the fiscal year 1993/94, the Zoo showed revenue and support of \$14.4 million and expenditures of \$13.7 million. Of this revenue and support, 30% is from admissions, 32% is from membership, monorail, concessions, etc., 35% is from the state, and 3% is from private donations. The budget for 1994/95 shows expected revenue and support of \$13,118,000 and operating expenses of \$12,515,000. In addition, state bonding proceeds are to provide \$6.2 million for capital improvement projects. These bonds will be used to cover the cost of capital expenditures including construction of Marine Education Center (Discovery Bay), building improvements, and infrastructure improvements. The Visiting Team saw first-hand the ongoing construction of Discovery Bay and improvements to the barns on the Northern Trail. Since the last accreditation inspection, the Zoo has spent about \$8 million for capital improvements including building a large and impressive Coral Reef exhibit in the Tropics building, adding a Takin Exhibit, creating a central plaza and new concessions, almost \$2 million in new roofs, constructing a \$2.5 million bird amphitheater, and a new Komodo monitor exhibit.

The submitted questionnaire showed attendance steadily increasing from 929,604 visitors in 1990 to 1,294,183 in 1994. However, attendance dropped to 1,060,000 visitors in 1995. While a decrease was anticipated since the 1994 year enjoyed the successful promotion of a dinosaur exhibit, the decrease was greater than anticipated. At the same time the State cut their support of the Zoo by one million dollars.

Zoo staff had to adjust its budget and managed to increase its earned revenue to cover its expenditures. The Zoo staff also had five lay-offs of full-time employees. The Human Resource Department was able to out place each of the five laid off employees.

Like many other zoos and similar organizations, the Minnesota Zoo has developed new and improved revenue sources. Food concessions are greatly improved since the last accreditation inspection. It was reported that the July food "per cap" was \$2.60, a healthy number for a zoo. Membership numbers continue to increase. There were many indications of fund raising efforts on the Zoo grounds, including coin souvenir vending machines and an automobile raffle. The education outreach program does about 500 programs a year. They are about 85% self-sufficient. The Zoo utilizes its bird theater as an evening concert venue.

During fiscal year 1994, the Zoo received \$20,500,000 from the State for financing the Marine Education Center (Discovery Bay). This will be funded by General Obligation Bonds (GOB) issued by the State. Pursuant to state statute, the Zoo is obligated to pay the State all the debt service cost of GOB issued by the State on its behalf with respect to Discovery Bay in installments over 20 years. The Zoo hopes to do this through various donations and fund raising efforts (The Foundation has already received some funds including at least one \$250,000 donation) and through increased Zoo revenue attributed to increased visitation once Discovery Bay opens. Staff feels optimistic concerning their projections regarding future revenues and support.

#### PHYSICAL FACILITIES

The Inspection Team's tour of the Northern Trail provided the Team with an over view of much of the Zoo. All exhibits looked natural and vegetation was lush. Newer exhibits included ones for takin and one for Mexican wolves. In the Tropics Building, improvements were being made in the public walkways by installing artificial "logs" to replace grey concrete curbs. The newer Coral Reef exhibit and the new Komodo monitor exhibit are very nice additions. Minnesota Trail continues to be popular and has one of the best beaver exhibits of any zoo in the country. The food concessions are new since the last inspection and appear to be well-maintained.

Zoo management understands that they have a facility that is now 20 years old and starting to age. There is approximately \$500,000 a year allotted to capital maintenance. That may not be enough to keep the Zoo facilities in top shape. The Team saw evidence of capital maintenances including improvements to some of the Northern Trail barns and improvements to the walkways in the Tropics buildings. Of all the facilities, there seemed to be the most potential for facilities problems in the marine mammal area. However, this is being addressed by the staff as this area will not be utilized in its current state after the opening of Discovery Bay and the transfer of the dolphins to that new facility.

A tour of the "Shop Areas" and discussions with the Operations Director enforced the Team's view that maintenance is a priority.

#### SAFETY

Materials submitted included a very thorough safety manual. Many staff are trained in first-aid and CPR, including seasonals and concession employees. First-aid kits appear throughout the Zoo and the ones we examined were well stocked. We were told by the Safety Officer that there were 36 stations.

There were well done Venomous Snakebite and Animal Escape Procedures submitted with the materials. The Inspection Team recommended a schedule of regular practice drills. The executive director assured the Inspection Team that drills would occur prior to the Seattle AZA meeting (see attached correspondence).

The Minnesota Zoo only has one venomous reptile, an old timber rattlesnake. The area where the snake is kept is totally separated from other areas and escape is impossible. If the keeper needs to service this unit, he/she must first radio a supervisor. The keeper radios a supervisor when service to the unit is complete. There is no snake bite alarm. There is no antivenin kept at the Zoo. The hospital, which stocks antivenin for Crotalids, is only two miles away. The Inspection Team felt that this one snake is being cared for in a safe manner. However, the Inspection Team highly recommends regular snake bite drills and keeping a couple of vials of antivenin on-site.

Seven Emergency Technicians are on staff, two full-time. The local police and fire departments are brought in regularly for regular inspections of the facility. The Safety Officer meets on a regular basis with the local police and fire departments. The Zoo has conducted Severe Weather and Fire Evacuation Drills for staff. A written Herpes B policy is in place for the staff working Japanese macaques.

### COLLECTION

The size and diversity of the animal collection seems appropriate to the mission of the Minnesota Zoo. They have approximately 400 mammals, 650 birds, 70 reptiles, 4 amphibians, 1000 fish, and 1000 invertebrates. The Zoo has a written Primate Enrichment Plan in place as required by USDA. The Registrar was able to produce copies of all relevant federal and state permits. Originals are kept off site in a bank safe deposit box along with other important items such as records back-ups.

Animal records are kept by keepers on their beats using a computer program designed by the registrar. The program prompts keepers to fill in information needed by ARKS, MedARKS, and other records. Keeper reports are given to the zoologists, who compile the information and pass it on to the registrar. All animal personnel are trained by the registrar on record keeping. The Zoo has a handbook on records management written by the registrar. ARKS computer back-ups are done on a daily basis.

Animal areas are mostly kept clean and uncluttered, some a little better than others. All were acceptable. Tiger holding was immaculate and recently painted. In addition, new full-length person doors were added for safer keeper access during treatments. Coliform counts in the marine mammal areas were stated to be very low. These records are kept on a computer. The Zoo utilizes the services of a pest control company. There was only minor evidence of any pest problems.

Animal management philosophy has changed since the last accreditation inspection. There are only 20+ Japanese macaques left in the colony and these are being "managed to extinction." There is no breeding. Bison are not being bred. While the Minnesota Zoo's animal facilities were constructed with ample holding areas (as an example, 6 - 8 tapir stalls, many tiger holding cages, and large hoofed animal holding areas), there were few animals in holding. The one off-exhibit puma had the run of 3 or 4 holding pens. There appears to be more of an interest in displaying animals than having extras for research or breeding. The Team is not questioning this practice, only mentioning it for descriptive purposes in regard to the collection. This may also show the trend to reduce the need for managed euthanasia of surplus animals.

It was very hot on the two days of the Team's inspection. Caribou and moose had misting systems and fans available to them. The Zoo maintains two separate groups of caribou, allowing one to stay in a cooler barn on alternating days.

In the Tropics Building, there are good facilities for the incubation of bird eggs. Another impressive facility was that for Komodo monitor holding. These are both new since the last inspection.

The Zoo uses a relatively large number of animals for shows and outreach. Policies are in place to care for these animals properly and ensure their health. They are kept in separate facilities.

Interpretation of the collection is good. Volunteers and staff (Meet-the- Keeper) programs are more numerous than at most zoos. The Inspection Team did notice a few signs in need of repair. Newer graphics, especially at the new Mexican Wolf exhibit, were excellent. A video screen at the new red panda exhibit was not working nor did it have a sign stating it was out of order. We were told that it was utilized when the Zoo had koala, and had not been updated with materials on red panda. It was not evident to the Inspection Team that the Zoo identifies all endangered species or SSP species. Certainly there was no notification of such on the Siberian Tiger "cage" opposite the main plaza. However, there was mention of the SSP program in the monorail waiting room. The Education Department is developing a Graphics Standards booklet for uniformity in Zoo signage.

#### VETERINARY CARE

The veterinary care program and facilities are very good. It is clear that the medical care of the collection is a priority in spite of tightening budgets. The veterinary department is staffed with one full and one three-quarter time position. The Director of Animal Programs also provides veterinary coverage. Together with the animal hospital staff, they provide good coverage for the collection. The preventative health program is very thorough and is operating as outlined. Clinical medical coverage is good and the staff has access to specialists through the veterinary college located about one-half hour away. A review of current medical cases does not reveal any problems that cause concern regarding the veterinary care of the collection. The medical records are kept on MedARKS and are complete. Back-up is appropriate with off-site storage for tape back-up copies. Procedures for handling M-99 and other controlled substances have been revised. The resulting procedures are thorough and practiced.

There are good communications between the veterinary staff and other animal management staff. The veterinary staff meet as part of the regular animal management meetings as well as having regular department meetings. These provide good veterinary reaction to problems in the collection as well as opportunity to discuss any disease trends. The veterinary staff also take part in formal keeper training programs. Pathology service is provided by the veterinary staff with histopathology done at the University or provided by expert pathologists such as those advising TAGS and SSPs. The quarantine facilities and practices meet the AZA and AAZV guidelines. The previously noted mortality problem in the bird collection is not present in a review of the past years mortality data. The current mortality level is appropriate for the collection.

#### CONSERVATION

The Zoo has expanded its role in SSP and other management programs since the last inspection by adding Mexican wolves, Komodo monitors and takin. There are new facilities for red panda and off-exhibit breeding facilities for red panda and white-cheeked gibbon. The Zoo participates in local wildlife programs for trumpeter swans, bluebirds, and loons.

Since 1990 the Minnesota Zoo has led the way in in situ conservation by participation in the Adopt-a-Park Program which provides support for Ujung Kulon National Park, Indonesia. The Inspection Team found it interesting that while this program has national and international recognition, there is no evidence of participation in this program to the Zoo visitors.

The Minnesota Zoo's recycling program is outstanding as there is a substantial list of materials recovered each year from Laser toner cartridges to waste water.

The Zoo is also quite proud of the fact that it is the home of both ISIS and CBSG. Their commitment to these two conservation programs is noteworthy.

The Inspection Team was told that recently the Board approved a policy whereby they would spend the sum of 2% of capital construction costs on in-situ conservation projects.

## SECURITY

Security has improved since the last accreditation visit as the Zoo now has security on the grounds 24 hours. In addition, Apple Valley police are only two miles away and they have emergency access. Firearms are kept in three safes and most animal managers have access to these weapons. A recent firearm policy was submitted with the printed materials. Firearm training occurs on a regularly scheduled basis.

## EDUCATION

Traditional education programs are divided primarily into two departments, Zoo Discovery programs and Interpretive Animal programs. Zoo Discovery programs include Monorail, Zoo Camp, on-site school programs, adult education, Zoo teens, docents, teacher in-service, and the Zoo's travel program. The Interpretive Animal Programs include Children's Farm, World of Birds, Butterfly exhibit, Zoomobile, Zoo "Lab", and live animal show in the auditorium. Obviously, there is a wealth of educational programming.

In addition, the Zoo and the local school district are about to open (fall 1995) a School of Environmental Studies for 400 juniors and seniors in the school district. These new facilities are located on the Zoo grounds and classes are being taught in part by Zoo staff members. The past curator of education at the Zoo works full-time for the school as the Zoo's representative.

Written materials submitted give detailed information on all the educational programs. The Inspection Team did stop for a few minutes to watch the World of Birds show. Conducted in the new amphitheater, the show was professional, entertaining, and educational. A tour of the behind-the-scenes holding areas revealed that the show animals were well cared for and had ample space. Often during our tour, the Inspection Team witnessed first-hand the Zoo Camp program. Wherever we happened to be, a group of escorted "campers" walked in. The camp serves about 1500 participants in the summer. The Zoomobile program is also very popular as three and a half employees use four vehicles to do 500 programs.

## RESEARCH

There are many employees involved in the Zoo's various research programs. Dr. Peregrine Wolff, Director of Biological Programs, coordinates the research programs. Dr. Ron Tilson, Director of Conservation, does his own research programs which may or may not be coordinated with programs in the rest of the Zoo. The submitted materials listed eleven ongoing research programs including studies on artificial insemination in Siberian tigers, clouded leopard reproduction, estrous cycles in sun bears, etc. Dr. Wolff informed the Inspection Team that some of the eleven listed projects had not been started due to time constraints of the staff. The written materials included an impressive list of 32 separate staff publications (1991 to 1995). Written research protocols seemed to be appropriate.

## OTHER PROGRAMS AND ACTIVITIES

The volunteer program seems to be well established with over 90,000 hours contributed each year by a total of 500 volunteers. Volunteers work in animal programs like the children's zoo, in education programs, help with fund raising, etc. There is a volunteer newsletter entitled, Volunteer Voice. The Zoo recognizes the importance of volunteers by displaying the names of all active volunteers near the entrance to the Tropics Building.

The Board adopted a simple long-range plan on July 28, 1994. The plan includes a mission statement, a vision statement, and strategies for exhibits, conservation, education, recreation, and financial. Two pages of operational objectives by FY 2000 are included as part of the plan. The simplicity of these documents is a credit to the organization. Work programs are utilized by management to track yearly progress of employees and departments.

The Zoo staff is educated as to the Zoo's vision as this statement is posted almost everywhere in the Zoo. Employees elect those employees each year who seem to carry out each portion of the vision the best. Their names are placed on "trophies" near the entrance of the Zoo.

The Zoo collects comment cards from the visitors. Every comment card that includes a name and address is personally answered. Every month the staff reviews a summary of the visitor comment cards. This is a very commendable practice. However, the Inspection Team did notice that one of the comment card containers did not have blank cards available to the visitors.

## FACSIMILE TRANSMISSION

PAGES: 2

TO: Steve Taylor ←   
Bess Frank  
Tom Meehan

Fax: 216-661-6301  
414-256-5410  
708-485-3532

FROM: Kathryn Roberts  
Minnesota Zoo

Fax: 612-431-9336  
Phone: 431-9333

DATE: August 10, 1995

RE: Follow-up to Accreditation Visit

Thank you for taking the time to visit the Minnesota Zoo as part of our accreditation process. I am very proud of our staff and facility and am always pleased to show them to other zoo professionals. For the most part, I believe that our report and your visit covered any questions that you may have. However, I would like to touch on a few issues that may not have been adequately addressed during your inspection of the Minnesota Zoo.

With regard to our Research Policy, I must apologize for an inconsistency between our questionnaire and appended documents. Please amend the response to question 137 to reflect Peregrine Wolff, Director of Biological Programs, as coordinator of research programs. This will make the questionnaire consistent with our Research Policy (Appendix Tab 137). Dr. Tilson does do a great deal of research and is an important member of our staff, but he does not oversee research that involves the Minnesota Zoo's animal collection. These research projects are overseen by Dr. Wolff and the Animal management committee.

There appeared to be some confusion about the zoo's preventative maintenance policy. Connie Braziel, Director of Operations, has forwarded this additional information to me in the hope of answering some of your concerns: The Minnesota Zoo is approximately twenty years old. It is an aging facility with ever-increasing demands placed on it through increased attendance, numerous special events and multiple after-hours events. Approximately 3% of the zoo's annual \$14.5 million budget is dedicated to repair and betterment of the physical plant and infrastructure. In fiscal year 1994 an additional \$500,000 was allocated to the maintenance budget from profits earned through our summer dinosaur exhibit. In fiscal year 1995, the Minnesota Legislature appropriated \$1 million to the zoo for infrastructure improvement and maintenance. Additionally, we have purchased a preventative maintenance system that will be used in all

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maintenance activities at the zoo. An objective of the Operations Division workplan for fiscal year 1996 is to fully implement the preventative maintenance program to ensure that the current physical plant is maintained in an as-built condition. Likewise, all new construction will have its preventative maintenance plan incorporated into the system.

I agree with you that animal escape drills are important. I have scheduled one for next month. An additional drill will be scheduled before the end of the year and drills will be run on a quarterly basis. I am proud of the Minnesota Zoo's attention to safety and implementation of these drills will enhance our safety program.

We have ordered Species Survival Plan stickers from AZA and they will be in place before the annual convention. (If you would like pictures, we will bring them!) We make every effort to promote Minnesota Zoo and AZA conservation strategies, these stickers will further emphasize these important programs.

Finally, with regard to "collection plans," we appreciate your input. While we will look into the creation of such plans, we do not find them required by the AZA Accreditation Standardized Guidelines, and will therefore consider your comments constructive advice, to which we are always open.

Thank you again for your visit. I certainly enjoyed visiting with you and I look forward to seeing you in Seattle.