



AMERICAN ZOO AND
AQUARIUM ASSOCIATION

Accreditation
Commission

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MEMORANDUM

TO: Dennis Kelly, President & CEO
Zoo Atlanta

FROM: Denny Lewis
Director, Accreditation Programs

DATE: September 19, 2004

RE: Visiting Committee Report

A handwritten signature in black ink, appearing to read 'Denny Lewis', is written over the 'FROM' line of the memorandum.

Enclosed is a copy of the Visiting Committee's complete report for your review.

Approximately 4 weeks from today you will receive an **official letter** from the Commission acknowledging the action it has taken today regarding your institution. Any special conditions or requirements that were set by the Commission will be included in that letter.

In the meantime, if you have any questions about today's proceedings or the accreditation process, please don't hesitate to call me at 301-562-0777, ext. 265. I will be returning to my office on Tuesday, September 28, 2004.

Encl. [Visiting Committee Report]



AMERICAN ZOO AND AQUARIUM ASSOCIATION

Final Report Of The Visiting Committee To The Accreditation Commission

ZOO ATLANTA
Atlanta, Georgia

UNDER REVIEW FOR ACCREDITATION

Date(s) Visited: July 8 & 9, 2004
Final Review & Hearing on: September 19, 2004

ACCREDITATION COMMISSION PRIMARY REVIEWER
Bill Boever, DVM, Director, St. Louis Zoo, St. Louis, MO

VISITING COMMITTEE INSPECTORS
signatures on file

TEAM CHAIR

Operations Inspector: Palmer "Satch" Krantz, Executive Director, Riverbanks Zoo, Columbia, SC

Husbandry/Animal Mgt. Inspector: Bob Seibels, Curator of Birds, Riverbanks Zoo, Columbia, SC

Veterinarian: Marilyn Baeyens, DVM, Little Rock Zoo, Little Rock, AR

This Visiting Committee recommends that the next team allow at least 2.5 day(s) to inspect this institution.

NOTE: This is an official document of the American Zoo and Aquarium Association and becomes an intrinsic part of the institution's accreditation processing. The accreditation program is conducted in confidence; only the Accreditation Commission, related AZA staff, Director/CEO of the applicant institution, and Chair of the institution's governing authority shall be provided copies by AZA.

VISITING COMMITTEE REPORT 2004 EDITION

1. STRUCTURED QUESTIONNAIRE SECTION:

A/Q/U NOTATIONS: All questions are answered with "Yes", "No", or "N/A". Except for questions answered "N/A", all questions will also indicate either "A", "Q", or "U" (Acceptable, Questionable, or Unacceptable), in the far right-hand column. If "Q" or "U", a brief explanation of why this is so should be included in the "Comments" area at the end of that section, and again *in greater detail* in the Narrative section of this report.

KEY TO NOTATIONS APPEARING WITH QUESTIONS:

< A >: When the notation "< A >" appears following a question it indicates that the question could be answered by reviewing the materials submitted by the facility.

< A + >: When the notation "< A + >" appears following a question it indicates that the question could be answered by reviewing the materials submitted by the facility in conjunction with additional investigation during the actual inspection.

No Notation: Questions without an < A > or < A + > could *only* be answered by questioning appropriate personnel, obtaining additional documentation, and/or by observances made during the actual inspection.

Appearing On Institution Questionnaire Only: The Visiting Committee Report Form is numbered to sequentially correspond with the institution's questionnaire/application. Often consecutive questions appearing in the questionnaire/application relate to the same basic issue. When this happens redundant or similar questions are deliberately left out of the Visiting Committee Report Form. The "*Appearing On Institution Questionnaire Only*" notation is provided to avoid the impression that questions in a sequence are erroneously missing from this report form.

2. VISITING COMMITTEE'S LIST OF CONCERNS & POINTS OF ACHIEVEMENT: The list of concerns and points of particular achievement noted by the team during the inspection are included at the end of this document. *This list was presented to the institution's Director during the exit interview.*

3. NARRATIVE SECTION: The narrative section of this report follows the List of Concerns. It contains details of items appearing in this report and on the List of Concerns.

Please answer each question yes or no and either A, Q, or U. If the question is not applicable, mark it "N/A". If "Q" or "U", you must provide a brief explanation of why this is so in the "Comments" area at the end of that section, and again in greater detail in the narrative report.

A - Acceptable (Normal within the profession and requires no immediate action.)

Q - Questionable (Should be improved or corrected as soon as possible, but is not a critical matter.)

U - Unacceptable (Must be corrected immediately, does not meet professional standards, may be unsafe or detrimental to the institution, its staff, its collection, or its visitors.)

GENERAL INFORMATION (GI)

- | | <u>YES</u> | <u>NO</u> | <u>N/A</u> | <u>A/Q/U</u> |
|---|-------------------------------------|--------------------------|--------------------------|--------------|
| GI-1. Does the historical record of the institution reflect an accurate record of continued progressive growth? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| GI-2. Does the institution appear to meet its stated purposes? < A + > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |

COMMENTS: _____

GOVERNING AUTHORITY (GA)

- | | <u>YES</u> | <u>NO</u> | <u>N/A</u> | <u>A/Q/U</u> |
|--|-------------------------------------|--------------------------|--------------------------|--------------|
| GA-1. Are the lines of communication between the director and governing authority clearly defined? < A + > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| GA-2. <i>Appearing on institution Questionnaire only.</i> | | | | |
| GA-3. Does the governing authority recognize the chief executive officer as the sole official liaison between itself and the staff? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| GA-4. Does the governing authority recognize the right of the chief executive officer to originate all staff appointments, promotions, and terminations? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| GA-5. Does the governing authority recognize that the chief executive officer's responsibilities are to the entire governing authority, not to its individual members? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| GA-6. Is the chief executive officer a member of all committees appointed by the governing authority for the operation of the institution? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| GA-7. Do the terms of service for those on the governing authority overlap to provide continuity? < A + > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Q |

COMMENTS: Term limits are clearly defined in the bylaws. However, some members of the Board are currently serving beyond their two-term limit.

STAFF (S)		YES	NO	N/A	A/Q/U
S-1.	Do the salaries of the staff appear to be within acceptable limits? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-2.	Are current job descriptions on file? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a.	Have job descriptions been distributed to staff?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-3.	Do staff members have a clear understanding of their jobs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-4.	Do the chief executive officer and staff members have training and/or experience which makes them capable of decisions consonant with the experience of their peers? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-5.	Does the organization of staff authority lines appear to cause any problems? < A + >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
S-6.	Are staff members provided an opportunity to discuss work-related problems and possible solutions?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-7.	Is there a good working relationship between management and staff?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-8.	Is there a good working relationship between the zoo/aquarium staff and the governing authority?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-9.	Is staff provided an opportunity and encouraged to seek continuing education? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-10.	Is the training provided for the staff and docents/volunteers adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a.	Are staff members offered training to qualify them for management positions?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-11.	Do the chief executive officer and staff members have access to and knowledge of the literature in the zoological or aquarium field?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-12.	Is the level of staff involvement in AZA activities and other professional organizations in line with that of similar-sized institutions? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-13.	Is there sufficient staff to properly care for the collection and to conduct the institution's programs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
S-14.	Do staff members appear to have adequate knowledge of the AZA Accreditation Standards and the accreditation process? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

COMMENTS: S-1 Some senior staff salaries exceed those in comparable institutions. S-2a Zoo Atlanta has an excellent intranet where most employee policies, etc. are posted. S-4 The Zoo has an outstanding senior staff. S-11 While the staff has unlimited Internet access, the Zoo library appears small for a Zoo of this caliber.

SUPPORT ORGANIZATION (SO) (If not applicable, please mark N/A and move to next section.)		YES	NO	N/A	A/Q/U
		<input checked="" type="checkbox"/> N/A			
SO-1.	Are the bylaws of the support organization adequate? < A >	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

- SO-2. Do the stated purposes of the support organization meet the needs of the institution? < A + > _____
- SO-3. Are the purposes being furthered? _____
- SO-4. Is the relationship of the support organization to the institution mutually agreed upon and observed? < A + > _____
- SO-5. Does the support organization exercise unwarranted influence on the institution, its officers, or staff? _____
- SO-6. *Appearing on institution Questionnaire only.*
- SO-7. Does the support organization raise funds for the institution? < A + > _____
- SO-8. Does the support organization participate in the decision-making process on how the funds are utilized? _____
- SO-9. Are activities sponsored by the support organization appropriate and meeting the goals of both it and the institution? < A + > _____

COMMENTS: _____

FINANCE (F)

- | | <u>YES</u> | <u>NO</u> | <u>N/A</u> | <u>A/Q/U</u> |
|---|-------------------------------------|-------------------------------------|--------------------------|--------------|
| F-1. Does the institution have continuing financial support? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Q</u> |
| F-2. Is the total financial support adequate to meet the needs of the institution? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Q</u> |
| F-3. Is financial support the recognized responsibility of the governing authority? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-4. In the event of financial difficulties, has a plan of action been prepared? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-5. Does the insurance protection appear to be adequate for visitors, governing authority, staff, society, docents/volunteers, collection, and physical facilities? < A+ > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-6. Are sufficient amounts allocated for capital improvements? < A > | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-7. Is there a separate budget for capital improvements? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-8. <i>Appearing on institution Questionnaire only.</i> | | | | |
| F-9. Are sufficient amounts allocated for conferences, continuing education, maintenance, supplies, training/seminars, etc.? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |

COMMENTS: F-1 While Zoo Atlanta is virtually self-sufficient, their operating margin is very narrow. Re-establishment of local government support should be a priority. F-2 Day-to-day operating needs are currently being met. However, the staff admits that it cannot absorb any additional downturns in attendance or funding without making additional cuts in services and/or personnel. F-6 There are no capital reserves. Some new initiatives/projects have recently been funded by operating surpluses and fund raising.

PHYSICAL FACILITIES (PF)

YES NO N/A A/Q/U

PF-1.	Are there adequate parking spaces for visitors, staff, and volunteers?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-2.	Does the institution have amusement rides/playground areas near or on the institution grounds?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-3.	Does the institution have animal rides?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
PF-4.	Are public food service facilities adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-5.	Are veterinary facilities adequate to meet the needs of the collections, including quarantine, isolation, surgery, and holding facilities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-6.	Is there a regular program of both building and mechanical maintenance? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-7.	If off-premises facilities are operated, did the team visit the site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A
a.	Are the conditions at the off-site facility acceptable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
b.	Does the institution appear to be meeting the same criteria at the off-site facility as at the institution?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
PF-8.	Is the institution readily accessible to visitors?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-9.	Are the rest rooms adequate and maintained in a sanitary condition?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-10.	Is heating adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-11.	Is lighting adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-12.	Is plumbing adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-13.	Is the method for disposal of sewage adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-14.	Is the method for disposal of toxic/hazardous materials adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-15.	Are there adequate provisions for the proper storage and disposal of garbage and animal waste?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-16.	Are the grounds clean and neat?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-17.	Are the sidewalks and roadways in good repair?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-18.	Are the buildings in good repair?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-19.	Is the general impression given by the exhibits acceptable?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-20.	Are the exhibits arranged to demonstrate an educational theme?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-21.	Are the exhibits presented in a scientific and aesthetic manner?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-22.	Are plantings well-maintained and used to the best advantage in animal exhibits and throughout the facilities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-23.	Do the animal enclosures provide for the physical and psychological well-being of the specimens displayed throughout the year?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
PF-24.	Do aquatic exhibits provide sufficient space or sufficient volume of water for the physical and psychological well-being of the inhabitants?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

a. Are the aquatic water circulation and life support systems adequate?

COMMENTS: S-19 Zoo Atlanta has many nice exhibits. Unfortunately, the Reptile House does not meet the design standards of their other exhibits. It is obsolete and does not present the visitor with the same quality of exhibitory of the rest of the Zoo. PF-22 The Zoo has an excellent horticulture program.

SAFETY/SECURITY (SS)

	YES	NO	N/A	A/Q/U
SS-1. Is first-aid readily available to the staff and the public? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-2. Is the staff adequately trained in first-aid? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-3. Is the staff adequately trained in CPR? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-4/SS-5. <i>Appearing on Institution Questionnaire only.</i>				
SS-6. Is the Risk Management or Safety Audit Plan adequate? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-7. <i>Appearing on Institution Questionnaire only.</i>				
SS-8. Do employees have access to and knowledge of Material Safety Data Sheets? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-9. Are the alarm systems and emergency procedures adequate in the event of an attack or injury by a large or venomous animal? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-10. Is the written procedure adequate in the event of an animal escape? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-11. Is the written procedure adequate in the event of an emergency, including natural disasters? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-12. Are staff members trained for emergency situations? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-13. Are emergency drills conducted regularly? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-14. Are fire extinguishers and alarms readily available? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-15. Is the staff sufficiently trained in the use of fire extinguishers? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-16. Are employees adequately trained to deal with HazMat and bio-toxic disposal? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-17. Is the communication system quickly accessed in the event of an emergency?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-18. If employees are working within the vicinity of ozone generation or hypochlorite (chlorine) systems, are they properly trained to handle emergency conditions involving release of these chemicals? < A + >	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A
SS-19. Are there enough alarms or indicators in the event of environmental and life-support system failures? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-20. Are staff members/volunteers who handle animals adequately trained regarding common zoonosis? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-21/22. Do OSHA-mandated confined space entry and lock out/lock in procedures appear to be followed? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

SS-23. Is ground fault interrupt electrical service supplied to wet environments and aquatic exhibits? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-24. Is the dive safety program adequate for this institution? < A + >	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A
a. Does the institution comply with commercial diving safety standards established By the Occupational Safety and Health Administration?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
b. Does the institution claim the exemption from commercial diving standards for "scientific diving" and have an appropriate diving control board and diving safety manual?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
SS-25. Is service from fire and police departments, as well as ambulance services readily available?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-26. Are there adequate procedures for exhibit servicing without causing danger to the staff?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-27. Are service areas sufficiently protected from visitor access?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-28. Are there adequate facilities for crating and transporting animals?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-29. Are all exits clearly marked?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-30. Do all exits open outward?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-31. Are all exits equipped with panic hardware?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-32. Is the animal collection protected from natural and human hazard, including cover and escape areas?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-33. Is the public protected from the animal collection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-34. Is protection for the collection and grounds provided 24 hours a day? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-35. If 24-hour security personnel are not provided, does the institution have adequate protection during the hours when security personnel are not present? < A + >	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A
SS-36. Is the security program providing sufficient protection? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-37. Do the institution's security personnel utilize firearms? < A + >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
SS-38. Are firearms kept in a secured area? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a/b. <i>Appearing on Institution Questionnaire only.</i>				
c. Is the staff adequately trained in the use of firearms?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-39/SS-40. <i>Appearing on Institution Questionnaire only.</i>				
SS-41. Is the perimeter fence independent of all animal enclosures? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
COMMENTS: <u>S-25 There is a police substation on Zoo grounds.</u>				

ANIMAL COLLECTION (AC)

	<u>YES</u>	<u>NO</u>	<u>N/A</u>	<u>A/Q/U</u>
AC-1. Does the institution's Institutional Collection Plan (ICP) conform to the institution's mission and vision? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

AC-2.	Does the institution's ICP incorporate the suggested elements outlined in AZA's Accreditation Standards? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-3.	<i>Appearing on Institution Questionnaire only.</i>				
AC-4.	Is the ratio of males to females in the animal collection appropriate for the individuals being maintained? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-5.	Does the animal collection fulfill the stated objectives of the institution?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-6.	Are all endangered, CITES I, SSP®, and studbook species maintained by the facility registered with ISIS? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-7.	Is the animal cataloging system adequate? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-8.	Does the animal marking system meet the needs of the collection? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-9.	Are animal records duplicated? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-10.	Are the collection's records protected from fire, flooding, and other natural hazards? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-11.	Are duplicate records stored in an appropriate separate location? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-12.	Is an individual designated as being responsible for the institution's animal record-keeping system?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-13.	Are records kept current with up-to-date information?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-14.	Is the institution's animal acquisition/disposition policy in accordance with relevant Legislation, AZA's A&D Policy, and AZA's conservation policies? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-15.	Does the management of the collection appear to conform with the stated acquisition/disposition policy?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-16.	Is there an adequate system for the preservation of important data on acquisitions/dispositions?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-17.	If the facility maintains elephants, is it in compliance with AZA's Guidelines for Elephant Management and Care (see pages 48-56 of the 2004 "Inspector's Handbook")? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-18.	Do the institution's elephant management protocols meet the requirements as outlined in AZA's Standards For Elephant Management and Care? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-19.	Does the facility have an elephant restraining device? < A >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
a.	If "no", are the facility's alternative methods acceptable in terms of meeting AZA standards of veterinary care and examination, method of restraint, and the ability to safely manage dominance and aggression, or the introduction of a new animal? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q
AC-20.	Does the institution have protocols for training new staff in the elephant management program? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-21.	Do elephant behavior profiles appear to be acceptable? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-22.	Does the institution have a designated, qualified elephant manager? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

AC-23. Has the institution adequately addressed the concerns/deficiencies noted on the USDA Inspection of Animal Facilities, Sites or Premises (VS form 18-8) report forms (or the equivalent for those not inspected by USDA)? Please provide details in the comment section on this form and, if necessary, in your narrative report. < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-24. Are "touch pools" integrated into displays adequately managed for the protection of the animals involved? < A + >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A
AC-25. Do formal animal training programs provide for the overall health and psychological well-being of those participating? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-26. Does the water quality methods and controls program appear to be adequate for the aquatic exhibits? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-27. Is the animal collection protected from weather detrimental to their health?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-28. Does it appear that the animals' sociobiological needs are being met?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-29. Are the animal enclosures clean and well maintained?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-30. Does the institution's pest control program appear adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-31. Are enclosure substrates, design features, and "furniture" sufficient to provide shelter for, and meet the behavioral needs of, all specimens displayed, especially those kept in multi-species exhibits?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-32. Does the institution allow the public to feed the animal collection?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
AC-33. Is the animal collection identified and interpreted for the public?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. Are exhibit labels and other graphics legible?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
b. Are exhibit labels/signs durable?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
c. If interactive exhibits are used, are they in working order?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
d. If docents/volunteers are utilized in Interpretive programs, do they appear to be well-trained?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-34. Are endangered species appropriately identified as such?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-35. Does the institution utilize AZA SSP®, vanishing animal, endangered species, and other appropriate logos on all exhibits containing animals with special designations?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-36. Does the institution have a written animal enrichment program that incorporates the elements outlined in AZA's Accreditation Standards? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. If yes, has a specific staff member or committee been assigned program oversight? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-37. Are there sufficient resources and staff available to implement the animal enrichment program? < A+ >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. Is there adequate involvement by all departments?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
b. Is enrichment being provided on a regular basis?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-38. Does management carefully scrutinize the origins of collected aquatic animals to minimize environmental damage caused by unacceptable collection techniques (e.g., cyanide collection, etc.)? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

AC-39. Does the institution have current and complete copies of all applicable local, state, federal and/or international permits to collect the animals purchased (including aquatic animals) from all commercial animal collectors utilized? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-40. Does the institution take appropriate measures to ensure the safety of animals during transport? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-41. Does the Institution permit hunting of captive wildlife? < A + >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A
AC-42. Does the institution utilize auctions, the pet industry, or hunting ranches for the disposal of captive wildlife? < A + >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A

COMMENTS: AC-22 The elephant staff appears to be well qualified. The VC is concerned that keepers are not always completely protected from the elephants. We would advise an independent assessment of the newly implemented PC system.

VETERINARY CARE (VC)

	<u>YES</u>	<u>NO</u>	<u>N/A</u>	<u>A/Q/U</u>
VC-1. Is there a full-time veterinarian? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. If not, indicate the frequency of visits made by the part-time or consulting veterinarian: _____				
VC-2. In the event of an emergency, when the veterinarian is not on the premises, is the response time adequate? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-3. Does the institution utilize Carfentanil, M99, M50-50, or other controlled animal drugs? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. If yes, are there appropriate protocols established for the use of such animal drugs (i.e., procedures established in the event the veterinarian is not present to administer the drugs)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
b. Are the animal drugs stored in a Class 5 or other DEA-approved safe?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-4. Are protocols for the use of capture equipment being followed? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. Is the staff properly trained in the use of capture equipment?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-5. If chemical capture equipment is used, are established protocols being followed, staff adequately trained, and equipment stored properly? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. Are there a sufficient number of staff members trained in the use of chemical capture equipment?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-6. Is there a program for regular disposal (or removal and separate storage) of outdated animal drugs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-7. Is the institution's preventative medicine program adequate and implemented; i.e., TB tests and appropriate vaccinations annually, etc.? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-8. Does the veterinary care provided the animal collection appear sufficient?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-9. Does the animal collection appear to be in good health?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

VC-10. *Appearing on institution Questionnaire only.*

VC-11. Does the Institution normally perform necropsies? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-12. Are deceased animals disposed of properly?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-13. Are deceased animals stored away from food?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-14. Are necropsy results reviewed periodically and subjected to analysis to determine health trends and long-term problems with the aquatic collection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-15. Does the institution maintain up-to-date records on the health of the collection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-16. Does the institution comply with the FDA requirements for the use of drugs with fishes and in public aquariums? < A + >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A
VC-17. Is the institution's animal food nutrition, acquisition, and preparation program adequate? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-18. Are the animal diets of adequate quality and quantity and suitable for the collection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-19. Are the animal diets prepared and stored hygienically?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-20. Overall, are food items provided in a way that promotes the physical and psychological well-being of the animals?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. Is the timing and location of food provisioning biologically appropriate and stimulating?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

COMMENTS: VC-1 There are 2 full time veterinarians, and one consulting veterinarian who is available for additional assistance and emergency coverage when needed. VC-2 Veterinarians response time is excellent. They carry both text pagers and cell phones, plus radios when on duty. They can all be reached easily when off zoo grounds and after hours. VC-5 Staff members qualified to use chemical capture equipment include the 3 veterinarians and 3 veterinary technicians. Curators and assistant curators who have completed a training course in the last 6 months are also available to use capture equipment. This course must be retaken every 6 months. VC-11 Necropsy procedures on animals less than 100 pounds are performed at the zoo hospital. Larger animals are necropsied at the University of Georgia. Histology on animals necropsied on zoo grounds is also performed at UGA.

CONSERVATION (C)

	<u>YES</u>	<u>NO</u>	<u>N/A</u>	<u>A/Q/U</u>
C-1. Is the institution's level of participation in SSPs, TAGs, and other such programs in line with similar-sized institutions? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. Is the institution supporting a "fair share" number of conservation program leaders? (i.e., PMP managers, species coordinators, TAG chairpersons, etc.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q
b. Does the institution participate in a "fair share" number of conservation programs? (i.e., TAGs, IGs, etc.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q
C-2. Is the institution participating in every SSP® that pertains to an animal held in its collection? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. If "no", please list those in which it should, but is not participating: _____				
C-3. Is the institution involved in energy and natural resource conservation in an appropriate manner? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

- C-4. Do the institution, governing authority, and staff members actively participate in local, regional, state/province, academic, national, and international conservation endeavors? A
< A >
- C-5. Does the institution participate in appropriate conservation initiatives (e.g., educational programs/materials that increase public awareness on the importance of preserving ecosystems; training programs that provide field experiences, programs that aid the transfer of relevant technology for use in the field, programs that purchase land or contribute funds to establish reserves, field research programs, and development of economic incentives to preserve the ecosystem)? A
< A >
- C-6. Is conservation the foundation of the institution's overall message to the general public? A
< A >
- C-7. Are the institution's contributions to elephant research and conservation in line with similar sized institutions? _____
< A >

COMMENTS: C1, a/b Considering the fact that Zoo Atlanta has historically been so heavily involved in science and conservation endeavors, the current level of staff involvement in AZA programs is somewhat low.

EDUCATION (E)

YES NO N/A A/Q/U

E-1/E-2/. *Appearing on Institution Questionnaire only.*

- E-3. Does the institution have a written education plan for the education program? A
< A >
- E-4. Do the institution's educational programs meet the needs of its visitors? A
< A >
- E-5. Is the education program under the direction of a paid professional trained in educational programming? A
< A >
- E-6. If the facility has cooperative programs with colleges or universities, are the arrangements/agreements appropriate? A
< A >
- E-7. Are the education programs evaluated regularly? A
- E-8. Do the institution's education programs address the role of zoos/aquariums in conservation? A
< A >
- E-9. Do the institution's educational programs address local and global conservation/environmental issues? A
< A >
- E-10. Does the institution utilize wildlife in off-premises situations (i.e., shopping malls, sporting/events, school programs, theatrical productions, etc.)? A
< A >
- E-11. If the institution utilizes wildlife in off-premises situations, please respond to the following: A
< A + >
- a. Are the species utilized appropriate? A
- b. Are both the animals and public provided adequate protection? A
- c. Does the institution make certain that the off-premises programs cause no undue stress for the animals? A
- d. Is sufficient transportation and care provided when animals are off the premises? A

e.	Are isolation/quarantine facilities adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
f.	Are animals kept separate from the collection, especially following an appearance off the institution's grounds?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
g.	Are life support systems, designed for aquatic animals shown off-site, adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A
E-12.	Does the institution provide appropriate outreach programs? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-13.	Are the programs provided for the disabled responsive to the spirit of the Americans with Disabilities Act of 1990? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-14.	Is the volunteer/docent program adequate for the needs of the institution? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-15 & E-16. <i>Appearing on institution Questionnaire only.</i>					
E-17.	Do staff members have an adequate and accessible library available? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
	a. Is the library available to the general public?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
E-18.	Do educational facilities meet the needs of the institution?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

COMMENTS: E10 The Zoo provides and manages a mascot for the Atlanta Falcons football team. E17 The Zoo's library appears to be rather small, given the size of the institution. According to staff members, they utilize the Internet for most library-related purposes.

RESEARCH (R)		YES	NO	N/A	A/Q/U
R-1.	Is the institution's participation in research programs in line with similar-sized institutions? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
R-2.	Are research philosophies and activities consistent with the overall goals and objectives of the institution?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
R-3/R-4/R-5. <i>Appearing on institution Questionnaire only.</i>					
R-6.	Does the institution have a means of screening, evaluating, and monitoring research projects? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

COMMENTS: _____

OTHER PROGRAMS/ACTIVITIES (OP)		YES	NO	N/A	A/Q/U
OP-1.	Are the brochures, reports, newsletters, and other publications produced by the facility appropriate and adequate? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
OP-2.	Is the facility reasonably following the goals included in the master plan? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
OP-3.	If the facility has a strategic plan, are the goals being evaluated and met? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

COMMENTS: _____

MISCELLANEOUS (M)**YES NO N/A A/Q/U**M-1/M-2/M-3/M-4. *Appearing on Institution Questionnaire only*

M-5. Has any member of the institution's staff ever been found guilty of violating wildlife regulations enacted by any of the various states of any agency of the U.S. Government or those of a foreign country? < A + >

YES NO N/A A/Q/U

M-6. Is any member of the Institution's staff currently under investigation for alleged violation of any wildlife regulations enacted by any of the various states or any agency of the U.S. Government or those of any foreign country? < A + >

YES NO N/A A/Q/U

COMMENTS: _____

Rev: 08/03

**SEE NEXT PAGE FOR VISITING COMMITTEE'S LIST OF CONCERNS
AND POINTS OF PARTICULAR ACHIEVEMENT**

List of Concerns/Achievements

PART I:

Items of Concern Noted by Visiting Committee

INSTITUTION DIRECTOR: •IMPORTANT• The Items listed below were of noted concern during the inspection. Please address as many of these concerns as possible prior to the Commission's meeting. •Status reports and estimated completion schedules are expected for items that cannot be finished by the time of the hearing. It is possible that, after reviewing all supporting materials (including the Visiting Committee's written report), the Commission may have issues or concerns to be addressed during the meeting *that are not included below*. [NOTE: •all items must be addressed, regardless of whether they are designated as "Major" or "Lesser".]

A written report to the Commission on how you are responding to these concerns must be submitted by the established deadline (check with the Director, Accreditation Programs if uncertain of date). The written report is for informational purposes only. At the hearing, the Commission will ask for a verbal update on additional progress made *after* the written report was submitted. The Commission cannot accept written reports during the hearing as they do not have time to read them.

MAJOR CONCERNS

1. Operating Budget: The Zoo receives no local governmental operating supplement. This has led to an almost total dependence on earned revenue, including development. Recent downturns in attendance have created significant financial concerns. Since 2000, the Zoo's operating budget has been cut by approximately \$9 million, or 30%. Re-establishing a relationship (including financial) with local governments could be critical to the long term success of the Zoo.
2. Attendance: Zoo Atlanta has experienced a dramatic downturn in attendance, from a high of 1.2 million in 2000 to 683,000 in 2003.
3. Admission Fee: The Zoo's admission fee is one of the highest in the nation. This, combined with the dramatic drop in attendance, indicates that the Zoo may be too expensive for a significant portion of its community.

LESSER CONCERNS

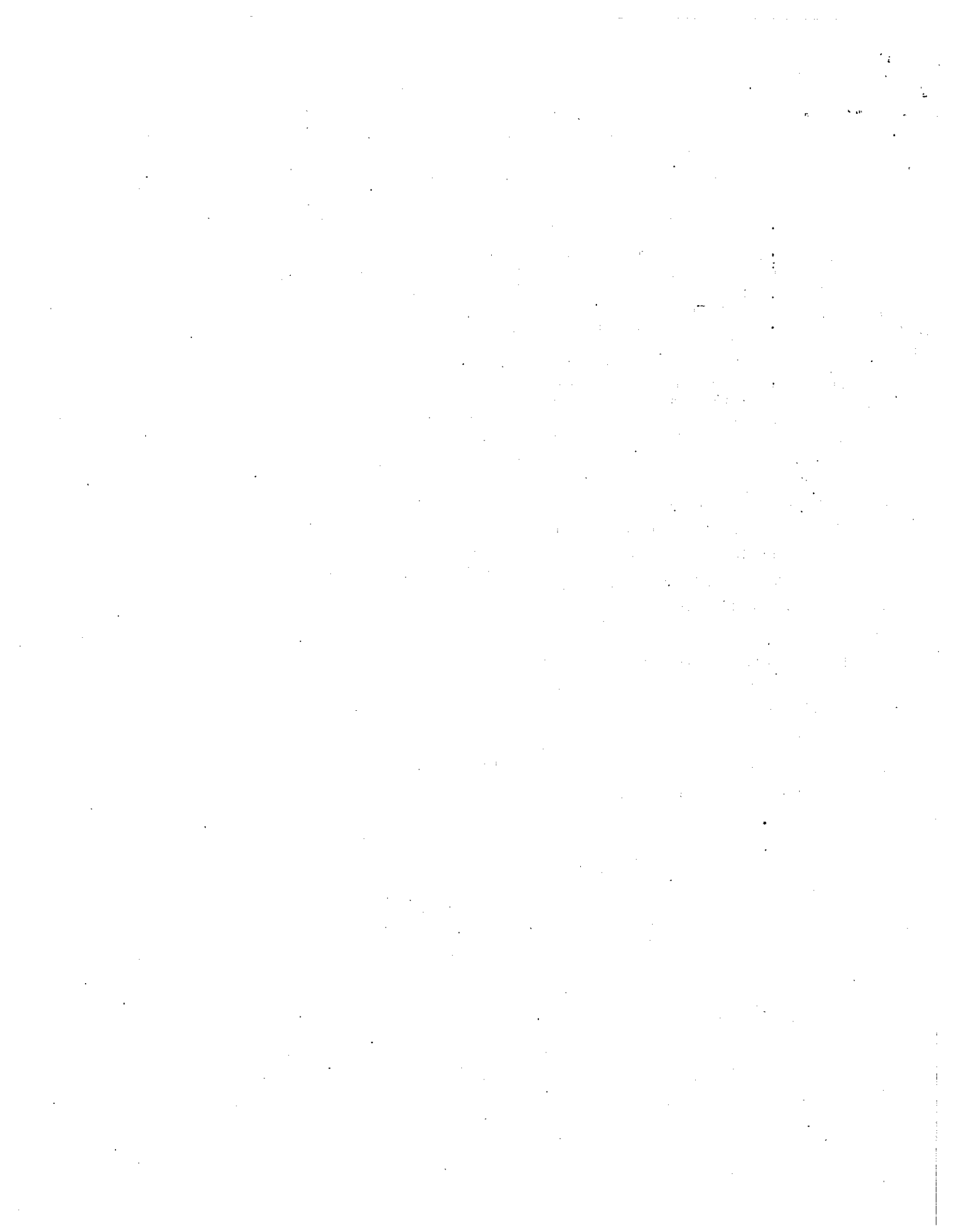
1. Reptile House: The Reptile House, while in overall satisfactory condition, does not meet the same aesthetic or professional design standards as the rest of the Zoo.

PART II:

Points of Particular Achievement Noted by Visiting Committee

INSTITUTION DIRECTOR: During the inspection the Visiting Committee was particularly impressed with the items listed below.

1. The Zoo staff and Board have moved quickly and decisively to address their financial problems. There is a move to better integrate a business plan with the organization's mission.
2. Morale: Despite recent budget cuts, staff morale appears to be very high. There is a clear esprit de corps among members of the management and non-management staffs.
3. Appearance: The Zoo grounds and exhibits are beautifully maintained and present the visitor with a very positive impression. The Zoo's horticulture program is outstanding, particularly given limited financial and human resources.
4. Space utilization: Zoo Atlanta has made excellent use of older facilities and exhibits.
5. Recent improvements in the Children's Zoo (Kid's Zone) are a quality addition to the Zoo. The new overnight camp and Australia Outback exhibit are particularly noteworthy.



Zoo Atlanta
AZA Accreditation
Narrative Report
July 2004

This narrative report accompanies the AZA Visiting Committee Report Form of the 2004 accreditation application of Zoo Atlanta. An inspection of Zoo Atlanta was conducted on 8,9 July 2004 by a Visiting Committee comprised of: Palmer Krantz, Executive Director and Bob Seibels, Curator of Birds, of Riverbanks Zoo and Garden; and Dr. Marilyn Baeyens, Veterinarian, Little Rock Zoo, Arkansas.

During our visit we met with a number of Atlanta Zoo's senior staff, including President/CEO Dennis Kelly, COO Steve Marshall, and CFO Kathleen Heagney. We commend each of these individuals for their open and direct answers to all of our questions. We would also like to commend three members of the Zoo's Board of Directors: Chairman Susan Grant, Chairman of the Finance Committee Spike Wahlen and Chairman of the Nominating Committee Peter Uher for finding time in their busy schedules to meet with us. These talented Board members are clearly dedicated to Zoo Atlanta and its mission.

Administration/Finances

Over the past twenty years Zoo Atlanta has undergone significant change. From its reputation in the early 1980s as America's worst zoo, through its renaissance in the 1990s, Zoo Atlanta has been considered by many to be one of this country's most notable zoo success stories. The transition from a city-owned and operated zoo to private, non-profit management was critical to this success. In making this transition, the Board of Directors of the new management authority, Atlanta-Fulton County Zoo, Inc., negotiated an agreement with the City of Atlanta that effectively ended local government funding.

This agreement appears to have served the Zoo well throughout the 1990s. With the addition of Giant pandas in 2000, attendance peaked at over 1.2 million visitors, and the Zoo enjoyed a \$26 million annual operating budget in 2001. However, since then both attendance and the budget have been in a free fall. Attendance was only 683,000 in 2003 and the 2004 operating budget has been cut to \$14.5 million, a 46% reduction.

Zoo management attributes the decline in attendance to a combination of factors – a dwindling in community enthusiasm following the 1996 Olympics; the inability of the Giant panda exhibit to sustain increased attendance; the 9/11 tragedy; and a persistent recession in the Atlanta area.

In the middle of this financial crisis, Zoo Atlanta's long-time President and CEO, Dr. Terry Maple, announced his retirement. For a period of approximately one year following this announcement, COO Steve Marshall and CFO Kathleen Heagney ran the Zoo. During this time a number of critical cost saving measures were implemented in an

effort to keep the Zoo financially stable. Following an executive search, the Board appointed Dennis Kelly to succeed Dr. Maple June 2003.

Quite a bit of time was devoted by the Visiting Committee toward gaining an understanding of the current financial state of the Zoo. At the time of our inspection, the Zoo's capital debt was approximately \$3.6 (down from \$8.5 million just three years ago). This debt is covered by a line of credit with one of the nation's largest banks. Dennis Kelly stated that aggressive fundraising efforts might allow the Zoo to repay its capital debt within the next 6 to 24 months.

The Zoo also owes approximately \$3 million to the Chinese government as part of the Giant panda loan agreement.

According to President/CEO Kelly and CFO Heagney, their first priority is to operate Zoo Atlanta with a positive cash flow. (The same bank has extended the Zoo a separate line of credit for operating funds.) The Zoo is currently operating near maximum efficiency as the result of staff and program cuts, as well as improvements in operating procedures. While some programs – such as field conservation, research and academic endeavors – have been completely eliminated, the Visiting Committee had no doubt that Zoo Atlanta made these decisions in the best interest of the future well-being of the institution.

Over the past five to six years the Zoo has found itself in the position of having to increase its admission price in order to generate the funds necessary to keep the institution financially viable. As a result, Zoo Atlanta now has the third highest admission fee of any zoological park in the United States. Combined with a corresponding dramatic decline in attendance, it appears that the Zoo may have priced itself beyond the financial means of many of its constituents. Zoo staff and Board members are aware of this problem and have opened a dialog with the City of Atlanta as well as other local governments. It is hoped that these talks will lead to the re-establishment of local government funding.

Interestingly, the Zoo has determined (and demonstrated) that it can remain financially healthy as long as approximately 700,000 people are willing to pay the high admission fee. Zoo membership remains at 30,000 households, indicating substantial community support.

As evidence of its financial resurrection, Zoo Atlanta has recently reinstated certain critical functions that were eliminated during the worst of the crisis. For example, all marketing funds had been cut from the budget. Some funds have recently been restored, and Zoo Atlanta will spend approximately \$400,000 on marketing this year.

The Visiting Committee met for an hour and a half with three members of the Board of Directors, including Chairman Susan Grant and Spike Wahlen, Chairman of the Finance Committee. These individuals are committed to the future financial well-being of the

Zoo and are working in concert with Dennis Kelly and CFO Kathleen Heagney to bring about stability. The Board appears to have complete confidence in Mr. Kelly.

The VC was also impressed with the confidence placed in Dennis Kelly and Steve Marshall by members of the Zoo staff. Everyone with whom we met was upbeat about Zoo Atlanta's future and morale appeared to be high, a surprising fact considering the cuts that have occurred during the past three years.

There is no doubt that Zoo Atlanta has experienced a financial crisis. And, in some ways, that crisis continues. However, there is also little doubt that the Board of Directors and staff have moved quickly and responsibly to control its finances. In order for the Zoo to thrive and continue its "renaissance," this dilemma must be solved quickly.

Staff

It was gratifying to see that Zoo Atlanta continues to employ a talented and capable workforce. The organizational structure has been changed to a more streamlined and efficient system and now reflects industry standards for reporting and accountability. We spoke with some staff members whose responsibilities have been diminished as the result of restructuring. These individuals understand the need for the revised structure and support the new system.

In some instances salaries for senior staff members exceed industry standards. However, the Board has made this decision in order to maintain stability.

While funds are obviously tight, Zoo Atlanta is still engaged in a number of professional activities.

Physical Facilities

The Zoo's grounds and exhibits are in excellent condition and present the visitor with a very positive experience. All structures appear to be in good-to-excellent condition. Public facilities, such as restrooms, gift shops, restaurants and snack bars are clean and well maintained. The grounds are clean and litter free and the Zoo's horticulture program is outstanding. Considering their financial constraints, the entire staff is to be commended for the overall appearance of Zoo Atlanta.

Despite its financial troubles, the Zoo has managed to construct a new children's zoo – the Australia Outback. A wonderful new exhibit featuring Australian animals and a petting corral, it clearly addresses one of the concerns expressed by the previous accreditation visiting committee.

The Visiting Committee was concerned that Zoo Atlanta has so far been unable to renovate its Reptile House. While in overall good condition, this facility, built in 1963, is not up to the design and aesthetic standards of the Zoo's other exhibits. It is hoped that this building will receive high priority for attention once financing is secured.

Safety and Security

Carey Burgess, a Certified Protection Professional, serves as Zoo Atlanta's Director of Operations and Guest Services. All policies and procedures related to safety and security meet or exceed industry standards. The VC randomly questioned a number of staff members and found them to be adequately informed about critical policies, such as animal escape.

An emergency procedure manual is posted in all animal areas. These manuals include procedures for the following situations: animal escapes, medical emergencies, envenomations, fire, severe weather and bomb threats. Phone numbers of the Zoo's emergency response team are prominently listed. Firearms are available to trained personnel. There is a City of Atlanta police substation immediately adjacent to the Zoo.

Animal Collection

The animal collection is ably managed by Dr. Dwight Lawson, whose experience was limited to field research in West Africa prior to his employment at Zoo Atlanta. Judging by interactions with the staff during a tour of the animal facilities, it appears that he commands the respect of his staff, and seems to have made the transition to personnel management with ease. We were impressed overall with the institution's collection management, although the bird inventory is quite limited. Zoo Atlanta has historically been considered a "primate-heavy" institution, and this trend is still much in evidence. The arrival of the Giant pandas has undeniably allocated another large portion of animal (and other) department resources to the mammal department. Despite staff cutbacks that have affected all areas of the Zoo, the animal departments appeared to be adequately staffed. The VC engaged in casual conversations on site with both keeper and volunteer staff, and all appeared to be well-trained, highly motivated and in good spirits. Policies and procedures relating to animal management meet or exceed industry standards.

The Zoo employs an attractive and durable interpretive graphic system that was up to date at the time of our visit.

The VC randomly inspected several back-up areas, including a horticulture storage building and several animal barns that had been converted to other uses. These were all found to be clean and clutter free.

Zoo Atlanta has recently moved to protected contact for its three African cows. According to members of the staff, the transition has been smooth and trouble free. They currently have no ERD, although plans are underway to install one, once funds are secured. While the elephant staff appears well qualified, the VC was concerned that there are management protocols that place keepers in close, and perhaps dangerous, contact with the three animals. Based upon comments from the keepers, these practices could be the result of complacency from having worked the elephants in free contact until fairly

recently. We would encourage them to review their program with the goal of ending such practices immediately.

Veterinary Care

Dr. Rita McManamon is the Zoo's Senior Veterinarian. She is assisted by Dr. Maria Crane. (Dr. Crane was on vacation at the time of our visit.) Dr. Sam Riveria serves as a consulting veterinarian and is available to assist the full-time staff and emergency coverage, allowing Dr. McManamon and Dr. Crane to simultaneously attend important conferences. We would suggest that Dr. Riveria visit the Zoo every two to four weeks to assist the full-time veterinarians, and to insure that staff is comfortable with his presence.

The zoo hospital is neat and clean. There are actually two separate buildings within the Zoo where animals are treated. The "original" hospital is used for smaller animals and has limited holding space. The Mort S. Silberman Center is adjacent to the gorilla barn and is in close proximity to both gorilla and orangutan holding and quarantine areas. This facility enables the apes to be treated medically without transporting them out of their buildings.

Quarantine facilities are located in several areas of the zoo and in most cases are in close proximity to the quarantined animal's eventual exhibit area. For example, quarantined gorillas and orangutans can see both their keepers and their holding/exhibit areas through glass. There is no air exchange between the two areas. Primate quarantine meets CDC standards.

Overall, the animal collection appears to be in excellent health and condition. Outside consultants (both human and veterinary medical personnel) are routinely utilized, greatly augmenting the overall excellent veterinary care provided to the collection. Three technicians assist in the animal health care program and are highly valued by the veterinarians. The veterinary, keeper and curatorial staffs communicate well. Medical records are kept on MedArks and a set of backup discs is kept off-site. Fireproof cabinets are used to store hard copies of animal records and files.

Necropsies are performed on-site for small animals (less than 100 pounds). Larger animals are necropsied at the University of Georgia School of Veterinary Medicine. Histopathology is also performed at UGA by Dr. Chris Gregory, a pathologist with special training in zoo animal pathology. Well documented preventative medicine programs are in place.

The hospital is currently equipped with up-to-date treatment and diagnostic equipment. However, as the Zoo's financial condition improves, funds should be made available to upgrade and improve existing medical equipment.

Commissary

Dr. McManamon also oversees the animal commissary. It is very neat, clean and well organized. The specialized dietary needs of the Giant pandas have required additional staff and equipment dedicated to the procurement, storage and management of a large quantity of high quality bamboo. This bamboo is obtained on a daily basis from a variety of sources throughout the Greater Atlanta area. As a bonus of this program, bamboo is available as browse for other animals.

Conservation and Education

Newly named Vice President, Dr. Shelly Lakly, manages both Conservation and Education.

Conservation - Zoo Atlanta has elected to focus the vast majority of its conservation resources on the Giant Panda program - both domestically and in China. This is quite a departure from its previous extensive science and research activities. The Zoo has formed a "Green Team" which works on recycling aluminum, cardboard, paper and plastic, as well as water and other natural resource conservation. The VC noted that Zoo Atlanta staff is not particularly well represented with regard to chairing TAG's, serving as studbook keepers/Species Coordinators and performing other AZA-related duties for the national organization.

Education - The education department is one of Zoo Atlanta's most impressive. With a staff of 25, Dr. Lakly heads a dynamic and creative program that operates on a much-reduced budget from prior years. The VC was particularly impressed with the members of the year-round "Volunteens" program, who are stationed on visitor pathways throughout the site to help interpret animal behaviors, provide facts, and generally add to the visitor experience. The Wildlife Show is a well-done in-house bird flight demonstration. Behavioral enrichment and training are regularly emphasized throughout the site with "Time for Training" demonstrations.