



Minnesota State Zoological Board.
Zoo-Related Organizations Files.

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FAX of 3 pages for the Institution Director

10 January 1997

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Executive Office and
Conservation Center
7970-D Old Georgetown Rd.
Bethesda, Maryland 20814
Tel: 301-907-7777
Fax: 301-907-2980
<http://www.aza.org>

TO: PARTICIPANTS IN THE DIRECTORS RETREAT
FROM: TOM OTTEN
RE: AGENDA

Thank you all for your efforts to make it to New Orleans! Your participation in our second Directors Retreat will certainly make it a success. The following is an agenda of what we have planned. The retreat is set in a "town meeting" format to facilitate discussion. The agenda items are meant as discussion topics, not as presentation topics. The discussion leaders have been picked because of their familiarity with the topic. These individuals will help lead the discussion and field questions.

This is your retreat. I have intentionally left a significant amount of time for open discussion on both Friday and Saturday so if there is something that you wish to discuss, please do so.

You will notice that we also have some very exciting presentations by Microsoft, Novus (National Alliance for Species Survival), and Proprietary Media. We have been working with these partners and wanted to let you know of the latest developments. In addition, our hosts, Ron Forman and the Audubon Institute, have planned some wonderful social events for us.

Please note the revised times for the beginning of the meeting on Friday and Saturday.

I look forward to seeing you in New Orleans.



AGENDA FOR THE DIRECTORS RETREAT
16-18 January 1997
New Orleans, Louisiana

Thursday, 16 January

6:00 - 8:00 p.m. Icebreaker at the Aquarium of the Americas

Friday, 17 January

- 7:30 a.m. Continental Breakfast in the Pisces Room at the Aquarium
- 8:00 - 8:30 a.m. Welcome by Tom Otten and Ron Forman in the IMAX Theater at the Aquarium
- 8:30 - 9:30 a.m. Presentation by Microsoft in the IMAX Theater
- 9:30 -10:00 a.m. Coffee Break
- 10:00 - 10:45 a.m. Discussion of Membership Issues led by Steve Wylie in the Pisces Room
- 10:45 - 11:30 a.m. Discussion of Education Issues led by Jan Schweitzer in the Pisces Room
- 11:30 - 1:30 p.m. Lunch on your own
- 1:30 - 1:45 p.m. Presentation by Syd Butler on Association directions
- 1:45 - 3:15 p.m. Open Discussion in the Pisces Room led by Steve McCusker
- 3:30 p.m. Buses leave Aquarium for Freeport McMoran Audubon Species Survival Center
- 4:00 p.m. Bus and possibly walking tour
- 5:00 p.m. Cocktails in McDermott Lodge
- 5:45 p.m. Bus to Audubon Center for Research of Endangered Species followed by tour and Louisiana buffet
- 7:15 p.m. Buses depart for Sheraton

Saturday, January 18

- 7:30 a.m. Continental Breakfast in the Pisces Room
- 8:00 - 8:45 a.m. Presentation by NOVUS on the National Alliance for Species Survival Program in the IMAX Theater
- 8:45 - 9:30 a.m. Presentation by Proprietary Media regarding AZA spokescharacter in the IMAX Theater
- 9:30 - 10:00 a.m. Coffee Break
- 10:00 - 11:00 a.m. Discussion of Conservation and Science Issues led by Steve McCusker in the Pisces Room
- 11:00 - 11:45 a.m. Discussion of Accreditation issues led by Hayes Caldwell in the Pisces Room
- 11:45 - 1:30 p.m. Lunch on your own
- 1:30 - 3:00 p.m. Open Discussion in the Pisces Room
- 3:00 p.m. Meeting concludes

THE AUDUBON INSTITUTE

P.O. Box 4327, New Orleans, LA 70178 · 504-861-2537

January 8, 1997

Dear Colleague:

On behalf of the Board and staff of the Audubon Institute, it is my pleasure to welcome you to New Orleans for the Zoo and Aquarium Directors' Retreat.

For those of you who will be arriving early on Thursday, January 16, we are hosting an icebreaker at the Aquarium of the Americas from 6 - 8 p.m. Please use the main visitors' entrance at the Aquarium; we hope to see many of you there.

The Aquarium is located at 1 Canal Street and your hotel, the Sheraton New Orleans, is located at 500 Canal Street.

On Friday and Saturday, our meetings will begin at 8:30 a.m. in the Pisces Room at the Aquarium. A continental breakfast will also be available in the Pisces Room at 8 a.m. Lunch both days will be on your own. Please use the employee/administrative entrance to the Aquarium on these days. It is located mid-way between the Aquarium entrance and the IMAX entrance.

On Friday, we plan to conclude our meeting at 3:30 p.m. and bus from the Aquarium to the Freeport-McMoRan Audubon Species Survival Center for a tour and cocktails. Then it's on to the Audubon Center for Research of Endangered Species for another tour and a Louisiana style buffet. You should be returned to the Sheraton by 8 p.m. If you have a spouse or guest with you, they would need to meet us at the Aquarium to catch the bus at 3:30 p.m.

Audubon Zoo is located about 5 miles upriver from the Aquarium. If anyone is staying over an extra day (or coming in a day early), our zoo staff would be proud to show you around.

The Entergy IMAX Theatre is located in Phase II of the Aquarium, and we will have tickets available for you if you can find the time to view a film. Currently showing are Special Effects, Into the Deep, and Rolling Stones at the MAX.

Again, we are anticipating your arrival and look forward to a great retreat!

Sincerely,



L. Ronald Forman
President and
Chief Executive Officer

"CELEBRATING LIFE THROUGH NATURE"



Post-It® Fax Note	7671	Date	12/16/96	# of pages	2
To	Kathryn Roberts	From	Tom Otten		
Co./Dept.		Co.			
Phone #		Phone #	206-591-5337		
Fax #		Fax #	206-591-5448		

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of the President
Thomas Otten
Point Defiance Zoo
& Aquarium
5400 N. Pearl Street
Tacoma, WA 98407
Tel: 206-591-5337
Fax: 206-591-5448

Memorandum

To: AZA Board of Directors

From: Tom Otten *Tom*

Date: December 16, 1996

Subject: Director's Retreat and Miscellaneous

*Record Cards
RWPVNE*

This is just a bit of an update regarding the Director's retreat. Ron Forman's office is working on having the room set up in a "town meeting" type of format. That is with the audience all facing the middle of the room and with the person leading the discussion in the middle. The discussion leader will have a microphone and there will be two or three mics available for those in the audience to use. We hope this arrangement rather than the traditional classroom seating will make the audience feel more a part of the program. We'll see if it works or not.

Currently Ron plans to host an ice breaker on Thursday evening. On Friday we will begin at 8:30 a.m. and go until about 3:30 p.m. Ron is planning to host dinner and a tour at the new conservation center so we'll need to get everyone out there while there is still a hint of daylight left. This allows for some valuable social time and should be very interesting for everyone as well. We will meet again Saturday morning and go until mid-afternoon.

At this time we are planning an approximately one-hour presentation and discussion from the Microsoft Corporation, showing us what they can do for the AZA member institutions as a result of the arrangement we will be entering into, I hope.

At this time the program is divided up into several discussion topics. Steve Wylie will lead a discussion on membership issues, Steve McCusker on Conservation and Science, and Jan Schweitzer on education. We will also have some time for open discussion. In addition we'll cover topics like accreditation, and some of the development projects like Novus and PM will be addressed.



Page 2

Memo to AZA Board of Directors

December 16, 1996

Would you please give some thought to topics or issues that you want to make sure are covered? Please contact me or the person leading that discussion group. If you have any ideas to make our time at the retreat more valuable, I would very much like to hear from you.

I'll be contacting all of you later this week, or the first on next week, regarding the meeting in Atlanta to discuss the how we might wish to move forward in our AZA Education Office given the opportunity we have now in filling that position. It was a good meeting and I will be anxious to fill you in. Jan did a great job in leading us the workshop.

Syd and Kris will be going to the Wheeling office on Tuesday to talk to staff regarding Bob's resignation. Thanks for all of your help and input last week. It is a difficult time for everyone; this needs to be continually monitored to make sure we handle the situation in the very best way we possibly can, for the Association, for staff and for Bob.

I'll be in touch soon.



November 26, 1996

Dear Colleague:

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of the President
Thomas Otten
Point Defiance Zoo
& Aquarium
5400 N. Pearl Street
Tacoma WA 98407
Tel: 206-591-5337
Fax: 206-591-5448

This is a reminder, update, and invitation to the Zoo and Aquarium Directors' Retreat on January 17 and 18 in New Orleans.

My first letter invited your suggestions for use in building the agenda for this year's meeting. Thus far I have received some comments and suggestions, but more are certainly welcome.

This year we are going to move into a "Town Meeting" type of format that should allow for more participation from the group as a whole. We will have a discussion leader for each topic. We are looking for your input on various subjects and then testing that input with the organization's mission of providing the services our members need and desire. This will also give us the opportunity to identify items and issues that may need to go to the Board.

We'll divide our time among topics such as:

- Conservation and Science, SSP's and the like,
- Membership issues (of which there is no shortage, and we need your input)
- Accreditation
- Marketing and Development issues
 - NOVUS
 - CEF
 - A potentially very exciting project with Microsoft Corporation
- Education issues

This list by no means defines the limit of discussion items but will, I hope, provide you with an idea of the format so you can be thinking about what you would like to discuss.

We will be staying at the Sheraton New Orleans Hotel, which needs to have our reservations by **December 16**. Please send in the enclosed reservation form by that date. The room rates are \$139 per night, single or double. We will be meeting on Friday from 8:30 a.m. until 4:00 p.m. Friday evening our host has plans for us. On Saturday, we will meet from 8:30 a.m. until about 3:00 p.m., depending on how the discussions are going.

I look forward to seeing you in New Orleans.

Tom

Enclosure



*Wylie -
Fygl
JMR*

April 8, 1996

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of the President
J. Stephen McCusker
San Antonio Zoological
Gardens & Aquarium
3903 N. Saint Mary's Street
San Antonio, TX 78212
Tel: 210-734-7184 ext. 110
Fax: 210-734-7291

Dear Director:

This note and accompanying attachments cover the first Directors' Retreat held in Dallas, Texas, 22-23 March '96. To those 96 individuals who attended, I thank you. The retreat appeared to me, and to those I talked with, to be a valuable exchange of information, concerns, and philosophies.

For those who did not attend, allow me to paint a less than artistic picture. We had one professional facilitator -- Maureen Britton, who was loaned to us by H.E.B. Grocery Company of San Antonio, TX. As you'll note on attachment "A", there were six main topics that were facilitated by six capable zoo professionals. I had randomly pre-assigned all delegates to one of six teams -- Warthogs, Goatsuckers, Stinkpots, Mudpuppies, Jawfish, and Chiggers. (Syd Butler, Maureen, and I wandered, visited and listened in at all sessions.) Each team visited three of the six main topics and discussed the issues for at least 90 minutes. This exercise, preceded by a brief session on dialogue and creativity by Maureen, took all day Friday.

On Saturday morning we met as one group and heard the reports (attachment "B") from the six topic facilitators. These were then opened for further discussion.

For a couple of hours Saturday afternoon, we addressed several other topics and encouraged comments from the floor. At this session, we discussed: visits to surrounding zoos and aquariums; the proposed federal accounting track on imported panda; the needs for a workable AZA/CAZPA "marriage"; the Director's Salary Survey; the Wheeling schools; the ADA; and the lack of water in the hotel on Saturday morning!

I want to again thank: all who participated; all the surrounding facilities that hosted guests; Maureen Britton and the H.E.B. Grocery Company; Steve Taylor, Steve Wylie,



ATTACHMENT "A"
Zoo and Aquarium Directors' Retreat

a g e n d a

FRIDAY -- 22 MARCH '96

8:00 a.m. Continental Breakfast

8:30 a.m. Retreat Begins
Introductions -- Steve McCusker
Facilitator -- Maureen Britton, Senior Corporate
Consultant for H.E.B. Grocery Co.

Major Topics and Topic Facilitators

1. AZA and Member Institutions
Who are we; what are we; where are we headed?
Steve Taylor, Cleveland Zoo
2. AZA Membership Benefits
What do we get for our money?
Steve Wylie, Oklahoma City Zoo
3. Animal Rights Issues
Reactive or Proactive?
Clayton Freiheit, Denver Zoo
4. AZA and Conservation
What are we doing; is it working?
John Lewis, John Ball Zoo
5. Elephants and Orcas
The director's role
Tom Otten, Point Defiance Zoo & Aquarium
6. Zoos and Aquariums
Where did their sex appeal go? How do we get it back?
Satch Krantz, Riverbanks Zoo

SATURDAY -- 23 MARCH '96

8:00 a.m. Continental Breakfast

8:30 a.m. Continued discussion of major topics.
Other topics as time allows.

- ▶ Entry level memberships
- Membership Services
 - ▶ Certify directors
 - ▶ Consulting services
 - ▶ Central buying
 - ▶ "Welcome" to zoo business
 - ▶ Encourage electronic communications
 - ▶ Track reciprocity
- Other Ideas
 - ▶ Need to do better dealing with animal welfare issues
 - ▶ Need to evaluate better, verify the good work we are doing
 - ▶ Lack of clout (AZA) with media, but we do have clout in Washington
 - ▶ We are a membership services organization

AZA Membership Benefits
What Do We Get for Our Money?

Topic Facilitator: Steve Wylie, Oklahoma City Zoo
Teams Involved: Stinkpots, Warthogs, Jawfish

Who are we?

We are:

- Big, medium, and small zoos and aquariums
- Both privately and publicly owned
- A variety of constituencies
- Professionals and nonprofessionals

What is the Association's Image to us?

It is:

- A service and support organization
- A network of institutions and professionals
- Big brother (it is regulatory)
- In competition with institutions and other agencies for development dollars
- A legislative lobbyist
- An organization that represents big institutions more than small
- An organization with a financial agenda and life of its own
- An information clearinghouse

Animal Rights Issues
Reactive or Proactive?

Topic Facilitator: Clayton Freiheit, Denver Zoo

Teams Involved: Warthogs, Jawfish, Stinkpots

We need to identify who the animal activist groups are and determine what their true agenda(s) is(are). Some zoos have established trust levels with them.

Some can be worked with on some issues (e.g.: the improvement of all zoos or the abolition of "roadside zoos"). Anti-captive animal groups have been around a long time; this is not a new problem.

Zoos have an opportunity to assume a leadership-advocacy role on many issues of concern to animal activists:

- Standards of housing and care
- Animal welfare
- Conservation

We are dealing with an emotion vs. science situation. The media tends to exploit emotion-charged issues.

It was suggested that we not actively engage in debating whether or not animals have rights; that zoos should not give activist groups a forum; and we should not fight them on their terms. Animal activists would like to sidetrack zoos from their higher missions of public education and conservation.

AZA should stand solidly with its member institutions when they are embroiled in a controversy involving animal activists groups and not "run for cover."

AZA can (and should) assist member zoos and aquariums in a variety of ways:

- AZA should continue to act as an information clearinghouse for members on animal activist issues. When a controversy erupts, the AZA fax network to get accurate information out in a timely manner is much appreciated and important.
- AZA should assist its members in development of conflict resolution strategies and crisis management training. Perhaps we need to develop a crisis management "SWAT" team that could be available to our members. A mentoring effort for smaller facilities could be helpful.
- AZA should create a series of "white papers" for the use of its members discussing such issues as hunting, culling, and euthanasia, etc. Zoos should publicize their successes better and continuously, and educate their publics that our animals are not immortal and do die.
- AZA should develop education programs and distribute these to schools to

- What we do now under conservation and science seems to be more preservation.
- There needs to be a dialogue to define conservation — broadened definition and include education and advocacy.
- Define our goals and visions.
- AZA needs a "brand image" to be used in assisting local institutions with
 - ▶ Local → state → national conservation and legislative issues
 - ▶ Conservation fundraising
 - ▶ Raising public awareness
- AZA should be a resource to institutions looking for:
 - ▶ Conservation projects
 - ▶ Ways to do more or be better with existing programs
 - ▶ Co-op with global conservation groups

Elephants and Orcas
The Director's Role

Topic Facilitator: Tom Otten, Point Defiance Zoo & Aquarium
Teams Involved: Goatsuckers, Mudpuppies, Warthogs

Zoos

- Elephants are popular; the public wants to see them.
- Zoo directors need to focus on elephants and stay informed.
- Questions of liability.
- Do it right!

Conservation

- Should elephants be bred?
- Why breed?
- Availability of wild elephants, new stock (Dale, Don – address aging group of captive elephants; more die than born).

AZA

- More guidelines, fewer recommendations.
- AZA guidelines are helpful.
- PEM is a good step; where to get hands-on training.
- Need to have a vision; develop a strategic plan.
- Regional support to regional facility.
- Communicate; do not be timid; put elephants (and orcas) out in front.
- Leadership should develop some sense of urgency.

Changing Public — There was discussion on the fact that the traditional zoo visitor is changing. Among items identified were: we are getting older (baby boomers); families are having fewer children; growing personal debt (thus less money for leisure-time activities).

New Exhibits — There was strong consensus that zoos and aquariums must open new exhibits every three to five years in order to create and maintain excitement with our public. Several directors mentioned that they have had personal experiences where inexpensive new exhibits or renovation projects drew just as well as "blockbuster" new exhibits. Therefore, zoos and aquariums do not have to constantly think in terms of multi-million dollar exhibits to attract visitors.

Perceived Value — It was generally acknowledged that the public expects high standards from their local zoo, yet actively resists paying reasonable fees (admission costs, food and gift) to cover even basic services. In other words, they expect to have Disney quality without having to pay Disney prices. Even so, we need to become more entrepreneurial.

Minority Attendance — There was considerable discussion among two of the groups regarding minority attendance, particularly by the African American community. Almost every zoo and aquarium represented stated that they had extremely poor African American attendance in spite of programs specifically targeting this group. An observation was made that blacks are more interested in local conservation issues (lead in paint, poor water quality, etc.) than in international endeavors. Everyone agreed that we must do more in this area.

Why Do People Visit Zoos? — Each of the three groups was asked to identify why they felt people visited their institutions. The following list is a compilation of the three groups, more or less in order of importance:

- People have an interest in and an emotional tie to animals.
- Visiting a zoo or aquarium is regarded as an important social outing, particularly for *families*. (The emphasis on the word family was considered to be very important to each of the groups.)
- A zoo or aquarium visit is an affordable experience for most people.
- Visiting a zoo or aquarium is fun.
- Visiting a zoo or aquarium is considered to be safe (this particular concept appears to be gaining in importance to many people).
- A zoo or aquarium visit is considered to be educationally valid. Similarly, it was felt the public recognizes that zoos and aquariums have a strong sense of mission.
- There is no ethnic consequence involved with a zoo visit. Even though we do not attract large numbers of minorities, those that do visit feel comfortable in the zoo or aquarium setting.
- Visiting the local zoo is a traditional experience for many people.



*File AZA
file + Aug
Bid mtg.*

Glen Oak Zoo

2218 N. Prospect Rd.
Peoria, Illinois
61603

(309) 686-3365
Fax: 309-685-6240

Fax Transmission Cover Sheet

Date: 3/27/96
To: AZA BOARD MEMBERS / Roberts
Fax #: 612 - 431 - 9336
Subject: Membership Numbers
Sender: Jan Schweitzer
of Pages: 2

Upon reading the Board Meeting minutes, I am reminded that I was to distribute membership number comparisons. Please see attached a comparison over the past 6 years. Any questions, feel free to call.

*Talk to you
later today!*

AZA MEMBERSHIPS

	Dec. '95	'94	'93	'92	'91	'90
Associate	2937	3064	3063	2941	2930	2824
Affiliate	1348	1324	1302	1223	1173	1074
Commercial	206	217	221	217	194	174
Ex	69	70	72	81	80	78
Honorary	3	3	3	3	3	3
Institution	174	169	165	157	162	158
Prof. Fellow	681	658	660	658	640	625
Reg. An. Sup.	3	3	4	5	6	6
Rel. Organization	30	29	28	26	24	24
Retired	89	83	77	72	69	71
Society	42	39	38	40	42	41
Supporting	<u>1007</u>	<u>987</u>	<u>846</u>	<u>933</u>	<u>950</u>	<u>1051</u>
Totals	6589	6646	5499	6356	6273	6129



Memorandum

To: AZA Board

From: Steve McCusker, Syd Butler

Re: Annual Conference Bidding Process

Date: 18 March 1996

AMERICAN ZOO AND
AQUARIUM ASSOCIATIONExecutive Office and
Conservation Center
7970-D Old Georgetown Rd.
Bethesda, Maryland 20814
Tel: 301-907-7777
Fax: 301-907-2980
<http://www.aza.org>

During our Board meeting, we discussed changing the process of selecting bids for annual conferences. We noted the expense and unreliability of the current "show and vote at the business meeting" process, and discussed various alternatives (such as having a selection committee with final Board approval). While most directors felt a need to change, the consensus was to move forward cautiously. (The Board did authorize Linda Boyd and Jeff Swanagan to develop criteria to pre-screen conference host suitability this year (room costs, vendor space, etc.). The Board asked the Annual Conference Task Force to make recommendations regarding bid selection at the San Antonio meeting.

We are asking the Board's counsel on this year's process (for selecting the conference host for 2000), which we feel must be clarified quickly. The Living Seas and Discovery Island (on behalf of Disney) and Los Angeles Zoo have already submitted their papers, and we understand that Baltimore Zoo, Audubon Institute, and perhaps a Busch Gardens/Sea World/Lowry Park/Tampa Aquarium coalition may also apply. We have strong competitors here, and need to be very clear and up front about the process.

We are recommending that, for this year at Honolulu, we screen via the Swanagan/Boyd process and we stay with the business meeting selection process. If we wait until the August meeting, then announce our decision, applicants will have to either immediately produce their presentation, or abandon presentation plans. Further, voting members may feel abruptly disenfranchised if we announce a change in August. (In any event, we could suggest a reduction in bidding institution "fanfare").

The Board in San Antonio could very well change the bid process for next year in Albuquerque (for 2001), but we believe a change this year would be confusing and disruptive. What do you advise? Please indicate below and fax back to Syd at 301-907-2980 by 28 March if possible.

X. Roberts Name

Keep current process for Honolulu Decide in San Antonio Other

I'll go along with your rec. - but feel uncomfortable - Seems to be a huge decision to place in the hands of a very lightly attended conference attendees - I look forward to change.



OKLAHOMA CITY ZOOLOGICAL PARK

March 12, 1996



MEMORANDUM



To: Membership Committee

From: Stephen R. Wylie, Chairman *Steve*

Subject: Affiliate Dues

Attached to this memo, you will find a copy of one which I recently received from Linda Boyd. It has to do with costs associated with the Membership Directory and its application to Affiliate members. At the present time, Affiliate members receive the directory free of charge. She is requesting a \$10 increase in the Affiliate dues.

I would greatly appreciate your response to this question by April 5. In the meantime, if you have any questions, please contact me.

att.

SRW:dsc

Steve -
I strongly support
Linda's request. I think we
under-price nearly every
service AZA provides -
Katya

Oklahoma City Zoological Park
2101 NE 50th Street
Oklahoma City, OK 73111
405-424-3344/FAX 405-425-0207



FAX TRANSMITTAL COVER SHEET

TO: STEVE WYLIE

FROM: LINDA BOYD *Linda*

FAXED BY: _____

DATE: 8 March 1996

TOPIC: AFFILIATE DUES

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of
Membership Services
Oglethay Park
Wheeling WV 26003
Tel: 304 242 2160
Fax: 304 242 2283

This transmission consists of 1 page(s) including cover.

Dear Steve:

As Director of Membership Services, I am seeking the Membership Committee's support in requesting a \$10 dues increase for the Affiliate classification over and above the 10% increase which is already planned for 1997. Therefore, I am proposing that \$65 be assessed for Affiliates in 1997. Associate dues will be \$45.

I am basing my request on the fact that Affiliates are listed in the Directory and receive a complimentary copy at the time of publication--benefits not accorded Associates. Additionally, we distribute over 2,600 complimentary Directories each year, and half of them are to Affiliates.

Please let me know if you require further information.
Thanks for your attention to this matter.

/b

Copies to: Syd Butler
J. Stephen McCusker
Bob Wagner

If you have any problems with this transmission, please contact our office at (304) 242-2160.



1996

**K. Roberts Itinerary for New Orleans
AZA Board and committee meetings**

2/25 Depart 6:10 pm NW 718 (check in early for seat assignment)
Arrive New Orleans 8:53 p.m. (Hotel shuttle or taxi)

Hotel: New Orleans Hilton Riverside, #2 Poydras St., New Orleans 70140
(504) 561-0500 **Confirmation # 153 494 412**

2/26 8:30 a.m. AZA Board Executive Session
Lunch furnished
1:00 p.m. AZA BOARD OF DIRECTORS MEETING

Evening board dinner hosted by The Audubon Institute

2/27 8:00 a.m. AZA Board meeting resumes
Lunch furnished
1:00 p.m. AZA Board resumes
3:30 p.m. Executive Session

2/28 Conservation Excellence Campaign Advisory Meeting, 9 - noon.
Development/Marketing Committee, 12:30 - 5? p.m.

4:05 p.m. Depart New Orleans NW #1049
6:50 p.m. Arrive Mpls.



March 8, 1996

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of the President
J. Stephen McCusker
San Antonio Zoological
Gardens & Aquarium
3903 N. Saint Mary's Street
San Antonio, TX 78212
Tel: 210-734-7184 ext. 110
Fax: 210-734-7291

Dear Director:

The Zoo and Aquarium Directors' Retreat is two weeks away. There is a topic-only agenda attached; we needn't be unnecessarily tied to time. We will cover at least what is on this agenda, and if time allows, we will cover other suggestions that I've received. All institutional directors will get a full report shortly after the retreat.

So far response has been quite good; lots of topics have arisen, and I think we may get 100 directors in attendance.

Thanks to those who have sent notices they cannot attend -- those who can attend, please reserve rooms soon. Dress will be casual.

I'd like to take this first opportunity to thank H.E.B. Grocery Company for helping to underwrite this project and for lending us Maureen Britton's expertise.

See you in two weeks.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Stephen McCusker'.

J. Stephen McCusker
Executive Director

JSM:jcl
cc: Syd Butler
Attachment



Zoo and Aquarium Directors' Retreat

agenda

FRIDAY -- 22 MARCH '96

8:00 a.m. Continental Breakfast

8:30 a.m. Retreat Begins

Introductions -- Steve McCusker
Facilitator -- Maureen Britton, Senior Corporate
Consultant for H.E.B. Grocery Co.

Major Topics and Topic Facilitators

1. AZA and Member Institutions
Who are we; what are we; where are we headed?
Steve Taylor, Cleveland Zoo
2. AZA Membership Benefits
What do we get for our money?
Steve Wylie, Oklahoma City Zoo
3. Animal Rights Issues
Reactive or Proactive?
Clayton Freiheit, Denver Zoo
4. AZA and Conservation
What are we doing; is it working?
John Lewis, John Ball Zoo
5. Elephants and Orcas
The director's role
Tom Otten, Point Defiance Zoo & Aquarium
6. Zoos and Aquariums
Where did their sex appeal go? How do we get it back?
Satch Krantz, Riverbanks Zoo

SATURDAY -- 23 MARCH '96

8:00 a.m. Continental Breakfast

8:30 a.m. Continued discussion of major topics.
Other topics as time allows.

*2 refreshment breaks per day.
Lunch and dinner on your own.*



February 22, 1996

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of the President
J. Stephen McCusker
San Antonio Zoological
Gardens & Aquarium
3903 N. Saint Mary's Street
San Antonio, TX 78212
Tel: 210-734-7184 ext. 110
Fax: 210-734-7291

Dear Colleague:

The Zoo and Aquarium Directors' Retreat is but one month away; it promises to be a stimulating, thought-provoking gathering.

Immediately following the New Orleans conference, I'll be meeting with the facilitator to finalize our agenda. If time allows, you'll receive the agenda by mail; if time runs short (which it seems to do lately), agendas will be available in Dallas before the meeting. Several of you have sent me topics for discussion. We'll address as many as time allows, but will indeed include major concerns such as conservation issues, AZA membership issues, animal rights issues, and others.

Please make travel and lodging arrangements soon. We look forward to seeing you in Dallas on March 22nd and 23rd.

Sincerely,

A handwritten signature in cursive script, appearing to read 'J. Stephen McCusker'.

J. Stephen McCusker
President

JSM:jcl





Shld I send
this in?
pls

January 11, 1996

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of the President
J. Stephen McCusker
San Antonio Zoological
Gardens & Aquarium
3903 N. Saint Mary's Street
San Antonio, TX 78212
Tel: 210-734-7184 ext. 110
Fax: 210-734-7291

Dear Director:

I hope you have marked your calendar for the Directors' Retreat. The dates are 22-23 March '96. We'll be staying and meeting at the Harvey Hotel, Dallas, TX. You should plan to arrive the afternoon/evening of the 21st; we'll meet all day the 22nd and most of the 23rd; for those who use air travel to Dallas, a Sunday, 24 March '96 departure will probably save you money. Remember the Dallas Zoo and the Dallas Aquarium are quite close, and the Fort Worth Zoo is about 35 minutes due west. There are many zoos in Texas (pgs 195-207); the San Antonio Zoo is 280 miles south of Dallas -- come visit!

Enclosed is a hotel reservation card. If you plan to attend the retreat, please send this in soon. We've received good rates at this facility, and with most of our room block filled, we'll receive other bargains and amenities. There is 24-hour limo service from both D/FW Airport and Love Field; they are \$10.00 and \$8.00 respectively.

A little housekeeping -- please keep in mind that this gathering is for Directors (only) of Accredited AZA member institutions (only). Questions have come up regarding these issues, and so I thought I'd better supply answers to everyone.

The agenda and a facilitator have not been finalized, but both are being diligently worked on. A sample of agenda items might include: demographic changes in zoo/aquarium visitation; AZA membership benefits; animal rights issues; AZA as a conservation organization; are we conservation or membership services and can we be both?; elephant management and the director; short-term animal loans; and others.

I'll keep you all posted as we finalize the agenda.

Regards,

J. Stephen McCusker
President

JSM:ycl
Enclosure



MINNESOTA ZOO

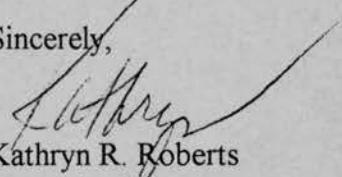
13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

February 2, 1996

AZA
Office of Membership Services
Oglebay Park
Wheeling, WV 26003

Attached is my itinerary invoice for the Brookfield Zoo Accreditation inspection on January 22-23. Please reimburse the Minnesota Zoo for \$159.00 air fare.

Sincerely,



Kathryn R. Roberts
Executive Director

Travelways®

Abbott NW Hospital Office
2727 Chicago Avenue South
Minneapolis, Minnesota 55407-3707
(612) 863-4175

Wayzata Office
214 South Minnetonka Avenue
Wayzata, Minnesota 55391-1717
(612) 475-9975

Edina Office
7117 Washington Avenue South
Edina, Minnesota 55439-2604
(612) 941-1006

SALES PERSON: 56
CUSTOMER NBR: 049045

ITINERARY/INVOICE NO. 0460754
QNEBUH

DATE: 16 JAN
PAGE: 01

TO: MN ZOOLOGICAL GARDENS**
13000 ZOO BOULEVARD
APPLE VALLEY, MN 55124-8199

International flights must be
reconfirmed 72 hours before
departure.

FOR: ROBERTS/KATHRYN MS

21 JAN 96 - SUNDAY

AIR NORTHWEST AIRLINES FLT:1072 ECONOMY
LV MINNEAPOLIS ST PL 610P
AR CHICAGO MIDWAY 740P
ROBERTS/KATHRYN SEAT-22D NW-257112262

EQF:DC-9 STRETCH
NON-STOP

23 JAN 96 - TUESDAY

AIR NORTHWEST AIRLINES FLT:1073 ECONOMY
LV CHICAGO MIDWAY 400P
AR MINNEAPOLIS ST PL 524P
ROBERTS/KATHRYN SEAT-13D NW-257112262

EQF:DC-9 STRETCH
NON-STOP

AIR TICKET	NW1215732662	ROBERTS KATHRYN MS	159.0
		SUB TOTAL	159.0
		TOTAL AMOUNT DUE	159.0

PRESENT FREQUENT TRAVELER ID. AT AIRPORT CHECK IN
24 HOUR HELPLINE 1-800-847-0242
GIVE HELPLINE ACCESS CODE SY0F0
TO CALL OUR OFFICE WHILE TRAVELING 800-876-4774
THANK YOU FOR SELECTING TRAVELWAYS IN EDINA

HU



AMERICAN ASSOCIATION OF ZOO VETERINARIANS

"Dedicated to wildlife health and conservation."

To

TO: KATHRYN ROBERTS
JAMES DOHERTY

FROM: WILBUR AMAND *Wilbur*

DATE: JANUARY 11, 1995

RE: BROOKFIELD ACCREDITATION INSPECTION

*KL arriving Midway about 6:40 pm 7:40 pm
NW 1072 @
Departing Chicago around 4 pm on 1/23
5:24 pm*

Dear Kathryn and Jim,

I have talked to George Rabb about our visit on the 22 and 23 of January. I have asked that we meet with the following persons:

- Chairman of Board of Trustees
- G. Rabb - Director
- H. Fitzsimmons - Chief Financial Officer
- Manager of Operations
- J. Altman - Research Curator
- T. Sullivan - Conservation Biology
- All Curators - McGill, Brewer, Pawley, Petri
- M. Pruett-Jones - Animal Collection/Cur. Prim.
- T. Meehan and staff - Veterinary Dept.
- M. Sevenich - Animal Training
- C. Vernon - Education Dept.
- L. Sullivan - Membership Services
- S. Crissy and staff - Nutrition
- D. Kalina - Institutional Programs
- B. Lacy - Population Geneticist
- P. Parker - Assist. Dir./ Conserv. Biol.

Transmit Confirmation Report

No. : 003
Receiver : 6108924813-/-/373784
Transmitter : MN 200
Date : Jan 12, 96 15:54
Time : 00:55
Mode : Fine
Pages : 01
Result : OK

600
1170
5.0/100

Minnesota Zoo

FAX Transmission

From: Kathryn Roberts
To: Wilbur Amand, VMD
Company: AAZV

Date: 12/15/95
Time: 12:07 PM
FAX #: 610-892-4813

Message: I am sorry I was unable to get to you earlier. As you learned from Ginny, my secretary, I am planning on Jan. 22-23 for the accreditation inspection of Brookfield. I hope I may fly into Chicago the morning of the 22nd and depart the evening of the 23rd. I'll give you a call Monday, 12/18, to talk about it. What I would like to do is perhaps set a time for a conference call with you, Jim Doherty and myself on Friday, Jan. 19th, to talk about the strategy for the inspection. (I would be happy to place the conference call from my office.)

I am looking forward to reviewing the materials and learning about the process for the accreditation inspection, as this is my first experience.

VOICE: 612-431-9299 FAX: 612-431-9336

13000 Zoo Boulevard, Apple Valley, MN 55124

Minnesota Zoo

FAX Transmission

From: Kathryn Roberts
To: Wilbur Amand, VMD
Company: AAZV

Date: 12/20/95
Time: 2:08 PM
FAX #: 610-892-4813

I wanted to let you know that I received the packet of information for Brookfield's accreditation inspection today. After having briefly skimmed the materials, I understand your desire to meet Sunday evening, Jan. 21st, to share materials and plan the inspection. I can be in Chicago on the 21st if a conference call on Friday the 19th won't work. Should I go ahead and make airline reservations? What about hotel reservations?

VOICE: 612-431-9299 FAX: 612-431-9336

13000 Zoo Boulevard, Apple Valley, MN 55124



AMERICAN ASSOCIATION OF ZOO VETERINARIANS

"Dedicated to wildlife health and conservation."

TO: KATHRYN ROBERTS
JAMES DOHERTY

FROM: WILBUR AMAND *Wilbur*

DATE: JANUARY 11, 1995

RE: BROOKFIELD ACCREDITATION INSPECTION

Dear Kathryn and Jim,

I have talked to George Rabb about our visit on the 22 and 23 of January. I have asked that we meet with the following persons:

Chairman of Board of Trustees

G. Rabb - Director

H. Fitzsimmons - Chief Financial Officer

Manager of Operations

J. Altman - Research Curator

T. Sullivan - Conservation Biology

All Curators - McGill, Brewer, Pawley, Petri

M. Pruett-Jones - Animal Collection/Cur. Prim.

T. Meehan and staff - Veterinary Dept.

M. Sevenich - Animal Training

C. Vernon - Education Dept.

L. Sullivan - Membership Services

S. Crissy and staff - Nutrition

D. Kalina - Institutional Programs

B. Lacy - Population Geneticist

P. Parker - Assist. Dir./ Conserv. Biol.

-2-

If there are other individuals that you would like to see on the list please let me know.

We will meet with George Rabb at 8:30 AM on Monday Jan. 22 and get a general overview of the Zoo and its operations. This will be followed by a tour of individual facilities and meeting with the parties responsible for these facilities operations (Curators, Researchers, Veterinarians, etc).

I expect that we will have working lunches and a working dinner on Monday night. The conference room on the second floor of the Administration Bldg. will be at our disposal during our visit. We will be staying in a house on zoo property near the main gate.

I plan to be in place by 4:30PM on Sunday Jan. 21. I hope that we can meet Sunday evening to review materials and documents and to further refine our visiting strategy. Due to the scope of the Brookfield operation it may be necessary to split up and review certain aspects independent of the other members of the visiting committee. My plans are now to depart the zoo at approx. 4:15PM on the 23rd.

Please let me know your flight arrangements. I would recommend using Midway airport. I look forward to hearing from you and to seeing you on the 21st. Best regards.



November 8, 1995

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of the President
J. Stephen McCusker
San Antonio Zoological
Gardens & Aquarium
3903 N. Saint Mary's Street
San Antonio, TX 78212
Tel: 210-734-7184 ext. 110
Fax: 210-734-7291

Dear Colleague:

The Zoo and Aquarium Directors' Retreat, as discussed over lunch in Seattle, is going to happen. There are still a myriad of decisions outstanding, however, two important ones have been made:

When: 22-24 March 1996
Where: Dallas, Texas
Harvey Hotel

The plan is to arrive the afternoon/evening of the 21st. We'll meet all day the 22nd, most of the 23rd and will depart 24 March 1996. This should give us enough time to discuss our many issues.

Please write me and indicate your concerns, interests, and various topics you feel should be addressed. We will cover as much as time allows.

Please plan to attend; we want to hear as many voices as possible. More information with regard to format, agenda, hotel reservations, etc. will follow.

Regards,

J. Stephen McCusker
President

JSM:jcl





Minnesota Zoo Memo

To: J. Stephen McCusker
From: Kathryn Roberts
Date: October 9, 1995

Re: Zoo Director's Retreat

You know I think a director's retreat is a good idea. In addition to the opportunity to address common issues, it will allow us the time to get to know more of our peers.

About a year ago, I called Clayton to talk about putting together some forum for zoo directors to talk about the future of zoos. We exchanged a couple of memos on the subject, and I have included them for your review. I think many of the topics addressed remain relevant and may bear some discussion.

A professional facilitator will be important. The facilitator should have the time to become familiar with the issues and understand the desired outcome. For example, do you want people to come to some kind of agreement on an issue that turns into a paper? Do you want to tackle some issue that leads to solution and people feeling more connected? Do you want the session to lead to something else? The facilitator should be able to offer processes that lead to the desired end point. You have indicated the need for a product and know need to define what the product is to be.

You have already said you intend to invite all directors; do you intend to ask Syd or other AZA staff? After you define the topics for discussion you can decide whether or not it would be valuable to add others to the process.

Picking a date and time is probably going to be the hardest task. Mid March is fine with me, and I agree that a good day and a half will probably be needed to get the task completed. Minneapolis is always nice in March...

Let me know what I can do to help.

cc

Roy Shea	Satch Krantz
Tom Otten	Steve Wylie
Terry Maple	Bill Foster
Patricia Simmons	John Lewis
Nancy Falasco	Clayton Freiheit

denver zoological foundation INC

21 November 1994

CITY PARK
2300 STEELE STREET
DENVER, CO 80205-4899
PHONE: (303) 331-4100
FAX: (303) 331-4125
TDD: (303) 370-8093



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

Dear Kathryn:

It was good to talk with you last week. Here are a few, very preliminary thoughts relative to your intriguing proposal to convene a group of peers and colleagues to discuss/identify industry directions.

No matter which direction zoos take, everything they do will depend upon their securing dependable, long-term levels of adequate funding from several sources: government, earned revenues and the public. If you accept this premise, several potential issues very quickly emerge:

- 1) Changing Demographics - How do we respond to the needs of an increasingly aging population, fewer children, and "typical" families, etc.?
- 2) Animal Activism - We are threatened with attacks by animal activists and should expect these to accelerate not decrease. Should we be more proactive on this front? Counterattack? Zoos are accustomed to being "motherhood and apple pie" institutions and this has led to a complacent mentality in some quarters. Is an industry-wide "wake up call" needed? Donors are often reluctant to support perceived controversial causes. Will our donor/visitation base be eroded? Can we maintain and/or expand our social and political relevance in modern society? Are our education and conservation missions enough?
- 3) Funding Base - Serving our diverse publics is a key issue because we rely on them for most, if not all, of our financial support - taxes, donations, memberships, earned revenues, etc. Modern society has an increasingly higher expectation of service quality and it is essential that zoos maintain high levels of service performance in all aspects of their operations. I often wonder how many of us

staff

Clayton F. Freiheit
Zoo Director
Paul N. Linger
Assistant Director
Brian W. Klepinger, Ph.D.
Executive Officer
Angela Baier
Marketing Director
Richard C. Cambre, D.V.M.
Senior Veterinarian
Donna Mei Lin Driscoll
Controller
Bill Loessberg
Program Administrator
Merle M. Moore
Horticulturist
Randall A. Stubbs
Development Director
Jose G. Trujillo
Operations Coordinator
William R. Turner
Education Specialist
John D. Wortman
General Curator

officers

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Mrs. Louis Halsell, Jr.
Horace N. (Bud) Hawkins III
Emmett L. Haywood
Raye E. Johnson
Gene N. Koelbel
John F. Malo
Robert J. Malone
Mary M. Marx
Mary Lou McGuire
Robert B. Moch
John C. North III
Mrs. James S. Ogsbury III
James C. Owen, Jr.
Horace F. Phelps
Fred L. Pundsack
Dr. Robert Sawyer
Sharon K. Swiatek
Robert A. Taylor, D.V.M., M.S.
Mrs. William G. Temple
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Mrs. Patrick M. Westfeldt
David C. Wilhelm, Sr.
Judith H. Writer

honorary

life trustees

Robert G. Bonham
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Ruth M. Keesling
William H. Kistler
James B. Kurtz
Dr. Conrad M. Riley
James E. Stokes
Charles L. Warren



ACCREDITED BY THE AMERICAN ZOO AND AQUARIUM ASSOCIATION

Dr. Kathryn Roberts
21 November 1994
Page 2 of 2

recognize this? We are competing with many others for the public's leisure time and discretionary income and must continue to be effective in this aspect if we are to succeed and survive. A well-served public will support tax initiatives for zoos and can become an important constituency for conservation and other environmental issues. Are we committed to excellent service as an industry? Do our current management structures facilitate this?

As mentioned earlier, these are only a scattering of preliminary thoughts and you may be in disagreement with many of them, but I do believe they represent areas of concern that influence the zoo industry. If we go forward with your idea a tight agenda may need to be agreed to and an attempt made to develop goals. On the other hand, a free-wheeling format may work best so as not to stifle creative thinking. What are your thoughts? I suggested tagging this exercise onto a 1995 regional conference (Louisville?) for the sake of economy but this may not be essential and could even be detrimental. I do believe, however, that there will be a need for a facilitator to keep the discussions moving forward and on some sort of schedule. There may also be some relatively minor funding implications that would need to be addressed. I have given some thought to a potential list of suggested participants but believe that this is premature until your suggestion is "fleshed-out" a bit better.

That's it for now - I'll give you a chance to digest all of this for a few weeks and will call you when I return from Botswana on 8 December.

Best regards,



Clayton F. Freiheit
Director
DENVER ZOOLOGICAL GARDENS

sg

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

Clayton F. Freiheit
Director
Denver Zoological Foundation
2300 Steele Street
Denver, CO 80205-4899

December 2, 1994

Dear Clayton,

Welcome home! Thank you for your prompt and thoughtful letter regarding the future of our business. I am in agreement with all of the issues you raised. Certainly securing a stable base of funding is exceptionally important. In my mind, this issue ties very closely to the governance issue. Again, no matter what direction we take, the funding must be secure and the governing structure must support the institution rather than hindering it.

I would also add another issue to the pot which is programming. Zoos are playing a much stronger role in in-situ conservation efforts. What percentage of our budget should go toward efforts that are not easily visible or perhaps easily appreciated by our customers? How much effort should be put toward increasing our collections to increase our collections? I have heard the dilemma likened to that of a person in Congress; they must attend to international issues and at the same time be able to take care of the very local needs of their constituency in order to be reelected.

Management of our institutions is also a key issue. Do we know how to operate as a business? Do we understand how important this ability is to the philanthropic community? Do we clearly see how business acumen is tied to securing a stable funding base?

In addition to our individual responsibility to manage our zoos into the future, we also have a collective responsibility. Are zoos ready to act together on issues of importance? Do we recognize the importance of presenting a united image? Do we understand the necessity for garnering strength from each other?

All of the issues are interrelated and all of them are important. There is the opportunity for a rich discussion with our colleagues. I suspect adding this agenda to the mid-year meeting will work. People with tight budgets may be more likely to attend if they do not have to spend additional travel funds. The difficulty will be keeping people focused on the task at hand and not moving between this discussion and others. We can let participants know our expectations for participation.

Strengthening the bond between people and the living earth

I agree a facilitator will be necessary for a successful outcome. A good facilitator should be able to help us be structured within a free wheeling and creative process.

Your willingness to help me think this through and ultimately gather a group together is greatly appreciated. As I told you, your thoughtfulness and insight is very valuable to me. I hope you had a great trip. After you are settled in please give me a call. I'll look forward to talking with you.

Best regards,

Kathryn R. Roberts
Director



FAX

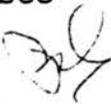
DATE: Sept 27, 1995

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Executive Office and
Conservation Center
7970-D Old Georgetown Rd.
Bethesda, Maryland 20814
Tel: 301-907-7777
Fax: 301-907-2980

TO: Steve McCusker
Tom Otten
Terry Maple
Kathryn Roberts
Patricia Simmons
Nancy Falasco

Satch Krantz
Steve Wylie
Bill Foster
John Lewis
John Prescott
Clayton Freiheit

FROM: Roy Shea 
REG: Directors' Retreat

Retreat is a great idea. No date will be perfect and your suggestion of March 22-24 is good as any. Arrive on the evening of the 21st, begin early on the 22nd and finish late afternoon of the 23rd.

I believe that we need an outside facilitator. Someone skilled in facilitating a meeting and insuring total participation. The meeting should be focused on one or two topics, but the discussion ought to be wide open to explore new ideas.

Central location is good and you could include Indianapolis as a possibility as we have some good meeting locations.

Press on and let me know if I can assist.





MEMORANDUM

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

DATE: September 26, 1995

Office of the President
J. Stephen McCusker
San Antonio Zoological
Gardens & Aquarium
3903 N. Saint Mary's Street
San Antonio, TX 78212
Tel: 210-734-7184 ext. 110
Fax: 210-734-7291

TO: ~~Roy Shea~~ ~~Steve Wylie~~ ~~Bill Foster~~ ~~John Lewis~~ ~~John Prescott~~ ~~Clayton Freiheit~~
~~Tom Otten~~ ~~John Lewis~~ ~~John Prescott~~ ~~Clayton Freiheit~~
~~Terry Maple~~ ~~John Lewis~~ ~~John Prescott~~ ~~Clayton Freiheit~~
~~Kathryn Roberts~~ ~~John Lewis~~ ~~John Prescott~~ ~~Clayton Freiheit~~
Patricia Simmons *Bradywood*
Nancy Falasco *DE*

Satch Krantz ✓
Steve Wylie ✓ *OK Louisville KY*
Bill Foster ✓ *John Ball Zoo MI*
John Lewis ✓
John Prescott ✓
Clayton Freiheit ✓ *Denver*

FROM: J. Stephen McCusker 

SUBJECT: Zoo Directors' Retreat

Please accept this note as my request for your help with the above subject. As was obvious at the Directors' Luncheon in Seattle, most think a Directors' Retreat this winter is a good idea. The question is can we pull it off? When? Where? What are the objectives? Do we need a facilitator? Two full days?

With three regionals this year, they are more widely separated than in the past. The dates are:

28 Feb. - 2 Mar '96	New Orleans
10 - 13 April '96	Greenville, S.C.
15 - 18 May '96	Denver, CO

This leads me to shoot for mid-to-late March, perhaps 22-24 March. What do you think?

We need to have the meeting central and easily accessible -- Dallas? Houston? Kansas City? St. Louis? Oklahoma City? San Antonio? Is White Oak big enough? (not very central) Thoughts please.

Please send me your thoughts on what we want to accomplish. My thoughts are that the sessions need to be structured, but not restrictive. We should either leave with a product or have a product



MEMORANDUM
September 26, 1995
Page 2

mailed to us shortly thereafter. Please let me know what topics we need to address and in what detail.

I'm going to end now and let you all ruminate on this project. Please get your answers to me by 13 October '95.

Thanks for your help

JSM:jcl



M E M O

August 8, 1995

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Office of the President
Roy A. Shea
Indianapolis Zoo
1200 West Washington Street
Indianapolis, IN 46222
Tel: 317-630-2005
Fax: 317-630-2194

TO: Bob Ramin
FROM: Roy Shea 
CC: Syd Butler
Steve McCusker
Kathryn Roberts

RE: AZA's Image on Products

Attached is a copy of the Crystal Blue label from Blue World Beverages. This has been a good relationship for us financially, but our logo on this label does not inform the public about AZA.

We should think about all these endeavors, not only in terms of raising funds but also in raising the public's awareness with regard to the purposes of zoos and aquariums as well as the AZA. We can accomplish this "up front" if we work pro-actively with the sponsor on the development of the information.

We are doing an excellent job in finding promotional partners, but we also need to make sure we get our message across. After all, that is their purpose in associating with us in the first place.

Maybe we need to develop a short slogan statement that always could be part of the logo in these situations, i.e., "making zoos and aquariums stronger," or "uniting zoos and aquariums for success." Someone out there could develop this slogan better than me. Regardless, it is food for thought.

RS/ga



Nutrition FactsServing Size 8 fl. oz. (240 ml.)
Servings Per Container 2.11

Amount Per Serving	
Calories 0	
% Daily Value	
Total Fat 0g	0%
Sodium 0mg	0%
Total Carbohydrate 0g	0%
Protein 0g	0%

Not a significant source of calories from fat, saturated fat, cholesterol, dietary fiber, sugars, vitamin A, vitamin C, calcium and iron.
Percent Daily Values are based on a 2,000 calorie diet.

Distributed by the Blue World Beverage Company, Essex, CT
06426. Bottled by VT WSD 840. Source: Stockbridge, VT USA
0562. CT LIC. #275. NY SHD CERT. #190. PA DER #332.

As and Pb not detected
No 2,1 mg/liter, NO3-
mg/liter. Further, infor-
mation is available from
the VT Dept of Environ-
mental Conservation.



Blue World Beverages. Clean. Crisp.
Naturally refreshing. Sodium free.

At Blue World, we believe that together,
we can make a difference. That's why we
donate half our profits to the Blue World
Conservancy, a nonprofit organization
dedicated to preserving the world's aquatic
resources through the funding of educa-
tion, research and conservation programs.

For information call: 1-800-H2O-BLUE



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CRYSTAL BLUE™



Official Water of
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*So
Fyi - interesting*

Frank

15 June 1995

AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Executive Office and
Conservation Center
7970-D Old Georgetown Rd.
Bethesda, Maryland 20814
Tel: 301-907-7777
Fax: 301-907-2980

Steven K. Webster
Director of Education
Monterey Bay Aquarium
886 Cannery Row
Monterey, CA 93940-1085

Dear Steve:

Thank you for your recent letter outlining your concerns about the upcoming Borden Cheese promotion. I appreciate receiving input -- both supportive and critical -- from our member zoos and aquariums regarding our national marketing initiatives.

Whenever the AZA considers a partnership with a corporate sponsor, we carefully weigh the sponsor's environmental reputation and product safety with their intent to support the vital conservation efforts of our member zoos and aquariums. We are currently developing sponsorship initiatives with a number of corporations, including Chrysler, Dunkin Donuts, and Coca-Cola foods, all of whom are being heavily scrutinized for their environmental policies.

The real dilemma, of course, is creating a standard which is conducive to working with a wide variety of corporate sponsors that does not impede our commitment to conservation. Obviously, creating a "green litmus" test for all of our generous corporate donors is a monumental task, and one that we are continuing to form with the help of members like you.

Your insights about Borden's packaging format and nutritional content are good questions to raise. I would point out, however, that cheese is a dairy product, one of the main food groups. The USDA recommends that a healthy diet include two to three servings from the Milk, Yogurt, and Cheese Group. When eaten in moderation, cheese is a healthy component in any child's diet, and obviously a healthier snack option than cookies, chips, and the like.

According to Borden, individually wrapped sliced products are preferable because they:



- Keep the product fresher longer, thereby reducing the potential mold build-up and the food waste associated with non-wrapped cheeses.
- Portion control -- which acts to reduce waste and provide dietary controls.
- Safety - the need for slicing cheese with a knife no longer exists. This is especially important today as many children now prepare their own meals.

Borden also uses the Society of Plastics Industry's coding system for recycling their rigid plastic containers, in addition to taking further steps to make the packaging more environmentally acceptable. Last year, Borden achieved a 350,000 pound reduction in overwrap film by reducing the amount of material used in the packaging.

I look forward to continuing this dialog about corporate environmental policies and AZA fund-raising. I haven't asked Hank Armstrong, but does Monterey Bay Aquarium have formal criteria for corporate partnership consideration that we could look to adopt? Perhaps you would be interested in joining me and my development colleagues at one of our marketing sessions at the Seattle Annual Conference to further explore these issues.

Best regards,



Bob Ramin
Director of Development and Marketing

cc: Tona Arth, Noble and Associates
Scott Dissinger, Borden, Inc.
Jeff Bryant, Programs Curator, MBA
Diane Sena, Senior V.P. Programs, MBA
Julie Packard, Executive Director, MBA
Hank Armstrong, Marketing and PR Manager, MBA
Kathryn Roberts, Chair, Development and Marketing
Committee, Director, Minnesota Zoo
Roy Shea, AZA President, Director, Indianapolis Zoo

THOMAS V. GALDABINI

Research and Planning

129 Candlewyck Dr. W, Tacoma, WA 98467 • Telephone/FAX (206) 584-5509

November 22, 1994

Whitney Fontana
Program Assistant, Governmental Affairs
American Zoo & Aquarium Association
7970-D Old Georgetown Road
Bethesda, MD 20814

Dear Whitney:

I have enclosed the draft of the AZA Zoo Management\Marketing questionnaire for your review and that of Sydney Butler. The comments and assistance of our three advisors have been most helpful in creating this draft, and I hope that AZA agrees that it will serve its purpose well.

If you have further suggestions, I will incorporate these and have copies printed and shipped to you by December 15. With the recent additions of the Akron Zoo (Pat Simmons) and the Erie Zoological Society (Scott Mitchell), the list of participants totals 79. Other possible additions include San Francisco, Living Desert, Denver, and San Diego. For the time being, I am planning on shipping 90 questionnaires and 90 stamped, return envelopes (size #9). I would like to hear from you by December 9 if more are required.

Along with the shipment I will send a rough draft of a covering letter. Mr. Butler can adapt it to his style and have sufficient copies printed on AZA letterhead to accompany the questionnaire mailing.

I anticipate that the questionnaires and invoices will be mailed in January and that the completed survey forms will be returned over the next 6 to 8 weeks. I will be traveling (in Central America) during January and February, but this should not cause any delays in the project.

Again, thanks for your coordination of these details. The response from AZA members indicates that this new service is being welcomed quite enthusiastically.

Very truly yours,

Tom Galdabini

cc: Kathryn Roberts
Mary Marlowe Leverette
Tom Otten\Patty Henson

AZA MANAGEMENT \ MARKETING SURVEY

1. What was your regular adult admission price during the following years (and your 1995 rate)?

1991	1992	1993	1994	1995
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

2. What was your total annual **paid** attendance for these years (and your 1995 estimate)?

1991	1992	1993	1994	1995
_____	_____	_____	_____	_____

3. For the most recent year, how did paid attendance break down by the following categories?

Adults: _____ % of total **Children:** _____ % **Groups:** _____ %

4. Approximately how many free admissions did you allow in the most recent year? _____

5. What is your capital budget for the current year? \$ _____

6. What is your operating budget for the current year. First, provide an estimate of **all** costs of operating the facility and, second, an estimate of the **actual** cost (subtracting services and salaries provided by the municipality, support organization, etc.).

Budget for All Operations	Your Net Operating Budget
\$ _____	\$ _____

7. Please indicate the ownership and management responsibilities for your facility.

	Local/State Government	Non-Profit Group	Private
Ownership of main facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management of main operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Merchandise sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. During your most recent year, indicate your total revenues and, if possible, net revenues (subtracting share which went to vendors, support groups, etc.) from the following sources?

	Total Revenue	Net Revenue
Admissions	\$ _____	\$ _____
Food Sales	\$ _____	\$ _____
Merchandise Sales	\$ _____	\$ _____
Events	\$ _____	\$ _____
Memberships	\$ _____	\$ _____
Other	\$ _____	\$ _____

9. What was the amount of tax support you received for **operations** (from city, county, state)?

\$ _____

10. How much did your institution or support organization raise from private contributors and/or through grants?

For Operations: \$ _____ For Capital Projects: \$ _____

11. What was your total expenditure for wages and salaries?

\$ _____

(a) What was your breakdown of wages and salaries, and the number of employees, by the following categories: (Please check if major cost is covered by another organization.)

	Wages/Salaries	# of Employees	(Cost Covered By Others)
Administration	\$ _____	_____	<input type="checkbox"/>
Animal Departments	\$ _____	_____	<input type="checkbox"/>
Marketing	\$ _____	_____	<input type="checkbox"/>
Visitor Services	\$ _____	_____	<input type="checkbox"/>
Maintenance	\$ _____	_____	<input type="checkbox"/>
Education	\$ _____	_____	<input type="checkbox"/>
Development	\$ _____	_____	<input type="checkbox"/>

12. What was your total expenditure for **marketing and public relations**, including staff salaries?

\$ _____

13. If possible, break down your marketing expenditure by the following categories: (Total = 100%)

Staff	Advertising	Special Promotions	Other
%	%	%	%

14. Has your structure recently changed, or are you actively considering change, to overall management responsibility by a private non-profit organization?

- Management responsibility has changed in the past 3 years
- Currently **planning** for this kind of change
- Currently giving some consideration to this kind of change
- Not considering this kind of change
- Already managed privately

Finally, a few questions about your facility and your local market:

Name of Institution: _____

Region: Northeast Midwest South West Canada

Population of nearest Metropolitan Area: _____

If you would like a topic or two included in a future survey, please indicate below.

THANK YOU

AZA ZOO MANAGEMENT\MARKETING SURVEY
ENROLLMENTS: 11/22/94

Aquarium of the Americas (John Hewitt)	Akron Zoological Park (Pat Simmons)
Atlanta Zoo (Claire Richardson)	Baltimore Zoo (William Carter)
Baton Rouge Zoo	Beardsley Zoo (Gregg Dancho)
Bronx Zoo (Bill Conway)	Brookfield Zoo
Caldwell Zoo (Hayes Caldwell)	Central Park Zoo
Cheyenne Mountain Zoo (Susan Enfer)	Cincinnati Zoo (Ed Maruska)
Cleveland Zoo (Steve Taylor)	Columbus Zoo (Patty Cupps)
Como Zoo (Victor Camp)	Dallas Zoo
Detroit Zoological Institute (Natalyne Williams)	Dickerson Park Zoo (Mike Crocker)
Erie Zoological Society (Scott Mitchell)	El Paso Zoo (Dr. A.J. Smith)
Fort Wayne Children's Zoo (Jim Anerson)	Gladys Porter Zoo (Don Farst)
Fossil Rim Wildlife Center (James Jackson)	Glen Oak Zoo (Jan Schweitzer)
Great Plains Zoo & Debridge Museum (Ed Asper)	Greenville Zoo (Lee Sims)
Honolulu Zoo (Ken Redman)	Houston Zoo
Jackson Zoo (Barbara Barrett)	Knoxville Zoo (Patrick Roddy)
Lee Richardson Zoo (Dan Baffa)	Los Angeles Zoo (Mark Goldstein)
Louisville Zoological Gardens (William Foster)	Lowry Park Zoo
Marine World Africa USA (Micael Demitrios)	Memphis Zoo (Charles Wilson)
Metro Toronto Zoo (Calvin White)	Miami Zoo (Glen Ekey)
Milwaukee County Zoo (Charles Wickenhauser)	Minnesota Zoological Park (Kathryn Roberts)
Monterey Bay Aquarium (Julie Packard)	Mystic Marinelife Aquarium
National Aquarium (Kathy Sher)	National Aviary (Jackie Vincunas)
National Zoo (Fran Bernstein)	North Carolina Zoo
Northwest Trek Wildlife Park (Gary Geddes)	N.Y. Aquarium for Wildlife Conservation (Lou Garibaldi)
Oklahoma City Zoo (Jo Ann Kiersey)	Omaha Zoo (Lee Simmons)
Philadelphia Zoo (Alexander Hoskins)	Parque Zoologique de Granby (Pierre Cartier)
Phoenix Zoo (Betsy Warner)	Point Defiance Zoo & Aquarium (Tom Otten)
Prospect Park Zoo (committed by Bil Conway)	Reid Park Zoo (Susan Bassford)
Rio Grande Zoo (Ray Darnell)	Riverbanks Zoo (Satch Krantz)
Riverside Zoo (Paul Price)	Roger Williams Park Zoo (Tony Vecchio)
Sacramento Zoo (Maria Baker)	San Antonio Zoo (Steve McCusker)
Santa Ana Zoo (Ron Glazier)	Santa Barbara Zoo (Crain Issod)
Sea Life Park, Hawaii (Bob Moore)	Sedgewick County Zoo (Mark Reed)
Seneca Park Zoo (Dan Michalowski)	St. Augustine Alligator Farm (Sheree Kline)
St. Louis Zoo (Charles Hoessle)	Shedd Aquarium
Sunset Zoo (Don Wixom)	Toledo Zoo
Topeka Zoo (Michael LaRue)	Tulsa Zoo & Living Museum (Dave Zucconi)
Utah's Hogle Zoo	Virginia Zoological Society (Margaret Falkiner)
Waikiki Aquarium (Bruce Carlson)	Washington Park Zoo Y. Sherry Sheng)
Woodland Park Zoo (David Towne)	

Garden

The above list totals 79.

Possible additions, within a week or so:

San Francisco
Living Desert

Denver

San Diego Zoo

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

November 9, 1994

Mr. Thomas Galdabini
129 Candlewyck Dr. W.
Tacoma, WA 98467

Call Bob R.

Dear Tom,

I have reviewed the proposed questions for the AZA survey with my staff and offer the following comments:

1. Adult admission prices for years 1990 through 1995 (to assess trends)
2. Annual paid attendance for 1990 through 1994, plus anticipation for 1995
I would like to also know the number of free admissions and total admissions. Most zoos have some obligation for free admissions even though they are not a "free" zoo.
3. Annual operating budget and capital budget for 1995 or the closest fiscal year
This seemingly easy question is really complicated. When you ask the Minnesota Zoo for its operating budget, I will give you a number that represents all of the costs for running the zoo. Another zoo may give a number which **excludes** all of the costs for services provided by the host municipality. For example, maybe the city removes the trash, mows the grass, or provides an accountant. Another zoo might include all of the categories mentioned above, but **exclude** the staff in the education department and the development office because those services are provided by the support organization. This information is really important and will require some thought in how the question is asked.
4. Revenues from the following: admissions, food, gifts, memberships, events, others.
This question also needs to ask who provides the service. Whether a vendor, support organization or zoo staff provide the function will influence the resulting revenues. It would give a finer analysis to know the total revenue and net revenue. Will some want historical information in these categories?
5. Amount and percentage of tax subsidy
6. Amount raised for institution or support organization from private contributions
I would like to know the amount raised for both annual operating costs and capital.
7. Recent annual expenditure for wages and salaries
This question is related to number 3. My staff costs may be higher than others because I have no support functions provided by my host municipality.
8. Recent annual expenditure, including salaries, for marketing and public relation
The breakdown of costs would be helpful.

9. Ownership and operating responsibilities

10. Recent changes or consideration of changes in ownership and operations

11. Size of support organization

Duties of the support organization if any, would be good to know. Number of Board members, staff, expenses and revenues would be useful information.

12. Annual membership dues

Number of members fro 1990 through end of fiscal year to look at trends

I have also contacted the zoos on my list with the following results:

Atlanta: will participate, Claire Richardson should be the contact

Brookfield: will participate

Living Desert: haven't been able to get a committment yet

Miami: will participate

National: will participate, Fran Bernstein should be the contact

Omaha: will participate, suggested distribution through ISIS

San Diego: I expect they will participate and am waiting for a call back

Shedd: will participate

A couple of the zoos asked whether the individual source of the information would be kept confidential. I told them that was my assumption. If this is not the case, will you please let me know and I will call those zoos and let them know.

Please let me know if there is any thing else I can do to help.

cc

Satch Krantz

Tom Otten

Patty Henson

A handwritten signature in cursive script, appearing to read "Kathryn", with a large, sweeping flourish underneath.



P.O. Box 1060
Columbia, SC 29202-1060, USA
(803) 779-8717
Fax (803) 256-6463

November 4, 1994

Mr. Thomas V. Galdabini
129 Candlewyck Dr. W
Tacoma WA 98467

Dear Tom:

Satch Krantz has asked me to be your contact for the AZA Information-Sharing project. Satch has contacted the institutions that were designated to him by Kathryn and I am forwarding those results to you. He feels with a couple of phone calls all of the institutions will participate.

The suggested list of questions looks like a good one to start the program. I would like to see a break-down of annual paid attendance in adults/children/groups as part of question #2. In question #7 a breakdown of annual expenditures for wages and salaries by department and number of employees would also be helpful. Suggested categories are administrative, marketing, animal departments, visitor services and maintenance. And, in question #11 about size of support organization, I'd like to know about staffing for the support organization.

When we look at information from other institutions we find it helpful to know the size of the city in which it is located (population base), geographic location (Northern, Southern, Mid-Western) as well as operating budget and attendance. That may be too much to provide each time but perhaps a one-time list could be provided as a reference tool.

I look forward to working with you and the committee. Please don't hesitate to call if you have any questions.

Sincerely,

A handwritten signature in cursive script, appearing to read "Mary", is written over the typed name.

Mary Marlowe Leverette
Director of Public Services

cc: Kathryn Roberts
Patty Henson

MEMO

DATE: 4 November 94

TO: Mary Leverette

FROM: Satch

SUBJECT: Zoo Management / Marketing Survey

I have contacted the eight zoos on the list provided by Kathryn Roberts and solicited their participation in the survey. Their responses are as follows:

Baton Rouge: will participate

Bronx: will participate

Gladys Porter: will participate

Central Park: will participate

Cheyenne Mountain: will participate

Denver: wants more information before committing

Reid Park: will participate (contact: Susan Bassford)

San Francisco: wants more information before committing

Prospect Park: will participate (Bill Conway committed this newly accredited institution)

This gives us seven new participants and two more who will probably participate upon receiving more information. I would suggest that Tom Otten or Tom Galdabini contact Clayton Freiheit and David Anderson and show them a little special attention.

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

November 1, 1994

Patty Henson
Point Defiance Zoo Society
5400 North Pearl St.
Tacoma, WA 98407-5337

Satch Krantz
Riverbanks Zoo
P.O. Box 1060
Columbia, SC 29202-1060

Tom Otten
Point Defiance Zoo & Aquarium
5400 North Pearl St.
Tacoma, WA 98407-5337

Dear Patty, Satch and Tom:

After receiving the letter from Tom Galdabini, I identified 32 AZA zoos and aquariums who are not participating in the Zoo Management/Marketing survey and who should probably be asked again. I have arbitrarily divided the list into four groups and assigned you to a group to call. Tom has indicated the cost per zoo is now \$170.00 per year. The cost will decrease as the number of participating zoos increases. Please let Tom Galdabini know which zoos agree to be a part of the survey. I'm hopeful we can each convince at least four additional participants.

Thanks for your willingness to take the time to make phone calls.

Sincerely,


Kathryn R. Roberts
Executive Director

cc: Tom Galdabini

Zoo	Contact	Phone #	Caller
BINDER PARK	Greg Geise	616 979-8834	Henson
BUFFALO	Minot Ortolani	716 837-3900	Henson
BURNET PARK	Anne Baker	315 435-8511	Henson
EL PASO	Lea Hutchinson	915-521-1850	Henson
JACKSONVILLE	Dale Tuttle	904 757-4463	Henson
KANSAS CITY	Mark Wourms	816 333-7406	Henson
MESKER PARK	Ronald Young	812 428-0715	Henson
SEATTLE AQUARIUM	Cindi Shioti	206 36-4300	Henson
Separator			
BATON ROUGE	George Felton	504 775-3877	Krantz
BRONX	Bill Conway	718 220-5100	Krantz
GLADYS PORTER Brownsville	Don Farst	210 546-7187	Krantz
CENTRAL PARK	Richard Lattis	212 439-6500	Krantz
CHEYENNE MOUNTAIN	Susan Engfer	719 633-0917	Krantz
DENVER	Clayton Freiheit	303 331-4100	Krantz
REID PARK	Steve McCusker	602 791-3204/5064	Krantz
SAN FRANCISCO	David Anderson	415 753-7061	Krantz
Separator			
CHAFFEE	Ralph Waterhouse	209 498-4692	Otten
COLUMBUS	Gerry Borin	614 645-3400	Otten
FORT WORTH	(PR/Mktg) Jackie Ferguson	817 871-7051	Otten
INDIANAPOLIS	Roy Shea	317 630-2001	Otten
LINCOLN PARK	Kevin Bell	312 294-4662	Otten
NEW ENGLAND AQUARIUM	John Prescott	617 720-5098	Otten
PITTSBURGH ZOO	Barbara Baker	412 665-3639	Otten
VANCOUVER AQUARIUM	John Nightengale	604 685-3364	Otten
Separator			
ATLANTA ZOO	<i>Clare Richardson</i> Terry Maple <i>WCB</i>	404 624-5600	Roberts
BROOKFIELD ZOO	<i>*</i> George Rabb <i>WCB</i>	708 485-0263	Roberts
LIVING DESERT	Karen Sausman <i>WCB</i>	619 346-5694	Roberts
MIAMI	Glen Ekey <i>WCB</i>	305 255-5551	Roberts
NATIONAL ZOO	<i>*</i> Fran Bernstein	202 673-4950	Roberts
OMAHA	<i>ISIS distrib.</i> Lee Simmons <i>402 733-8401</i>	402 554-2558	Roberts
SAN DIEGO ZOO & WAP	<i>WCB</i> Doug Myers <i>WCB</i>	619 747-8702	Roberts
SHEDD AQUARIUM	Ted Beattie	312 939-2426	Roberts

*Membership
& attendance
margin*

disc

1

- Chuck Beiler

*Penny - 708
405 9173*

12-1:45

*Myra
D'Vine*

THOMAS V. GALDABINI

Research and Planning

129 Candlwyck Dr. W, Tacoma, WA 98467 • Telephone/FAX (206) 584-5509

FAX COVER LETTERTO: Kathryn Roberts, Mary Marlowe Leverette, Patty HensonDATE: 11/14/94TIME: 10:00 AMNUMBER OF PAGES, THIS PAGE INCLUDED: 4

MESSAGE: Thank you for sending your comments on the questionnaire so promptly. It's going to be difficult to balance our need for detailed information with people's tolerance and ability to answer all of the questions. Based on experience, I believe that we should limit the format to two sides of a single page. Also, I think that some of the smaller zoos won't have the kinds of breakouts that we are looking for (although many will).

Because of space limitations, let's leave inquiries about support organizations for the next survey. This topic deserves several questions by itself and would add significantly to the length of this questionnaire.

Please review the attached draft, paying particular attention to unnecessary complexity and/or questions which may result in misleading findings. Also attached is an updated participant list (as of 11/14).

Sydney Butler has agreed to distribute the surveys and reports (which I will print), although he believes that the AZA's cost will be higher than I had allowed (\$1,460) and that each participant should be charged \$200. I have suggested that, with 80 participants paying \$150 apiece, AZA could retain \$2,600 for postage and following-up on payments due.

I look forward to your comments

Post-It™ brand fax transmittal memo 7671		# of pages ▶
To	BOB RAHLIN	
From	KATHRYN	
Co.	Co.	
Dept.	Phone #	
Fax #	Fax #	

AZA MANAGEMENT \ MARKETING SURVEY

1. What was your regular adult admission price during the following years?

1991	1992	1993	1994	1995
\$	\$	\$	\$	\$

2. What was your total annual paid attendance for these years (and your 1995 estimate)?

1991	1992	1993	1994	1995

3. For the most recent year, provide the following information:
 Adults: _____ % of total Children: _____ % Groups: _____ %

4. Approximately how many free admissions did you allow in the most recent year? _____

5. What is your capital budget for the current year? \$ _____

6. What is your operating budget for the current year. First, provide an estimate of all costs of operating the facility and, second, an estimate of the actual cost (subtracting services and salaries provided by the municipality, support organization, etc.).

Budget for All Operations	Your Net Operating Budget
\$	\$

7. Please indicate the ownership and management responsibilities for your facility.

	Local/State Government	Non-Profit Group	Private
Ownership of main facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management of main operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Merchandise sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. During your most recent year, indicate your total revenues and, if possible, net revenues (subtracting share which went to vendors, support groups, etc.) from the following sources?

	Total Revenue	Net Revenue
Admissions	\$ _____	\$ _____
Food Sales	\$ _____	\$ _____
Merchandise Sales	\$ _____	\$ _____
Events	\$ _____	\$ _____
Memberships	\$ _____	\$ _____
Other	\$ _____	\$ _____

9. What was the amount of tax support you received for operations (from city, county, state)?

\$ _____

10. How much did your institution or support organization raise from private contributors and/or through grants?

For Operations: \$ _____ For Capital Projects: \$ _____

11. What was your total expenditure for wages and salaries?

\$ _____

(a) What was your breakdown of wages and salaries, and the number of employees, by the following categories: (Please check if major cost is covered by another organization.)

	Wages/Salaries	# of Employees	(Cost Covered By Others)
Administration	\$ _____	_____	<input type="checkbox"/>
Animal Departments	\$ _____	_____	<input type="checkbox"/>
Marketing	\$ _____	_____	<input type="checkbox"/>
Visitor Services	\$ _____	_____	<input type="checkbox"/>
Maintenance	\$ _____	_____	<input type="checkbox"/>
Education	\$ _____	_____	<input type="checkbox"/>
Development	\$ _____	_____	<input type="checkbox"/>

12. What was your total expenditure for marketing and public relations, including staff salaries?

\$ _____

13. If possible, break down your marketing expenditure by the following categories: (Total = 100%)

Staff	Advertising	Special Promotions	Other
%	%	%	%

14. Has your structure recently changed, or are you actively considering change, to overall management responsibility by a private non-profit organization?

- Management responsibility has changed in the past 3 years
- Currently **planning** for this kind of change
- Currently giving some consideration to this kind of change
- Not considering this kind of change
- Already managed privately

Finally, a few questions about your facility and your local market:

Name of Institution: _____

Region: Northeast Midwest South West Canada

Population of nearest Metropolitan Area: _____

If you would like a topic or two included in a future survey, please indicate below.

THANK YOU

Ginny Bender - Participant List

Aquarium of the Americas (John Hewitt)
 Baltimore Zoo (William Carter)
 Beardsley Zoo (Gregg Dancho)
 Brookfield Zoo
 Central Park Zoo
 Cincinnati Zoo (Ed Maruska)
 Columbus Zoo (Patty Cupps)
 Dallas Zoo
 Dickerson Park Zoo (Mike Crocker)
 Fort Wayne Children's Zoo (Jim Anerson)
 Fossil Rim Wildlife Center (James Jackson)
 Great Plains Zoo & Debridge Museum (Ed Asper)
 Honolulu Zoo (Ken Redman)
 Jackson Zoo (Barbara Barrett)
 Lee Richardson Zoo (Dan Baffa)
 Louisville Zoological Gardens (William Foster)
 Marine World Africa USA (Micael Demitrios)
 Metro Toronto Zoo (Calvin White)
 Milwaukee County Zoo (Charles Wickenhauser)
 Monterey Bay Aquarium (Julie Packard)
 National Aquarium (Kathy Sher)
 National Zoo (Fran Bernstein)
 Northwest Trek Wildlife Park (Gary Geddes)
 Oklahoma City Zoo (Jo Ann Kiersey)
 Philadelphia Zoo (Alexander Hoskins)
 Phoenix Zoo (Betsy Warner)
 Prospect Park Zoo (committed by Bil Conway)
 Rio Grande Zoo (Ray Darnell)
 Riverside Zoo (Paul Price)
 Sacramento Zoo (Maria Baker)
 Santa Ana Zoo (Ron Glazier)
 Sea Life Park, Hawaii (Bob Moore)
 Seneca Park Zoo (Dan Michalowski)
 St. Louis Zoo (Charles Hoessle)
 Sunset Zoo (Don Wixom)
 Topeka Zoo (Michael LaRue)
 Utah's Hogle Zoo
 Waikiki Aquarium (Bruce Carlson)
 Woodland Park Zoo (David Towne)

Atlanta Zoo (Claire Richardson)
 Baton Rouge Zoo
 Bronx Zoo (Bill Conway)
 Caldwell Zoo (Hayes Caldwell)
 Cheyenne Mountain Zoo (Susan Enfer)
 Cleveland Zoo (Steve Taylor)
 Como Zoo (Victor Camp)
 Detroit Zoological Institute (Natalyne Williams)
 El Paso Zoo (Dr. A.J. Smith)
 Gladys Porter Zoo (Don Farst)
 Glen Oak Zoo (Jan Schweitzer)
 Greenville Zoo (Lee Sims)
 Houston Zoo
 Knoxville Zoo (Patrick Roddy)
 Los Angeles Zoo (Mark Goldstein)
 Lowry Park Zoo
 Memphis Zoo (Charles Wilson)
 Miami Zoo (Glen Ekey)
 Minnesota Zoological Park (Kathryn Roberts)
 Mystic Marineland Aquarium
 National Aviary (Jackie Vincunas)
 North Carolina Zoo
 N.Y. Aquarium for Wildlife Conservation (Lou Garibaldi)
 Omaha Zoo (Lee Simmons)
 Parque Zoologique de Granby (Pierre Cartier)
 Point Defiance Zoo & Aquarium (Tom Otten)
 Reid Park Zoo (Susan Bassford)
 Riverbanks Zoo (Satch Krantz)
 Roger Williams Park Zoo (Tony Vecchio)
 San Antonio Zoo (Steve McCusker)
 Santa Barbara Zoo (Crain Issod)
 Sedgewick County Zoo (Mark Reed)
 St. Augustine Alligator Farm (Sheree Kline)
 Shedd Aquarium
 Toledo Zoo
 Tulsa Zoo & Living Museum (Dave Zucconi)
 Virginia Zoological Society (Margaret Falkiner)
 Washington Park Zoo Y. Sherry Sheng

The above list totals 77.

Possible additions, within a week or so:

San Francisco
Living Desert

Denver

San Diego Zoo

Minnesota Zoo

FAX Transmission

From:	Kathryn R. Roberts	Date:	11-9-94
To:	Doug Myers	Time:	2:22 PM
Company:	San Diego Zoo	FAX #:	(619) 231-0249

Sorry I have missed your phone calls. I am calling to find out whether San Diego is interested in participating in a survey, being developed by Tom Galdibini from Tacoma, which will concentrate primarily on market and development kinds of information.

80 zoos have signed up to participate with the understanding that the annual cost will be \$170. For that amount, we will receive a survey two times a year, a paper report two times, and the ability to manipulate data through individual requests to Tom.

If you have questions, feel free to try to call me, or talk to Charles Bieler about it. I had the opportunity to talk to Charles recently and we have also discussed this project in the AZA Development Committee.

I am hopeful you will say yes. Hoping you are well....

VOICE: 612/431-9299 FAX: 612/431-9336

13000 Zoo Boulevard, Apple Valley, MN 55124

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

November 9, 1994

Mr. Thomas Galdabini
129 Candlewyck Dr. W.
Tacoma, WA 98467

Dear Tom,

I have reviewed the proposed questions for the AZA survey with my staff and offer the following comments:

1. Adult admission prices for years 1990 through 1995 (to assess trends)
2. Annual paid attendance for 1990 through 1994, plus anticipation for 1995
I would like to also know the number of free admissions and total admissions. Most zoos have some obligation for free admissions even though they are not a "free" zoo.
3. Annual operating budget and capital budget for 1995 or the closest fiscal year
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This question also needs to ask who provides the service. Whether a vendor, support organization or zoo staff provide the function will influence the resulting revenues. It would give a finer analysis to know the total revenue and net revenue. Will some want historical information in these categories?
5. Amount and percentage of tax subsidy
6. Amount raised for institution or support organization from private contributions
I would like to know the amount raised for both annual operating costs and capital.
7. Recent annual expenditure for wages and salaries
This question is related to number 3. My staff costs may be higher than others because I have no support functions provided by my host municipality.
8. Recent annual expenditure, including salaries, for marketing and public relation
The breakdown of costs would be helpful.

Strengthening the bond between people and the living earth

9. Ownership and operating responsibilities

10. Recent changes or consideration of changes in ownership and operations

11. Size of support organization

Duties of the support organization if any, would be good to know. Number of Board members, staff, expenses and revenues would be useful information.

12. Annual membership dues

Number of members fro 1990 through end of fiscal year to look at trends

I have also contacted the zoos on my list with the following results:

Atlanta: will participate, Claire Richardson should be the contact

Brookfield: will participate

Living Desert: haven't been able to get a commitment yet

Miami: will participate

National: will participate, Fran Bernstein should be the contact

Omaha: will participate, suggested distribution through ISIS

San Diego: I expect they will participate and am waiting for a call back

Shedd: will participate

A couple of the zoos asked whether the individual source of the information would be kept confidential. I told them that was my assumption. If this is not the case, will you please let me know and I will call those zoos and let them know.

Please let me know if there is any thing else I can do to help.

cc

Satch Krantz

Tom Otten

Patty Henson

A handwritten signature in black ink, appearing to read "Kathryn". The signature is written in a cursive style with a long, sweeping underline that curves back under the name.

Minnesota Zoo

FAX Transmission

From: Kathryn R. Roberts
To: Glenn Ekey
Company: Miami

Date: 11-8-94
Time: 12:11 PM
FAX #: Fax

Message:

Thanks for calling me today. Believe it or not, I do understand when life gets to the point where one more call is too many.

Attached is the letter I received from Tom Galdabini. As I told you, the editorial group is in the process of refining the questions. Tom has given us a set of categories of questions as a starting point. They are on the last page of the memo. The cost to participate is \$170.00 (at most). The survey will be administered 2 times during the year. Do you want to be the contact for the information? If not, who should receive the survey and the results?

Take care of yourself.

VOICE: 612/431-9299 FAX: 612/431-9336

13000 Zoo Boulevard, Apple Valley, MN 55124

THOMAS V. GALDABINI

Research and Planning

129 Candlewyck Dr. W, Tacoma, WA 98467 • Telephone/FAX (206) 584-5509

October 27, 1994

Kathryn Roberts
Minnesota Zoological Gardens
1300 Zoo Blvd.
Apple Valley, MN 55124-8199

Palmer Krantz
Riverbanks Zoo
P.O. Box 1060
Columbia, SC 29202-1060

Patty Henson
Point Defiance Zoological Society
5400 North Pearl Street
Tacoma, WA 98407-5337

Dear Kathryn, Patty, and Satch:

I am pleased to let you know that the Information-Sharing project which was proposed to AZA members is going to proceed. I just received the list of sign-ups from the AZA office and, along with those who gave their OK's to Tom Otten, it looks like the response has been quite enthusiastic. The participating institutions (so far) in the coming year are:

Aquarium of the Americas	Baltimore Zoo	Beardsley Zoo
Caldwell Zoo	Cincinnati Zoo	Cleveland Zoo
Como Zoo	Detroit Zoo	Dickerson Park Zoo
Fort Wayne Children's Zoo	Fossil Rim Wildlife Center	Glen Oak Zoo
Granby Zoo	Great Plains Zoo & Museum	Greenville Zoo
Honolulu Zoo	Jackson Zoo	Knoxville Zoo
Lee Richardson Zoo	Los Angeles Zoo	Louisville Zoo
Marine World Africa USA	Memphis Zoo	Metro Toronto Zoo
Milwaukee County Zoo	Minnesota Zoological Park	Monterey Bay Aqu.
National Aquarium	National Aviary	Northwest Trek
NY Aquarium for Wildlife Cons.	Oklahoma City Zoo	Philadelphia Zoo
Phoenix Zoo	Point Defiance Zoo & Aquarium	Rio Grande Zoo
Riverbanks Zoo	Riverside Zoo	Roger Williams Park
Sacramento Zoo	San Antonio Zoo	Santa Ana Zoo
Santa Barbara Zoo	Sea Life Park	Sedgewick County Zoo
Seneca Park Zoo	St. Augustine Alligator Farm	St. Louis Zoo
Sunset Zoo	Topeka Zoo	Topeka Zoo
Tulsa Zoo & Living Museum	Virginia Zoo	Waikiki Aquarium
Washington Park Zoo	Woodland Park Zoo	

In addition to the 56 listed above there are eight institutions, listed below, who had enrolled for 1994 in the Zoo Management/Marketing Survey before it was decided to seek AZA sponsorship. I think we can assume their continued interest and enrollment. The total (64) is above the minimum 50 which we had said was necessary to go ahead with the service.

Dallas Zoo
Lowry Park Zoo
Toledo Zoo

Houston Zoo
North Carolina Zoo
Utah's Hogle Zoo

John Ball Zoo
Mystic Marine Life Aquarium

I understand that the three of you generously have agreed to solicit more participation and to assist in the development of the two survey questionnaires for 1995, and I look forward to our working together. Enclosed is a draft of the questions which I am suggesting for the first of these, to be mailed to participants in January. As you will see, it is weighted toward statistical information, and this is suggested for two reasons. First, these kinds of comparisons seemed to be of the most interest to former participants, and second, these data will help establish the basis for cross-tabulations of other information (e.g., looking at marketing budgets within various categories of institutions...size, type, ownership, etc.).

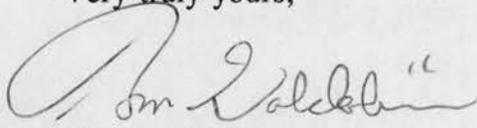
I have sent a letter to AZA which outlines some suggestions for invoicing, mailing, reporting, and other details. With the current number of participants, the cost for each institution will be \$170. Of course, that will decrease if more decide to join. The following is a schedule which I would like to keep, in order to have the other activities fall in line.

- November 1:** Three advisors receive copy of draft questions
- November 21:** Galdabini receives all comments from advisors
- November 28:** Galdabini FAXes proposed final questionnaire to advisors
- December 15:** After incorporating changes (if any), Galdabini prints questionnaires and return envelopes and ships these to AZA
- Early January:** AZA distributes survey to participating members
- Early March:** Galdabini tabulates data, prepares report #1, and prints
- April:** AZA distributes report #1 to participating members
- June:** Repeat the above steps, anticipating distribution of report #2 in October

Please let me know if this schedule will not be manageable for you or if you have other comments or suggestions.

Thank you for your help. Clearly, the service will provide a very worthwhile benefit for AZA members and will develop information which will be useful in a number of ways.

Very truly yours,



Tom Galdabini

SUGGESTED LIST OF QUESTIONS FOR AZA SURVEY #1

1. Adult admission prices for years 1990 through 1995 (to assess trends)
2. Annual paid attendance for 1990 through 1994, plus anticipation for 1995
3. Annual operating budget and capital budget for 1995 or closest fiscal year
4. Revenues (\$'s) from the following: admissions, food, gifts, memberships, events, other. I will calculate per capita revenues.
5. Amount and percentage of tax subsidy
6. Amount raised for institution or support organization from private contributions
7. Recent annual expenditure for wages and salaries
8. Recent annual expenditure, including salaries, for marketing and public relations
 - a. Possibly, also a breakdown of how these are allocated (e.g., advertising, special promotions, research, staff)
9. Ownership and operating responsibilities
10. Recent changes or consideration of changes in ownership and operations (e.g., privatization, public-private partnership)
11. Size of support organization (if any)
12. Annual membership dues

This is a suggested list only. There probably will be room for a few questions in addition to these. The cross-tabulations will be based on categorization of operating budgets and annual attendance. Are there other categories which would be helpful (e.g. the presence of aquariums or large marine mammals on site)? Would categorization by type of ownership be helpful? Perhaps you can suggest meaningful ways of grouping these.



American Association of Zoological Parks and Aquariums

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



7 August 1993

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

Dear Dr. Roberts:

This will acknowledge receipt of the Minnesota Zoological Garden's check for \$300, designated for our Association's Species Survival Program (SSP). We understand that this money is AAZPA's share of funds received from the sale of the Warhol "Black Rhino" print from the Ronald Feldman Fine Arts company.

Please express our sincere appreciation to all those involved in this project.

Sincerely,

AMERICAN ASSOCIATION OF
ZOOLOGICAL PARKS AND AQUARIUMS

Tina Cook
Bookkeeper/Secretary

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

June 30, 1993

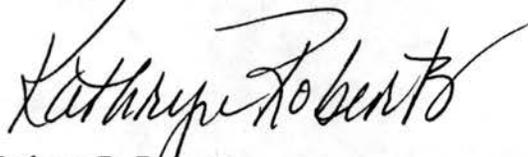
Robert Wagner, Administrative Officer
AAZPA Membership Office
Oglebay Park
Wheeling, WV 26003-1698

Dear Bob,

Thank you for the opportunity to review and comment on the proposed accreditation guidelines. I am including comments on specific items which are proposed. In general, I think the package is a step in the right direction. However, it appears more work is needed. Particularly troublesome to me is the combination of "must" requirements and "should" suggestions. I would argue strongly that the requirements be stated and used to determine accreditation. All of the "shoulds" or guidelines need to be pulled out and used in a different document which includes suggestions to the institution. In other words, if an institution is not meeting a requirement, their accreditation may be in jeopardy. Not being in compliance with a guideline or suggestions would have no impact on the accreditation determination.

I am sending my specific comments on the draft materials. If you have any questions with either content or my penmanship, please feel free to call me at (612) 431-9299.

Sincerely,



Kathryn R. Roberts
Executive Director

KRR/gb

Enc.

AMERICAN ASSOCIATION OF ZOOLOGICAL PARKS AND AQUARIUMS PROPOSED ACCREDITATION GUIDELINES/STANDARDS

Glossary of terms:

- 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.
- 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.
- Institution:** A zoological park, aquarium, oceanarium, wildlife park, or similar facility which may qualify for accreditation.

1. Governing Authority

- A. The governing authority has the responsibility for policy matters and for oversight of the institution. The director must have the authority for the management of the institution's collections, including animal acquisitions/dispositions. The director must also have the authority for the management of the institution's 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 could occur in staff morale and, therefore, the operation of the institution and care of the animal collection. It is essential to have a good working relationship between the governing authority and director.

- C. The structure of the governing authority should allow for overlapping terms of service, whenever possible.

Explanation: A governing authority should not employ an election/appointment system which would potentially cause a complete turnover of its members. Such turnover would cause the institution to be under the direction of an entirely new group, thus possibly jeopardizing the current operations. If such occurs, an institution may be required to undergo an accreditation inspection after the submission of accreditation materials defining the new governance so that the Accreditation Commission (hereafter, Commission) can be assured the institution will continue to maintain a quality institution.

The governing authority should be structured so that guidance to the director for the daily operation of the institution comes from one person.

Explanation: A director should not receive guidance for the daily operation of the institution from several persons on the governing authority. Such could cause confusion, conflict, and a general breakdown of communications and morale. Clear lines of communication and authority must be established. Also, 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 must be available to the institution on a full-time basis (40 hours a week).

- E. The governing authority must agree to abide by the AAZPA Code of Professional Ethics, Charter & Bylaws, and all duly adopted resolutions/policies.

Explanation: The Commission must be assured that an institution's governing authority understands and is willing to abide by the AAZPA Code of Professional Ethics, Charter & Bylaws, and all duly adopted resolutions/policies. Such assurance is especially important when an institution changes its form of governance.

How will the decision be made? Will - or will not?

What does this mean? delete

could suffer

Changes to submit? at that time? Or when next review occurs?

*A change in
governance may not
result in change of
ownership - C*

- F. A change in ownership of an accredited institution will require the institution to resubmit accreditation materials and undergo an inspection within six to twelve 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 abide by the AAZPA Code of Professional Ethics, Charter & Bylaws, and all duly adopted resolutions/policies.

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 city to society or vice versa.

- G. The director should be an ex officio member of the governing authority board or have the opportunity to attend meetings that would affect normal operations of the institution.
- H. The governing authority should share the institution's goals and objectives.

2. Staff

The Gov. Body sets policy, shouldn't the acc. institutions goals & obj. support the Gov. authority policies?

- 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.

Explanation: If an institution fails to hire a director within one year while processing for accreditation, the institution will be required to discontinue processing. The institution may reapply 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 will be subject to loss of accreditation and membership.
- C. Staff organization must be structured in such a way to allow continuous management coverage by a qualified person possessing the authority to make decisions when the director is not available for an extended period. *- How is this measured?*
- D. Staff members should be encouraged to actively participate in AAZPA programs, as well as other programs developed by appropriate conservation-oriented organizations. *- How is this determined?*
- E. Staff responsible for handling animals must be trained in the care of those animals.

Explanation: Institutions must make certain that persons working with the animal collection receive training in animal care techniques. (Volunteers and docents should not have primary responsibilities in caring for the animal collection.) Trained employees should not be responsible for areas not in their realm of expertise.

- F. Staff should receive on-going opportunities for continuing education.

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

- G. Staff must maintain a professional attitude regarding AAZPA programs.

Explanation: If staff does not regard accreditation or other AAZPA programs as important functions, accreditation may not be attainable. Cooperation and participation with AAZPA and other appropriate conservation organization programs is paramount to the advancement of the profession.

H. A professional attitude in the working relationship between staff members should be maintained so as not to adversely affect the operations of the institution.

I. Management staff should not routinely perform duties inconsistent with their job description. *Should a dept director perform line duties?*

define Explanation: A director should not be performing curatorial duties. Some institutions may lack adequate funding to allow the hiring of staff for each area of operations and jobs may overlap; however, steps should be taken to ensure each area of the institution's operation is being adequately covered. *Could they perform educ., mktg, PR, etc.?*

J. An institution's personnel policies and practices must be in compliance with all applicable labor laws.

K. An institution must have in-service training programs and provide opportunities for additional training.

Explanation: Continuing training and educational opportunities are essential for staff so that they are kept apprised of the latest state-of-the-art and techniques in their areas of responsibility. Such may be accomplished by staff-conducted training sessions or through other available sources. *How is this item different from F?*

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

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

M. Because high staff turnover may cause problems in training staff to care for the animal collection, as well as in the administration of the institution, such will be carefully reviewed by the Commission.

3. Support Organization *What constitutes high turn-over? Constant over a ~~an~~ institution or varying with jobs? Needs a ~~staff~~*

A. The terms establishing the working relationship between an institution and its support organization should be in writing and ~~adhered to, in practice.~~ *followed.*

B. The support organization should recognize the director's overall responsibility for the management of the institution.

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. *probably with*

4. Finance

A. An institution, regardless of whether operating as a profit or nonprofit institution, must provide sufficient evidence by submitting complete financial reports, including an operating budget indicating that the financial support from the governing authority and/or support organization is adequate to meet the needs of the institution. *definition? meet the goals & objectives?*

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

Why B this important? What does comparable mean? Who would do with scores? Who would conduct comparable study?

B. The budget must also include salaries or salary ranges for all full-time staff members.

C. Staff salaries should be in line with other related organizations in the local/regional area.

D. Adequate insurance coverage should be provided for visitors, staff, volunteers/docents, and physical facilities.

E. An institution should provide evidence of a capital improvements 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's budget should provide funds for staff travel, meeting/conference participation, and other professional activities.

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 future plans and improvements, granting accreditation will be based upon the institution's operation at the time of the visiting committee inspection.

B. An institution must have operable holding facilities for the quarantine of newly arrived animals and isolation facilities for the treatment of sick/injured animals.

C. If not in separate buildings, animal food preparation areas must be physically separated from the animal hospital functions, including animal treatment, isolation, holding, deceased animal storage, and employee lounges. Animal food preparations must meet all local, state/provincial, and federal regulations.

D. All animal enclosures, including animal hospital facilities (quarantine/isolation), must be of adequate size to allow for the social and psychological well-being of the animals; and exhibit enclosures should include provisions for the behavioral enrichment of the animals.

E. All United States institutions must be in compliance with the requirements of the Americans with Disabilities Act.

Sufficient public parking areas must be available to accommodate the visiting public on average attendance days.

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.

H. Good housekeeping practices must be regularly employed.

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

This is a Fed reg - Are you checking compliance with every Fed reg? Delete.

delete this statement if it doesn't affect outcome

Must or should? Only must

should be?

Guidelines or Professional (2) 2000

Can bet very few, if any, are - Plans are done & being spent, but not yet in compliance.

Should or must?

*for all -
areas or only
animal areas*

- I. Life-support systems for the animal collection, including heating, cooling, aeration, and filtration, must be equipped with a visible 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, including pump maintenance schedule and problem/service record books. Special equipment should be maintained under a maintenance agreement, or a training record should show that staff members are adequately trained for specified maintenance on 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.

6. Safety

- A. United States institutions utilizing SCUBA equipment must comply with OSHA standards regarding diving practices.

Explanation: OSHA standards for professionals do not have to be adhered to if work is considered scientific in nature. A scientific dive committee program is acceptable. The committee must develop a dive manual of safety practices (modeled on an acceptable manual) and act as an oversight committee on diving related to the institution.

- B. Institutions should have a designated first-aid area (office, education building, etc.) ^{or must?} with at least one staff member ~~trained in first-aid techniques~~. At least one individual trained in first-aid should be on duty at all times when the institution is open to the visiting public. *or must*

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

- D. All staff trained in first-aid must have valid certificates from agencies such as the Red Cross or American Heart Association.

- E. All emergency procedures must be written and provided to staff and volunteers. *Supply a list of conditions may differ of emergency*

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 every six months 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.

- F. 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 their use.

- G. 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.)

What about financial risk mgmt? Data risk mgmt? etc.

- H. Guardrails/barriers must be constructed in all areas where the visiting public could potentially have contact with other than handleable animals.
- I. All public access areas must be equipped with exit signs and panic hardware.
- J. All public walkways must be kept in good repair.
- K. Perimeter fencing must be separate from all exhibit fencing and be of good quality and construction. All facilities must 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.

- L. All exhibit service areas must be appropriately lighted, free of debris, and provide sufficient 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.
- M. 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. *shall?*

7. *Collection*

- A. *What if not used? Is accreditation at risk?* ISIS participation is strongly recommended for all species and should be used for all endangered, CITES I, SSPs, and studbook species in the animal collection.
- B. All animals owned by the institution should be listed on the inventory, including those animals on loan to and from the institution. In both cases, notations should be made.
- 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.

- D. The animal collection should be representative of the mission statement of the institution. *How is this determined? An example would be helpful.*
- E. A written policy is required regarding animal acquisitions/dispositions.

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 AAZPA 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 AAZPA guidelines for the maintenance of elephants in captivity.
- 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 monitored, selected, and treated humanely at all times.

Part of Risk Management Plan

- 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 appropriate for the species involved.
- I. The animal collection must be protected from the elements.

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.

- J. Animals removed from the institution's exhibits for special purposes, including hand-raising, veterinary care, and education/outreach programs, should be returned to the exhibit as soon as possible and practical. [A written policy for off-premises utilization of animals is required.]

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

- 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. *This should be moved by items A + B*

- 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. All animal care staff members should be kept fully apprised of all local, state/provincial, regional, national, and international wildlife laws. The institution must keep its information on all wildlife laws up-to-date. *Explanation*

- P. At least one set of the institution's historical animal records must be stored in a fireproof cabinet. Those records should include permits, titles, declaration forms, and other pertinent information. *A reqt.*

- 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 relative laws regarding the institution's animal collection.

- 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. Animals involved in breeding loans to or from the institution's collection must be included in the institution's animal record-keeping files.

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

Combine with other record books

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 be placed in the position of evaluating illnesses nor prescribing treatment.

B. Veterinary coverage must be available to the animal collection 24 hours a day, 7 days a week.

Explanation: Animals should be observed daily, ^{by whom?} indications of disease, injury, or stress should be reported promptly.

C. Deceased animals should be necropsied whenever possible to determine the cause of death. Disposal after necropsy must be done in accordance with local/federal laws.

D. The veterinary care program must emphasize disease prevention.

Explanation: Appropriate vaccination and preventative medicine programs must be enacted for the entire collection. If an institution maintains animals in a free-ranging situation, the animals must be tested regularly for TB, parasites, and other potential medical conditions. A veterinary care program must be in place and under the direction of qualified support staff.

E. A full-time staff veterinarian is preferable. 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.

F. Quarantine, hospital, and isolation areas must be in compliance with standards/guidelines adopted by the AAZPA.

Explanation: The hospital facilities should have x-ray equipment available. Written, formal procedures for quarantine must be available to all staff working with quarantined animals.

G. Written, formal procedures must be available 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 and persons with access to those drugs, 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 in concrete, and burglar-proof.) Outdated drugs must be appropriately marked and stored separately from all other drugs.

H. Capture equipment must be in good working order and available to authorized personnel at all times.

I. Animal diets must be of a quality and quantity suitable for each animal. Diet formulations will be examined by the visiting committee.

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

9. Conservation

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

Explanation: Participation in conservation programs will be considered in determining the levels of commitment to wildlife conservation.

- B. All institutions should be active participants in AAZPA'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), 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.

10. Security

- 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.

imply staffing or locked housing + fence? what does it mean?

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

Explanation: ~~Security~~ ^{All} personnel should have immediate access to appropriate persons in case of an emergency via walkie/talkie, intercom, telephone, alarm, or other electronic device.

- C. Security personnel must be trained to handle all emergencies.

What is the list?

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

- E. Emergency drills must be conducted on a regular basis.

What is the list?

11. Education

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

+ be consistent with

Explanation: Education can be accomplished by programs offered to the visiting public, staff, and special groups through publications and other opportunities for educational enrichment.

- B. All institutions must have education programs.

Explanation: Education programs should include local/global conservation issues and topics, the role of zoos and aquariums in conservation, and information on AAZPA and other conservation-oriented organizations. 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. *Why require if explanation excuses the right?*

Explanation: In those cases where employees have not yet been retained, someone should be assigned the responsibility to implement and manage the programs.

- D. Cooperative programs with institutions of higher learning should be developed.

- E. Education program activity should be conducted in a designated area. *Why? What possible difference does it make?*

Explanation: Ideally, institutions should have an education building; however, if such is not practical, a designated area should be identified.

- F. If animal shows are conducted by the institution, an educational message must be incorporated.

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

- ~~H. Education programs must be consistent with the institution's mission statement.~~ *Add to A*

- I. Education programs should be evaluated on a regular basis.

- J. Graphics should include appropriate information regarding the animal collection.

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).

- K. Exhibits in which endangered or SSP animals are displayed must include the designation as an endangered species and should include a designation that the animals are a part of the AAZPA's SSP program. It is recommended that the SSP program be highlighted by utilization of the AAZPA SSP graphic.

- L. Recruitment, interviewing, training, and evaluation programs must exist for all education and other programs utilizing volunteers/docents.

12. Research

- A. Institutions participating in research activities should have a written policy which includes types of acceptable research, methods, staff involvement, evaluations, animals to be involved, and guidelines for publication of findings.

- B. Research programs must be under the direction of a person qualified to make informed decisions regarding research.

- C. If research other than behavioral observation is conducted in United States institutions, an Animal Care and Use Committee responsible for reviewing research projects is required for compliance with the Animal Welfare Act.

13. *Miscellaneous*

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

Explanation: The Commission recognizes the desire of all institutions to have their operations evaluated prior to entering the process; however, it cannot be put in a pre-judging position. Therefore, the Commission does not assign persons to make inspections before an institution has officially entered the accreditation process. However, an institution may take it upon itself to contact professional colleagues and request an inspection and the inspector's personal opinion.

- B. Accreditation is mandatory for Institution membership in AAZPA.

Explanation: Once accreditation is granted, this does not guarantee it will be renewed during subsequent inspections. All institutions must process anew at least once every five years and, therefore, are subject to any new standards, policies, guidelines, or resolutions.

- C. All accredited institutions are responsible for keeping abreast of standards, policies, guidelines, or resolutions implemented by the AAZPA.