

February 20, 2007

TO: AZA ACCREDITATION COMMISSION

VIA: DENNY LEWIS  
DIRECTOR, AZA ACCREDITATION PROGRAMS

FROM: KEN REDMAN, DIRECTOR  
HONOLULU ZOO

RE: RESPONSE TO ACCREDITATION CONCERNS

The following report is our response to the AZA accreditation inspection that was conducted in January, 2006. The comments of the inspection team are listed in italics and our response follows. Photographs are being sent in a separate compact disk. This report was written primarily by the Zoo Director with the attached documents being provided by relevant members of our staff.

**STAFF**

**S-1. Do the salaries of the staff appear to be within acceptable limits?**

*Yes; Questionable: Across the board, staff salaries are at the low end or below AZA established range compared to other zoos.*

Response: As a municipally owned and operated Zoo, employee salaries are set in league with what are considered to be comparable positions throughout the City. In other words, the Department of Human Resources, Classification Branch, does not look at how much other zoos compensate employees - the focus is internal and the duties and responsibilities of zoo employees are compared with other City positions that are considered to be in the same class. For example, the Zoo Director, as the division head within a department, is compensated in accordance with the salaries of the other City division heads. The same structure is followed with all members of the staff.

Zookeepers are classified as blue-collar non-supervisory employees (BC-7) with an annual salary of \$35,700. The City recognizes thirteen holidays per year and hourly employees gain additional income when working those days.

It should be mentioned that City employees have a generous benefit package including full health coverage, an excellent retirement system, 21 vacation days, 21 sick days and a minimum of 13 holidays each year.

**S-2 Are current job descriptions on file?**

**a. Have job descriptions been distributed to staff?**

*Yes; Acceptable: Although management said that job descriptions were on file, keepers were not aware of where they were kept. Keepers do not have access to what are considered their daily duties in each of their areas.*

Response: As a result of this comment, every employee has been given a copy of his/her job description. A memorandum was also distributed stating that all job descriptions are on file at the front office and may be reviewed at any time. Moreover, Standard Operating Procedures (SOPs) were reviewed with employees, outlining their duties and what is expected of them. This is gone over once again during the performance reviews that are held annually with each employee.

**S-5 Does the organization of staff authority lines appear to cause any problems?**

*No; Acceptable: The only area where staff authority came under question was with regard to the research and, somewhat, the education departments. It was not clear to the inspection team or keepers who was in charge and who staff reported to in those cases.*

Response: Please refer to Attachment One for an explanation of the organization of the education and research programs. The document was distributed to each member of the staff. One of the reasons for the confusion was that the changes were made gradually and opportunistically and the chain-of-command was not clarified to all as the programs grew. For example, Dr. Kathy Carlstead initially received no salary; she supported herself by achieving grants. As time went on, we managed to offer her a small stipend while adding some duties within the Zoo Society.

**S-6. Are staff members provided an opportunity to discuss work-related problems and possible solutions?**

*Yes; Adequate: Management has done a good job of establishing and maintaining opportunities (daily meetings) for discussion of work related problems, but keeper staff expressed concerns that when problems are raised, management staff does not encourage discussion/resolution.*

Response: The Zoo Director, General Curator, and Animal Specialists (Curators) attend the zookeeper morning meetings, which take place at the start of each work day, while the Assistant Zoo Director meets with maintenance and grounds personnel. Those meetings are designed to promulgate the news of the day, including a review of animal health issues, and are not necessarily the forum to address problems or concerns. Each branch (birds, mammals, and reptiles/Keiki Zoo) convene with their Specialists immediately after the meeting to discuss current sectional issues. Those practices were in place prior to the accreditation inspection. As a result of the accreditation inspection report, we have implemented weekly rounds by the General Curator. Accompanied by the relevant Animal Specialist and Zookeeper II, the General Curator tours each animal section, reviews the status of the area, and meets with the primary and swing keepers to discuss any problems. Dialogue regarding possible solutions is encouraged. He follows up, in a timely manner, with action steps and responses to any concerns, requests for equipment, repairs, etc. He maintains an updated list that is reviewed at the next week's walkabout. In addition, individuals are encouraged to contact their supervisors at any

time; any problems or concerns will be recorded and the feedback communication process follows.

Employees have been reminded to go through the chain-of-command regarding any personnel issues. Supervisors relay the content of the issues up the chain. If there may be disciplinary consequences, an investigative team is appointed to gather all necessary information.

**S-7 Is there a good working relationship between management and staff?**

Yes: Questionable

*Because of the answer to S-6, the answer to this question is questionable.*

Response: The Zoo Director has emphasized that managers must be more responsive and proactive with front-line staff. Monthly performance reviews of managers have been initiated to assess their progress and corrective action is taken when appropriate.

**S-9 Is staff provided an opportunity and encouraged to seek continuing education?**

Yes: Questionable

*The Zoo has done a very good job of sending staff out to AZA management school courses. In addition, because of the isolated situation of this Zoo and the lack of opportunity for information exchange with near-by zoos or infusion of new ideas from staff from other zoos, staff needs to have more opportunity to participate in their professions annual meetings which provide information for continuing education.*

Response: The Zoo Director has increased the travel budget to \$30,700 in order to send more employees to conferences and training workshops. Our Zoo Society supports all travel expenses; we have not been successful attaining funds in the City operating budget but are optimistic that there will be an allocation in the next fiscal year. In addition, the Zoo Society has agreed to offer a stipend of up to \$1000 annually for any employee wishing to take relevant coursework for professional advancement. One zookeeper is in the process of gaining a master's degree through AZA's relationship with George Mason University.

**S-12 Is the level of staff involvement in AZA activities and other professional organizations inline with the of similar-sized institutions?**

No: Unacceptable.

*Though the in situ work and research being done by the Honolulu Zoo is notable and commendable, there is a definite lack of participation in AZA activities.*

Response: The Zoo Director is encouraging staff members to apply to serve on SSP/TAG committees. Our employees, however, face the problem of being relatively unknown in the profession. This can gradually be rectified by (1) sending more staff to conferences, (2) filling vacant positions so that staff recognizes that they will have time available to volunteer for AZA matters, and (3) offer training to staff so they can be qualified to perform AZA work.

This year, our Assistant Director requested to be appointed to the ADISC Committee but was not successful. Our General Curator was successful in gaining an appointment to serve on the Field Conservation Committee. Dr. Kathy Carlstead continues on the Animal Welfare Committee and Dr. Ben Okimoto serves on the AAZV Ethics Committee. The Zoo Director is in his last year as a member of the AZA Board of Directors.

**S-13 Is there sufficient staff to properly care for the collection and to conduct the institution's programs?**

No: Unacceptable.

*Approximately 20% of the staff's positions are currently vacant. Understanding how challenging it is in Hawaii to fill these positions (between problems recruiting and keeping qualified staff from the mainland, having to work with the governing authority's ideas about what is really needed in the way of staff, and managing vacancies to make other positions possible) the lack of staffing still comes across in the general untidiness of the zoo (operations areas, bathrooms, grounds), discussions with keepers about work schedules and how much more they could do (meetings, enrichment, keeper talks, research) and knowing how much extra work is needed when so much construction is going on in a zoo to keep it attractive to the visitor. Management has described plans for filling vacancies. It is recommended that those positions be filled.*

Response: A concentrated effort has been made to fill all vacancies. For the first time in over fifteen years, all zookeeper and groundskeeper positions have been filled. In addition, the long-standing vacant Grounds/Maintenance Superintendent position will be filled on March 6. This person will make a huge difference in that he will enthusiastically monitor the cleanliness and appearance of the grounds. The Veterinary Technician II is now filled; the individual was promoted from Veterinary Technician I and recruits to fill the resulting vacancy are now being solicited. Another long-standing vacancy, the Education Specialist II, is being filled as well as the Associate Veterinarian I. Most likely, those positions will still be in the process of being filled by the time of the March hearing. Finally, interviews for the Reptile/Keiki Zoo Specialist (Curator) will occur in March and a selection will be made.

As a bonus, we have been able to attain (unprecedented) contract positions by adding a part-time nursery worker to assist the horticulturist and a full-time Zookeeper trainee to work in the Keiki Zoo. Those were not unfilled positions; they are additions to the staff. An even greater bonus is that, at the start of next fiscal year, we were granted funding to add these two positions as permanent, full-time employees.

In summary, by the end of March, all current vacancies will have been filled or be well on the way to being filled. This is a remarkable and most welcome development.

**PHYSICAL FACILITIES**

**PF-1 Are there adequate parking spaces for visitors, staff, and volunteers?**

Yes: Questionable

*It was stated that increased parking would increase attendance.*

Response: We fully concur with this observation. At the least, we are advocating that those who park in the Zoo Parking Lot receive a validation discount when entering the Zoo. Those who choose to go to the beach or shopping in Waikiki would pay regular rates. (At this time, the rates are the best bargain in Waikiki, being just \$.25/hour, making it a very attractive site.) In addition, we propose that parking revenue goes to benefit the Zoo rather than the City General Fund. This proposal has not been successfully received as yet, but we will continue to advocate such a change. One measure the Zoo Director took after his arrival was to allow employees to park along the service road within Zoo grounds. Prior to that, employees parked in the lot and periodically went out to update the meters. That simple action opened at least 20 spaces for visitors.

It should be mentioned that there are a over two hundred free parking spaces at the Kapiolani Park lot (the Zoo is actually part of the Park, though there is a major street in between the two) and that provides visitors an additional opportunity.

**PF-6 Is there a regular program of both building and mechanical maintenance?**

No; Unacceptable

*No documentation or regular/routine maintenance.*

Response: In our next several annual budget cycles, the amount of \$750,000 per year, each year, has been identified specifically for building repairs, renovations, and preventive maintenance. Please refer to Attachment #2 for our routine maintenance program and Attachment #3 for repairs/renovations that are in progress and planned for next year (Fiscal 2008). We will generate a similar list for Fiscal 2009 when another \$750,000 will be appropriated.

**PF-12 Is plumbing adequate?**

Yes; Questionable.

*As-built plans and increased shut-off valves would enhance operations.*

Response: Unfortunately, the City had not rigorously demanded contractors to provide as-built plans upon completion of projects; subsequently there is a dearth of records. All recent projects will have as-built plans on file before the contractor receives final payment.

We are in the process of installing five additional shut-off valves. The ability to isolate water lines will be a huge improvement since, at this time the entire Zoo must go without water whenever there is a break.

**PF-16 Are the grounds clean and neat?**

Yes; Questionable

*Significant clutter and disorganization in the service area.*

Response: We concur that there was far too much clutter throughout the Zoo. Obviously this is not how the Zoo should have been presented to the accreditation inspectors and we

are embarrassed that it happened. We have eliminated all of the derelict equipment that had been awaiting disposal. We have thrown away most of the other materials that we accumulated and thought might be useful "someday". We will provide additional photographic evidence of our efforts at the hearing. We have emphasized that maintaining a clean and orderly environment, both in public areas and behind-the-scenes, is the rule and not the exception.

**PF-17 Are the sidewalks and roadways in good repair?**

Yes; Questionable

*Pathway repair was on-going with several specific areas in need of attention.*

Response: Most of the pathways were supposed to be repaired prior to the inspection. Red tape in processing the contract delayed the project. We have since paved the entire service road and repaired several long stretches of the public paths with more to come. Photos indicate our progress.

**PF-19 Is the general impression given by the exhibits acceptable?**

Yes; Questionable.

*Several antiquated exhibits including langur, spider monkey and many bird exhibits. Broken and/or dirty glass view at several exhibits.*

Response: We have dedicated over \$300,000 as a starting measure to upgrade the primate and bird exhibits. We have an additional \$750,000 coming next fiscal year that will be applied strictly for renovations; a portion of those funds will be directed to improving bird and primate exhibits. We devoted \$6000 toward a professional glass cleaning contract to get the viewing windows up to standards. Employees now are dedicating more time and effort to keep the glass clean. This, of course, should have been accomplished prior to the inspection. The broken sections of glass have been replaced.

**PF-21 Are the exhibits presented in a scientific and aesthetic manner?**

Yes; Questionable.

*Exposed pipes, hoses, food bowls in exhibits lessen the aesthetic appeal.*

Response: We have made corrections in all areas.

**PF-23 Do the animal enclosures provide for the physical and psychological well-being of the specimens displayed throughout the year?**

Yes; Questionable.

*Lack of a giraffe chute or squeeze.*

Response: Although this is not an obligation for accreditation, we have dedicated funds to construct a squeeze chute for our giraffes. This has not been accomplished at this time.

## **SAFETY/SECURITY**

### **SS-1 Is first-aid readily available to the staff and the public?**

Yes; Questionable

*First Aid does appear to be readily available, but it is offered by the veterinary staff and there is no designated place for the visitors to come seeking first aid assistance. There needs to be a designated First Aid station that is readily identifiable by the general public that could offer minor care and an appropriate place for a visitor to wait comfortably for an ambulance or family member pick-up.*

Response: We have identified, with signs, two locations for First Aid assistance. The first is at the entrance of the Zoo where there is air-conditioned space for a visitor to receive basic treatment and rest. The second location is in the barn of the Keiki Zoo. Most of the injuries (bruised knees and elbows) occur from children falling in the Keiki Zoo or the adjacent playground. Again, there is air-conditioned space in the Barn where an injured person can be treated and rest if necessary. There is a fire station/ambulance service directly across the street from the Zoo, reducing response time to a minimum. The ambulance can readily reach both locations. In addition, our Veterinary Technician II is a Registered Nurse and she responds to all medical cases.

Also, first aid kits are distributed throughout all work areas of the Zoo and can be accessed if needed. We also have two defibrillators that are accessible in the event of a person having heart problems.

### **SS-10 Is the written procedure adequate in the event of an animal escape?**

Yes; Questionable.

*The current protocol needs to be amended to note the location of the new hospital (where the gun locker is kept). As well, because the new hospital is at the far end of the zoo, it is recommended that another gun locker is placed near the front entrance so that gun access and time it takes to retrieve a firearm in the case of an emergency would never be an issue.*

Response: We have procured a second gun cabinet and placed it in the Zoo Operations area rather than the front office (as recommended). With the exception of the Zoo Director, the offices of all the qualified shooters are in the Operations buildings or at the Veterinary Hospital. We currently have one .458 caliber rifle, two .357's, one 30.06, and one 12-gauge shotgun. We also have a .22 caliber rifle that is used as a trainer to orient people who are not familiar with shooting. We are being donated two more 12-gauge shotguns. When that donation is finalized, we will obtain a third gun cabinet and store two of the weapons at the front office.

The protocol has been amended to inform everyone of the location of the weapons. We have quarterly target practice for all shooters, the exception being that, during the practice, one trained person remains at the Zoo with two weapons available.

**SS-12 Are staff members trained for emergency situations?**

Yes; Questionable.

*Staff are trained for emergency responses, but it sounds like most of the drills are pre-announced – there needs to be some unscheduled drills to really evaluate how staff would respond in a true emergency.*

Response: We conducted an unannounced drill in November. Several years ago, a gharial died and we had a taxidermist preserve it for educational purposes. We placed that “gharial” in deep grass near the tiger exhibit and the primary keeper of that section was told to call a Code Red immediately after her morning check of animals. The drill went very well, but there were items that could stand improvement. Attachment #4 is the document recapping the comments and results of the exercise. We will continue with two drills a year, one with forewarning and the second unannounced. Based on the results, we may decide it is necessary to conduct more drills.

**SS-14 Are fire extinguishers and alarms readily available?**

Yes; Questionable.

*Though fire extinguishers are readily available, there are two in the chimp back holding area that are not for use in the event of a fire (they are meant to separate aggressive chimps) and they are not labeled clearly as to their specific use and they don't appear to be routinely examined and charged.*

Response: The concern has been corrected. The extinguishers are labeled as to be used in the event of an animal emergency and they are charged on the same schedule as all fire extinguishers.

**SS-16 Are employees adequately trained to deal with HazMat and bio-toxic disposal?**

No; Unacceptable.

*Though vet staff appears to be trained on handling of hazardous materials, the keeper staff, when questioned, had no knowledge of precautions to take when handling hazardous materials (i.e. how to handle or dispose of dead wild animals found on site that could carry potential zoonotic diseases).*

Response: This comment is puzzling since our veterinary staff and zoo managers have repeatedly informed employees to place dead birds and rodents found on grounds in plastic bags and transport them to the clinic. A memorandum has been circulated to all to insure the message has been received.

A sufficient number of employees have received training on the handling of HazMat materials and they are called to deal with such situations. This includes such times as when visitors have bled from a wound or regurgitated.

**SS-17 Is the communication system quickly accessed in the event of an emergency?**

Yes; Questionable.

*There don't appear to be enough radios or radios in good working condition for all the staff. Some of the keepers used personal cell phones in lieu of radios because they felt that radios weren't working.*

Response: This is another puzzling observation. We have 50 radios for communication. Staff members with radios do a morning check with base to insure their radios are in working order. Malfunctioning radios are sent to a vendor that has capabilities for repairs and, whenever possible, the individual is provided a substitute until his/her radio is returned.

We do have problems with reception when employees are inside the Operations Modular Buildings and the new Veterinary Hospital. We are in the process of acquiring a repeater that will allow transmission to easily cover the entire Zoo grounds and beyond. We must obtain a communication license before the repeater can be installed.

Please refer to Attachment #5 for a list of radios and their distribution.

**SS-27 Are service areas sufficiently protected from visitor access?**

No; Unacceptable.

*In several cases (pictures attached) service areas were easily accessible to the general public. In some cases there were signs warning people to stay out (two places in the African Savanna), but the access was easily gotten around. In other cases there was no signage (gate by the elephant construction) and either we found the construction gate open, or there was a large gap on the left side of the gate which would allow access to a path that led to the hippo holding where there was always a hippo in residence and accessible through bars. As well there was a construction gate (on the way to the vet hospital from the hippo) that had a gap between the closed gates that someone from the outside could climb into the zoo.*

Response: All concerns have been addressed and photographic evidence is being provided.

**SS-33 Is the public protected from the animal collection?**

No; Questionable.

*There is concern in the instance mentioned above with regard to the hippo in holding if public got into the behind the scenes area.*

Response: Our aged hippo is not compatible with the two younger females. She is kept off-exhibit during the day and is rotated with the other two in the early evening. The holding quarters are along the service road and now are accessible only to people who are authorized to be behind-the-scenes.

**SS-36 Is the security program providing sufficient protection?**

Yes; Questionable.

*In general the security program is doing its job, but we found journal and photographic evidence of a person who had gotten into the zoo overnight and found themselves in or*

*near the elephant exhibit. Sporting injuries and possibly inebriated the man didn't know how he had gotten into the zoo or how long he had been there.*

Response: This incident is definitely the exception to the rule. Even though there are numerous homeless individuals in the Kapiolani Park area, they do not encroach into the Zoo grounds. As a precautionary measure, we are extending the barbed wire deterrent at the gates to make it extremely difficult to gain unauthorized entry into the Zoo.

## **ANIMAL COLLECTION**

### **AC-2 Does the institution's ICP incorporate the suggested elements outlined in AZA's Accreditation Standards?**

Yes; Questionable.

*Incomplete justification for all species.*

Response: The inspection team apparently never reviewed our entire ICP. Attached is the most recent update. Our animal population comes primarily from the tropical regions of the world. Only on rare occasions, if ever, will we seek to acquire species from temperate or polar regions. We are arranging exhibits with zoogeographic themes and displaying species that are from the tropics. Thus we review possible new acquisitions to ensure they fit into our theme.

Please refer to Attachment #6.

### **AC-6 Are all endangered, CITES I, SSP, and studbook species maintained by the facility registered with ISIS?**

Yes; Acceptable.

*Stated 95% registered.*

### **AC-9 Are animal records duplicated?**

Yes; Acceptable.

*Good duplication of records.*

No response necessary other than "thank you".

### **AC-12 Is an individual designated as being responsible for the institution's animal record keeping system?**

Yes; Acceptable.

*Very knowledgeable.*

Response: Great news.

### **AC-13 Are records kept current with up-to-date information?**

Yes; Questionable.

*Significant recent progress has been made. Records are close to being up to date.*

Response: Our Registrar has worked diligently to delve into old, written records in order to trace the history of our animal population. She is dedicated toward gaining as complete a system as possible.

**AC-15 Does the management of the collection appear to conform with the stated acquisition/disposition policy?**

Yes; Questionable.

*Enhanced documentation of animals going to unaccredited facilities is needed.*

Response: This remark, I believe, refers to our sending reptiles to Glades Herp in Florida. Those animals are not accessioned into our animal population. The State of Hawaii has strict laws controlling the importation of animals. The State frequently confiscates animals that were attempted to be brought in illegally (i.e. smuggled) or were discovered after having been brought in. The State has no facility to keep these animals over the long term and will euthanize them unless we assist in placing them. There are occasions when we will accession an animal into our population, for example we currently have a male corn snake that was confiscated after having been found in someone's luggage. By State law, however, we are allowed to have only two male non-venomous snakes of different species. The animals we do not accept are held temporarily at the State's offices. Rather than see them euthanized, we have agreed to arrange to ship the reptiles to Glades Herp. In turn, we get trade credit, primarily in the form of reptile books. (The State will not build shipping crates and arrange for air transportation.) We never obtain ownership of these animals and do this only as a means to prevent euthanasia. If this arrangement is deemed to be inappropriate, we will discontinue doing so.

We thoroughly check out unaccredited facilities, gaining endorsements from nearby AZA institutions if we are uncertain of any of them, prior to doing any transfers. We believe our documentation is complete and thorough in these instances. Our transactions with unaccredited facilities are infrequent since we deal almost exclusively with AZA accredited facilities. Please refer to Attachment #7 for our documentation for non-accredited transfers.

**AC-17 If the facility maintains elephants, is it in compliance with AZA's Guidelines for Elephant Management and Care?**

Yes; Questionable.

*An all new, significantly larger facility is in the midst of construction. Existing facility is antiquated. Low staffing levels appear to influence frequency of foot care.*

Response: The holding quarters and the back wall of the exhibit for the new facility have been completed. The design of the exhibit will be revised by the fall of this year; \$500,000 has been appropriated to complete the design. Funding for construction may not be available until Fiscal Year 2009 (July 1, 2008) but a request for a supplemental appropriation for this fiscal year may be considered.

It has been emphasized that the time devoted for foot care is of the highest priority and will not be deferred. If that entails scheduling a zookeeper for overtime, it will be done.

**AC-19 Does the facility have an elephant restraining device?**

**a. If “no”, are the facility’s alternate 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?**

Yes; Acceptable.

*Current free contact management staff appears confident and effective.*

Response: We have two well-behaved female Asian elephants. Our elephant keepers have been doing free contact with them for 18, 16, 12, and 1 year. We will discontinue free contact immediately should any signs of recalcitrant behavior appear. Our new facility is designed for protected contact and it includes a first-rate elephant restraint device. Photos will be shown.

**AC-21 Do elephant behavior profiles appear to be acceptable?**

No; Unacceptable.

*Individual elephant profiles are needed.*

Response: Please see Attachment 8 for our elephant profiles.

**AC-31 Does it appear that the animals’ sociobiological profiles are being met?**

Yes; Questionable.

*Individually held primates need to have specific, documented enrichment plans.*

Response: At the time of the inspection, we had a lone female siamang off-exhibit while the night quarters were being renovated. A male siamang was acquired since that time and they are now together on exhibit. We no longer have any individually held primates. We have enrichment plans for all primates and specific attention will be given to an individual should that be the case. Please refer to Attachment 9.

**Does the institution’s pest control program appear adequate?**

Yes; Acceptable.

*Pest control appears good especially considering the environment.*

Response: We have an aggressive rodent control program which successfully minimizes their presence.

**AC-36 Is the animal collection identified and interpreted for the public?**

**c. If interactive exhibits are used, are they in working order?**

Yes; Acceptable.

*A couple of hands on props could use updating/replacing.*

Response: We have some biofacts that have been handled thousands of times and will be replacing them with bone clones.

**AC-39 Does the institution have a written animal enrichment program that incorporates the elements outlined in AZA's Accreditation Standards?**

Yes; Questionable.

*A formal written enrichment program is needed. Enrichment application is recorded in daily records.*

Response: Please see Attachment 10 for our enrichment program. We are now conducting monthly Enrichment Committee meetings.

**AC-40 Are there sufficient resources and staff available to implement the enrichment program?**

No; Questionable.

*Enrichment application appears irregular in some areas due to staffing challenges.*

Response: As noted earlier, we no longer have any vacant zookeeper positions and staffing challenges have been mitigated.

**a. Is there adequate involvement by all departments?**

Yes; Questionable.

*Enrichment application appears irregular in some departments.*

Response: Please refer to Attachment 10. Enrichment is being emphasized as part of the standard operating procedures for every zookeeper.

**b. Is enrichment provided on a regular basis?**

Yes; Questionable.

*Enrichment appears irregular. Further documentation and process would confirm application.*

Response: Please refer to Attachment 10. Enrichment activities are listed on the keeper daily reports.

**AC-42. Does the institution have current and complete copies of all applicable local, state, federal and/or international permits to collect animals purchased (including aquatic animals) from all commercial animal collectors utilized?**

Yes; Questionable.

*Enhanced documentation of animal disposition to unaccredited facilities may be appropriate.*

Response: We have rigorously reviewed our procedures and documentation regarding the disposition of our animals to unaccredited facilities. We require recipients to certify their qualifications and verify what measures they would take should they transfer the animals. Please refer to Attachment #11 for our Acquisition and Disposition policy as well as the Animal Recipient Profile. The Glades Herp arrangement may have caused this question; those animals are never accessioned into our population.

**AC-45 Does the institution utilize auctions, the pet industry, or hunting ranches for the dispersal of wildlife?**

Yes; Questionable.

*Animals (typically confiscated) temporarily housed at the zoo and cared for by zoo staff are dispositioned to the pet industry (Glades Herp).*

Response: It should be made clear that it is a rare occurrence for us to temporarily house a confiscated animal – we will agree to keep an animal only when the State does not have the capability of safely holding it. Since the great majority of confiscated animals are reptiles or amphibians, the State can keep them at their facility.

**VETERINARY CARE**

**VC-14 Are necropsy results reviewed periodically and subjected to analysis to determine health trends and long-term problems with the collection?**

Yes; Questionable.

*A necropsy log is kept, though final diagnoses are not listed in a fashion that lends itself easily to review and understanding of long term problems with the collection. This kind of evaluation of mortalities can sometimes be obtained from the pathology business that evaluates a zoo's histopathology. Alternatively, entering necropsy and histopathology data in the Pathology of Med ARKS may allow this kind of in-house evaluation.*

Response: Our veterinary staff had been inputting data into the MedArks Pathology all along. At the time of the inspection, however, the system was not functioning due to a communication glitch between the MedArks program and the City Information Technology system. This is not an uncommon situation for us and City DTS staff has been working with managers of ARKS/MedArks to rectify the problem. When the system is down, a backlog of necropsy reports accumulates and the veterinary technicians catch up with data entries immediately after it is operational again.

Pathologists report “cause of death” when it can be determined. Parasitic infestation is a prominent medical/management issue on a long-term basis. Our veterinary staff deals with this on a case-by-case, exhibit-by-exhibit basis.

**VC-15 Does the institution maintain up-to-date records on the health of the collection?**

Yes; Acceptable.

*The veterinary staff does appear to maintain up-to-date medical records. Much of the data is entered into Med ARKS and backed up on an off-site server. The clinical notes and pathology portion of the records is hard copy only and maintained in one place in non-fireproof file cabinets. The single copy records should at least be kept in fireproof file cabinets if not duplicated and duplicates filed in a different location of the zoo as back-up.*

Response: We have a decreasing backlog of pathology data that is being entered into MedARKS and this is backed up at our City Department of Information Technology. The medical lab results (e.g. blood, culture) are in MedArks, with computer back up, from 1985 to present. Therefore, with the exception of backlogged pathology data, essentially everything is in MedArks. Nonetheless, in the event of a fire, we are procuring a fireproof cabinet to contain single-copy records until they can be logged in.

## **CONSERVATION**

**C-1 Is the institution's level of participation in SSPs, TAGs, and other such programs in line with similar-sized institutions?**

**a. Is the institution supporting an appropriate number of conservation program leaders? (i.e. SSP coordinators, TAG chairpersons, etc.)**

Yes; Questionable.

*It appears that only one staff person is actively involved as a leader associated with AZA conservation programs.*

Response: There have been several reasons for our lack of participation, all of which are dissipating. Staff members who could participate have cited lack of time because of a need to cover for unfilled positions – that has been corrected. Our remoteness has deterred us from sending a large number of people to conferences (it is equivalent for mainland zoos to fly staff members to Europe), but the current administration is supporting more travel. And staff members have been guaranteed that, should they get elected to a committee, adequate time will be provided for them to work on conservation issues during their regular hours. The bottom line is that we are making strong efforts to encourage staff to join committees and be productive for AZA, but it will take some time for us to become leaders of programs.

**C-4 Do the institution, governing authority, and staff members actively participate in local, regional, state/province, academic, national, and international conservation endeavors?**

Yes; Acceptable.

*Several good regional and local conservation affiliations.*

Response: Among our recent efforts, we are currently involved with the Marianas Islands conservation efforts to take protective measures against the invasion of the brown tree snake. Last year, we sent two staff members to Saipan for two weeks to assist in that project.

**C-7 Are the institution's contributions to elephant research and conservation in line with similar sized institutions?**

No; Unacceptable.

*Appears to be a lack of in-situ support.*

Response: We have made a donation to the Elephant Foundation and will follow up with more generous contributions. Our conservation budget, however, is relatively small and

the funds come solely from our support group. We will, nonetheless, place in situ support for elephants as a priority.

## **EDUCATION AND INTERPRETATION (EI)**

**EI-4. Do the institution's educational programs meet the needs of its visitors?**

**a. If "yes", has the institution adequately assessed the needs of under-represented groups and visitors with special needs?**

*Answer to the first part was "yes". Answer to part a was "no"; questionable*

Response: We do offer free outreach programs to students attending Title I schools, that is, schools that are located in underprivileged areas on Oahu. We also do not charge admission for outings of groups with special needs. This can be youngsters who require special care all the way to groups of elderly people who are in wheelchairs. We do not, however, offer structured education programs for those groups.

**EI-6. Are the education programs evaluated regularly and effectively (including assessment of impact as well as satisfaction)?**

*No; questionable.*

*EI-4a and EI-6. Funding is not available for formal evaluations.*

Response: We do evaluate the effectiveness of our education programs by gaining feedback from teachers and parents. We do not, however, have a formal education evaluation system. We will make a greater effort to assess our programs after the hiring of an Education Specialist II. Please refer to Attachment #12 for samples of our evaluation sheets.

## **RESEARCH**

**R-1. Is the institution's participation in research programs in line with similar-sized institutions?**

*Yes; Acceptable.*

*The field and collaborative research being performed at this institution is commendable.*

Response: Thank you.



AMERICAN ZOO AND AQUARIUM ASSOCIATION

# Final Report Of The Visiting Committee To The Accreditation Commission

HONOLULU ZOO  
*Honolulu, Hawaii*

## UNDER REVIEW FOR ACCREDITATION

Date(s) Visited: January 12 – 14, 2006  
Final Review & Hearing on: March 29, 2006

ACCREDITATION COMMISSION PRIMARY REVIEWER  
Bruce Bohmke, Deputy Director, Woodland Park Zoo, Seattle, WA

VISITING COMMITTEE INSPECTORS  
*signatures on file*

**TEAM CHAIR**

Operations Inspector: Tony Vecchio, Director, Oregon Zoo, Portland, OR

Husbandry/Animal Mgt. Inspector: Alan Varsik, General Curator, Santa Barbara Zoo, CA

Veterinarian: Holly Reed, DVM, Point Defiance Zoo & Aquarium, Tacoma, WA

**This Visiting Committee recommends that the next team allow at least 3 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

## 2005 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"/>	A

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

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"/>	<u>Q</u>
S-2. Are current job descriptions on file? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
a. Have job descriptions been distributed to staff?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
S-3. Do staff members have a clear understanding of their jobs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
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"/>	<u>A</u>
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"/>	<u>A</u>
S-7. Is there a good working relationship between management and staff?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
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"/>	<u>A</u>
S-9. Is staff provided an opportunity and encouraged to seek continuing education? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
S-10. Is the training provided for the staff and docents/volunteers adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
a. Are staff members offered training to qualify them for management positions?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>U</u>
S-13. Is there sufficient staff to properly care for the collection and to conduct the institution's programs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>U</u>
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"/>	<u>A</u>

COMMENTS: S-1 Across the board, staff salaries are at the low end or below AZA established salary range compared to other zoos. S-2 Although management said that job descriptions were on file, keepers were not aware of where they were kept. Keepers do have access to what are considered their daily duties in each of their areas. S-5 The only area where staff authority came under question was with regard to the research and, somewhat, the education departments. It was not clear to the inspection team or keepers who was in charge and who staff reported to in those areas. S-6 Management has done a good job of establishing and maintaining opportunities (daily meetings) for discussion of work related problems, but keeper staff expressed concerns that when problems are raised, management staff does not encourage discussion/resolution. S-7 Because of the answer to S-6 the answer to this question is questionable. S-9 The zoo has done a very good job of sending staff out to AZA management school courses. In addition, because of the isolated situation of this zoo and the lack of opportunity for information exchange with near-by zoos or infusion of new ideas from staff from other zoos, staff need to have more opportunity to participate in their professions annual meetings which provide opportunities for continuing education. S-12 Though the in situ work and research being done by Honolulu Zoo is notable and commendable, there is a definite lack of participation in AZA activities. S-13 Approximately 20 % of the staff's positions are currently vacant. Understanding how challenging it is in Hawaii to fill these positions (between problems recruiting and keeping qualified staff from the mainland, having to work with the governing authority's ideas about what is really needed in the way of staff, and managing vacancies to make other positions

possible) the lack of staffing still comes across in the general untidiness of the zoo (operations areas, bathrooms, grounds), discussions with keepers about work schedules and how much more they could do (meetings, enrichment, keeper talks, research) and knowing how much extra work is needed when so much construction is going on in a zoo to keep it attractive to the visitor. Management has described plans for filling vacancies. It is recommended that those positions be filled.

**SUPPORT ORGANIZATION (SO)** (If not applicable, please mark N/A and move to next section.)  N/A

	YES	NO	N/A	A/Q/U
SO-1. Are the bylaws of the support organization adequate? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SO-2. Do the stated purposes of the support organization meet the needs of the institution? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SO-3. Are the purposes being furthered?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SO-4. Is the relationship of the support organization to the institution mutually agreed upon and observed? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SO-5. Does the support organization exercise unwarranted influence on the institution, its officers, or staff?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SO-6. <i>Appearing on institution Questionnaire only.</i>				
SO-7. Does the support organization raise funds for the institution? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SO-8. Does the support organization participate in the decision-making process on how the funds are utilized?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SO-9. Are activities sponsored by the support organization appropriate and meeting the goals of both it and the institution? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

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

**FINANCE (F)**

	YES	NO	N/A	A/Q/U
F-1. Does the institution have continuing financial support? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
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"/>	Q
F-3. Is financial support the recognized responsibility of the governing authority? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
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"/>	A
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"/>	A
F-6. Are sufficient amounts allocated for capital improvements? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
F-7. Is there a separate budget for capital improvements? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
F-8. <i>Appearing on institution Questionnaire only.</i>				
F-9. Are sufficient amounts allocated for conferences, continuing education, maintenance,				

supplies, training/seminars, etc.? &lt; A &gt;

   Q

COMMENTS: F-2 Past budget cuts still impacting zoo. Zoo's total capital improvement budget was cut just prior to our arrival.  
F-9 Staff development funding low.

**PHYSICAL FACILITIES (PF)**

	<u>YES</u>	<u>NO</u>	<u>N/A</u>	<u>A/Q/U</u>
PF-1. Are there adequate parking spaces for visitors, staff, and volunteers?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
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"/>	<u>A</u>
PF-3. Does the institution have animal rides?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
PF-4. Are public food service facilities adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
PF-6. Is there a regular program of both building and mechanical maintenance? < A >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>U</u>
PF-7. If off-premises facilities are operated, did the team visit the site?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
a. Are the conditions at the off-site facility acceptable?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	_____
PF-8. Is the institution readily accessible to visitors?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-9. Are the rest rooms adequate and maintained in a sanitary condition?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-10. Is heating adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-11. Is lighting adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-12. Is plumbing adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
PF-13. Is the method for disposal of sewage adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-14. Is the method for disposal of toxic/hazardous materials adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
PF-16. Are the grounds clean and neat?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
PF-17. Are the sidewalks and roadways in good repair?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
PF-18. Are the buildings in good repair?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-19. Is the general impression given by the exhibits acceptable?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
PF-20. Are the exhibits arranged to demonstrate an educational theme?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-21. Are the exhibits presented in a scientific and aesthetic manner?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>

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"/>	Q
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 checked="" type="checkbox"/>	_____
a. Are the aquatic water circulation and life support systems adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____

COMMENTS: PF-1 It was stated that increased parking would increase attendance. PF-6 No documentation or regular/routine maintenance. PF-12 As built plans and increase shut-offs would enhance operations. PF-16 Significant clutter and disorganization in service area. PF-17 Pathway repair was on-going with several specific areas in need of attention. PF-19 Several antiquated exhibits including langur, spider monkey and many bird exhibits. Broken and/or dirty glass view at several exhibits. PF-21 Exposed pipes, hoses, food bowls in exhibits lessen the aesthetic appeal. PF-23 Lack of a giraffe chute or squeeze.

### 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"/>	Q
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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>	Q
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"/>	Q
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"/>	Q
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	U
SS-17. Is the communication system quickly accessed in the event of an emergency?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q

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 checked="" type="checkbox"/>	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 checked="" type="checkbox"/>	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 checked="" type="checkbox"/>	A
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 checked="" type="checkbox"/>	A
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	U
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Q
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 checked="" type="checkbox"/>	_____
SS-36. Is the security program providing sufficient protection? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q
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. *Appearing on institution Questionnaire only.*

SS-41. Is the perimeter fence independent of all animal enclosures? < A + >     A

COMMENTS: SS-1 First Aid does appear to be readily available, but it is offered by the veterinary staff and there is no designated place for the visitors to come seeking first aid assistance. There needs to be a designated First Aid station that is readily identifiable by the general public that could offer minor care and an appropriate place for a visitor to wait comfortably for an ambulance or family member pick-up. SS-10 The current protocol needs to be amended to note the location of the new hospital (where the gun locker is kept). As well, because the new hospital is at the far end of the zoo it is recommended that another gun locker is placed near the front entrance so that gun access and time it takes to retrieve a firearm in the case of an emergency would never be an issue. SS-12 Staff are trained for emergency response, but it sounds like most of the drills are pre-announced - there need to be some unscheduled drills to really evaluate how staff would respond in a true emergency. SS-14 Though fire extinguishers are readily available, there are two in the chimp back holding area, that are not for use in the event of a fire (they are meant to separate aggressive chimps) and they are not labeled clearly as to their specific use and they don't appear to be routinely examined and charged. SS-16 Thought vet staff appears to be trained on handling of hazardous materials, the keeper staff when questioned, had no knowledge of precautions to take when handling hazardous materials (i.e., how to handle or dispose of dead wild animals found on sight that could carry potential zoonotic diseases) SS-17 There don't appear to be enough radios or radios in good working condition for all the staff. Some of the keepers used personal cell phones in lieu of radios because they felt the radios weren't working. SS-27 In several cases (pictures attached) service areas were easily accessible by the general public. In some cases there were signs warning people to stay out(two places in the African Savannah), but the access was easily gotten around. In other cases there was no signage (gate by the elephant construction) and either we found the construction gate open, or there was a large gap on the left side of the gate which would allow access to a path that lead to the hippo holding where there was always a hippo in residence and accessible through bars. As well there was a construction gate(on the way to the vet hospital from the hippo) that had a gap between the closed gates that someone from the outside could climb into the zoo. SS-33 There is concern in the instance mentioned above with regard to the hippo in holding if public got into the behind the scenes area. SS-36 In general the security program is doing its job, but we found journal and photographic evidence of a person who had gotten into the zoo over night and found themselves in or near the elephant exhibit. Sporting injuries and possibly enebriated the man didn't know how he had gotten into the zoo or how long he had been there.

## ANIMAL COLLECTION (AC)

	YES	NO	N/A	A/Q/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"/>	Q
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"/>	Q
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"/>	Q
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 2005 "Inspector's Handbook")? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q
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"/>	A
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	U
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. Do formal animal training programs provide for the overall health and psychological well-being of the animals participating? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-25. Are "touch pools" integrated into displays adequately managed for the protection of the animals involved? < A + >	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
AC-26. Does the institution use animals for education purposes on site (animals that are used outside their normal exhibit or holding areas or are intended to have regular, physical contact with the public within their normal exhibits, e.g., contact area with domestic animals, browse feeding programs with giraffes, lorikeet feeding, etc.)? < A + >	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
a. If "yes", please respond to the following: < A + >				
1. Are the species utilized appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
2. Are both the animals and public provided adequate protection?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
3. Does the institution make certain that the way in which animals are				

handled causes no undue stress for the animals?    \_\_\_\_\_

4. Are isolation/quarantine facilities adequate?    \_\_\_\_\_

5. Are animals kept separate from the rest of the collection?    \_\_\_\_\_

6. Are animals used being rotated sufficiently?    \_\_\_\_\_

AC-27. Does the institution utilize wildlife in off-premises situations (i.e., shopping malls, sporting/events, school programs, theatrical productions, etc.)? < A >    \_\_\_\_\_

a. If "yes", please respond to the following: < A + >

1. Are the species utilized appropriate?    \_\_\_\_\_

2. Are both the animals and public provided adequate protection?    \_\_\_\_\_

3. Does the institution make certain that the off-premises programs cause no undue stress for the animals?    \_\_\_\_\_

4. Is sufficient transportation and care provided when animals are off the premises?    \_\_\_\_\_

5. Are isolation/quarantine facilities adequate?    \_\_\_\_\_

6. Are animals kept separate from the collection, especially following an appearance off institution grounds?    \_\_\_\_\_

7. Are life support systems, designed for aquatic animals shown off-site, adequate?    \_\_\_\_\_

8. Are animals used being rotated sufficiently?    \_\_\_\_\_

AC-28. Does the institution use animals for photo opportunities with the public? < A >    \_\_\_\_\_

a. If "yes", please respond to the following: < A + >

1. Are the species utilized appropriate?    \_\_\_\_\_

2. Are both the animals and public provided adequate protection?    \_\_\_\_\_

3. Does the institution make certain that the way in which animals are handled causes no undue stress for the animals?    \_\_\_\_\_

4. Are isolation/quarantine facilities adequate?    \_\_\_\_\_

5. Are animals kept separate from the rest of the collection?    \_\_\_\_\_

6. Are animals used being rotated sufficiently?    \_\_\_\_\_

7. Are animals being taken off site for photo opportunities?    \_\_\_\_\_

AC-29. Does the water quality methods and controls program appear to be adequate for the aquatic exhibits? < A >    \_\_\_\_\_

AC-30. Is the animal collection protected from weather detrimental to their health?    A \_\_\_\_\_

AC-31. Does it appear that the animals' sociobiological needs are being met?    Q \_\_\_\_\_

AC-32. Are the animal enclosures clean and well maintained?    A \_\_\_\_\_

AC-33. Does the institution's pest control program appear adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-34. 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-35. Does the institution allow the public to feed the animal collection?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
AC-36. 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-37. Are endangered species appropriately identified as such?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-38. 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-39. 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"/>	Q
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-40. Are there sufficient resources and staff available to implement the animal enrichment program? < A+ >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Q
a. Is there adequate involvement by all departments?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q
b. Is enrichment being provided on a regular basis?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q
AC-41. 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
AC-42. 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"/>	Q
AC-43. 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-44. Does the institution permit hunting of captive wildlife? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-45. Does the institution utilize auctions, the pet industry, or hunting ranches for the disposal of captive wildlife? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q

COMMENTS: AC-2 Incomplete justification for all species. AC-6 Stated 95% registered. AC-9 Good duplication of records. AC-12 Very knowledgeable. AC-13 Significant recent progress has been made. Records are close to being up to date. AC-15 Enhanced documentation of animals going to unaccredited facilities is needed. AC-17 An all new, significantly larger facility is in the midst of construction. Existing exhibit is antiquated. Low staffing levels appear to influence frequency of foot care. AC-19 Current free contact management staff appear confident and effective. AC-21 Individual elephant profiles are needed. AC-31 Individually held primates need to have specific, documented enrichment plans. AC-33 Pest control appears

good especially considering the environment. AC-36c A couple hands on props could use updating/replacing.  
 AC-39 A formal written enrichment program is needed. Enrichment application is recorded in daily records.  
 AC-40 Enrichment application appears irregular in some areas due to staffing challenges. AC-40a Enrichment application appears irregular in some departments. AC-40b Enrichment appears irregular. Further documentation and process would confirm application. AC-42 Enhanced documentation of animal disposition to unaccredited facilities may be appropriate.  
 AC-45 Animals (typically confiscated) temporarily housed at the zoo and cared for by zoo staff are dispositioned to the pet industry (Glades Herp).

## VETERINARY CARE (VC)

	YES	NO	N/A	A/Q/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. <i>Appearing on institution Questionnaire only.</i>				
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 collection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
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"/>	<u>A</u>
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
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"/>	<u>A</u>
VC-19. Are the animal diets prepared and stored hygienically?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
a. Is the timing and location of food provisioning biologically appropriate and stimulating?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>

COMMENTS: VC-14 A necropsy log is kept, though final diagnoses are not listed in a fashion that lends it self easily to review and understanding of long term problems with the collection. This kind of evaluation of mortalities can sometime be obtained from the pathology business that evaluates a zoo's histopathology. Alternatively, entering necropsy and histopathology data in the Pathology module of Med ARKS may allow this kind of in-house evaluation. VC -15 The veterinary staff does appear to maintain up-to-date medical records. Much of the data is entered into Med ARKS and backed up on an off site server. The clinical notes and pathology portion of the records is hard copy only and maintained in one place in non-fireproof file cabinets. The single copy records should at least be kept in fire proof file cabinets if not duplicated and duplicates filed in a different location of the zoo as back-up.

## 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"/>	<u>A</u>
a. Is the institution supporting an appropriate number of conservation program leaders? (i.e., SSP coordinators, TAG chairpersons, etc.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
b. Does the institution participate in an appropriate number of conservation programs? (i.e., TAGs, IGs, etc.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
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"/>	<u>A</u>
C-4. Do the institution, governing authority, and staff members actively participate in local, regional, state/province, academic, national, and international conservation endeavors? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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 >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
C-6.	Is conservation the foundation of the institution's overall message to the general public? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
C-7.	Are the institution's contributions to elephant research and conservation in line with similar sized institutions? < A >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	U
C-8.	While on site, did the institution provide you with ARCS reports (Annual Report on Conservation and Science) for the previous five years?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a.	If "no", please explain: _____				

COMMENTS: C-1a It appears that only one staff person is actively involved as a leader associated with AZA conservation programs; C-4 Several good regional and local conservation affiliations. C-7 Appears to be a lack in in-situ support.

### EDUCATION AND INTERPRETATION (EI)

		<u>YES</u>	<u>NO</u>	<u>N/A</u>	<u>A/Q/U</u>
General Information:	Is the education department under the direction of a paid professional trained in education programming? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
EI-1.	Are the institution's educational programs clearly tied to AZA conservation messages? < A+ >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a.	If "yes", do the institution's education programs address local and global conservation issues, and the role of zoos/aquariums in conservation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
b.	Do the institution's conservation and education messages relate to it's overall mission?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
EI-2.	<i>Appearing on institution Questionnaire only.</i>				
EI-3.	Does the institution have a written education plan for the education program? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a.	If "yes", does this plan address the goals and objectives of the department? < A+ >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
EI-4.	Do the institution's educational programs meet the needs of its visitors? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a.	If "yes", has the institution adequately assessed the needs of under-represented groups and visitors with special needs? < A+ >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Q
EI-5.	Does the facility have educationally focused partnerships with local/national groups, and are the arrangements/agreements appropriate? < A+ >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
EI-6.	Are the education programs evaluated regularly and effectively (including assessment of impact as well as satisfaction)? < A >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Q
EI-7.	Is the animal collection identified and interpreted for the public?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a.	If "yes", are exhibit labels and other graphics legible and in good condition?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
b.	If interactive exhibits are used, are they in working order?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
c.	If docents/volunteers or staff are utilized in interpretive programs, do they appear to be well-trained in both content and interpretive abilities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

- |        |  |                                     |                          |                          |   |
|--------|--|-------------------------------------|--------------------------|--------------------------|---|
| d.     | Are the institution's messages clearly conveyed by the interpretation?   | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| e.     | Does the institution address conservation issues in their interpretation (e.g., referencing related <i>in situ</i> conservation efforts for select species, utilizing AZA SSP logos, etc., as appropriate to the institution's conservation messages)? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| EI-8.  | Is the volunteer/docent program adequate for the needs of the institution?   | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| EI-9.  | <i>Appearing on institution Questionnaire only.</i>  |                                     |                          |                          |   |
| EI-10. | Do staff members have an adequate and accessible library available? < A+ >   | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |

COMMENTS: EI-4a and EI-6 Funding is not available for formal evaluations.

### RESEARCH (R)

- |              |   | <u>YES</u>                          | <u>NO</u>                | <u>N/A</u>               | <u>A/Q/U</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: R-1 The field and collaborative research being performed at this institution is commendable.

### OTHER PROGRAMS/ACTIVITIES (OP)

- |       |  | <u>YES</u>                          | <u>NO</u>                | <u>N/A</u>               | <u>A/Q/U</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)

- |                  |   | <u>YES</u>               | <u>NO</u>                           | <u>N/A</u>               | <u>A/Q/U</u> |
|------------------|---|--------------------------|-------------------------------------|--------------------------|--------------|
| M-1/M-2/M-3/M-4. | <i>Appearing on institution Questionnaire only</i>  |                          |                                     |                          |              |
| 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 + >                         | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | A            |
| 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 + > | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | A            |

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

Rev: 04/05

**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

**Staffing Levels** - over 20% of the positions that are in the zoo's budget are currently vacant. Many of the following concerns may be directly or indirectly attributable to lack of staff. Several staff mentioned that the assistant director frequently cleans restrooms.

**General Maintenance and Upkeep** - the overall look of the zoo, especially in off-exhibit areas, was unkempt and cluttered. Many sidewalks are cracked, have bumps and holes, and are uneven. Restrooms had graffiti and, especially towards the end of the day, were dirty. Clutter in the maintenance area was so bad that it was impossible to inspect some of the areas. Exhibit glass was dirty in many exhibits and broken in one of the savanna exhibits. There is some rotten wood on visitor hand rails in the savanna.

**Governance** - Many of our concerns were answered by staff in a way that indicated "that's the way it is with the City." These include: excessive amount of time to fill vacant positions; budget cuts, most recently all C.I.P. projects; a lack of technical support staff - it seems zoo staff have a difficult time finding skilled trades people to help with routine maintenance issues, and the zoo director not having the appropriate level of decision-making.

**Morale of front-line staff** - A fair number of staff, especially front line staff, are very unhappy. There was a very different perception of whether things were improving between veteran front-liners and managers, professionals, and newer employees.

#### LESSER CONCERNS

Salaries, especially managers, below industry standards

Inadequate parking

City Pass hurting Zoo Society membership recruitment

Lack of 'as-built' plans for utilities

Unsafe visitor access - construction gate in the zoo, along with the perimeter fence, in the savanna area

Level of AZA involvement by staff

Gun cabinet in one location

Lack of a graphics plan or consistency of graphics

Emergency procedures - alarm can't be heard everywhere, drills should be unscheduled, condition and quality of hand-held radios

Lack of a leadership transition plan

Antiquated exhibits - especially primates and birds. NOTE: staff has done a good job 'sprucing up' bird exhibits and enriching primates

Lack of a giraffe squeeze chute

Computers are not all linked in a common network - reports are 3 copies - paper

Safety committee should have regular meetings and have significant front-line participation

Solitary primates should have a specific, written enrichment plan

Written documentation in general is lacking - safety committee minutes, emergency drills, debriefs, necropsy logs, and minutes from any regular committee meetings

Individual profiles for elephants as part of elephant management plan

Better documentation and reference checks for where animals are sent - issues with whether or not or how to accession short-term, confiscated animals

Lack of labeling - dated food, items in freezers & refrigerators

Shortage of hand tools - many staff using their own tools

More staff development opportunities would be beneficial

"Unofficial" fire extinguishers in chimp area

Fire-proof safe for veterinary records

A great deal of missed marketing/PR opportunities

When zoo revenues exceed projections additional funds do not stay within the zoo but, instead, go to other areas e.g. golf courses

## **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.

Improving relationship with the City. Current administration, particularly the new Director of Enterprise Services, paying attention to the zoo's needs.

A tremendous amount of new construction - new vet hospital, new orang exhibit, new Keike (childrens) zoo about to open, 'face-lift' on snack bar, new elephant holding almost complete, commissary upgrade, new entrance about to begin.

Conservation programs are innovative and regionally appropriate

Staff - level of dedication and professionalism at all levels of the organization is admirable

Successes in animal husbandry, particularly with difficult groups such as Birds of Paradise and Monitor lizards

Pest control - little evidence of pests, especially rodents

Horticulture - beautiful plantings and numerous gardens, use of plants to improve older exhibits and to screen off-exhibit areas.

## **Narrative Report from the Honolulu Zoo's Accreditation Inspection January 2006**

### **Overview**

This is an exciting time for the Honolulu Zoo. The zoo is poised to advance to the next level. Under the leadership of zoo director Ken Redman, director of Enterprise Services for the City of Honolulu Sidney Quintal, and several members of the zoo society board of directors there is a palpable feeling of positive change about to happen.

The city and the society are working together to explore the best form of governance for the zoo. There seems to be commitment from both sides to work towards doing what is best for the zoo. There is an effort to solve many of the long-time, nagging problems the zoo has had to deal with in being part of a large, municipal bureaucracy, and there is a serious effort by the zoo society to raise the funds and community support needed to move the zoo forward. There is a tremendous level of construction underway. Between the new exhibits and facilities and repairs to older areas the zoo will have a totally new look in the very near future.

### **Governing Authority**

The relationship between the zoo and the Enterprise Services Department of the City of Honolulu (the zoo's governing authority) and the zoo society has never been better. The city bureaucracy still makes day-to-day operations difficult. The very long time it takes to fill vacant positions, the lack of technical support (electricians, HVAC techs, plumbers, etc.), and budget cuts have had a noticeable negative impact on the zoo. However, the new director of the Enterprise Services Department has made the zoo a priority. He is looking for ways to help the zoo cut through some of the bureaucratic delays, to get the zoo additional help, restore budget cuts, and he is supportive of the zoo, zoo society, and city working together to find a better, more efficient way to manage the zoo.

While the zoo director's authority is recognized and respected – he serves on any committee that is dealing with zoo issues, there has been at least one occasion where the zoo director was “outvoted” by other members of a committee that impacted a decision that clearly should have been left to the zoo director (terms of a contract to operate a train ride in the zoo).

### **Staff**

The staff is clearly one of the great assets of the Honolulu Zoo. Ken Redman has shown great leadership in steering the zoo forward. His top managers have years of experience in their positions and are truly dedicated to the zoo and the profession. There are some real rising stars in the ranks of lower level managers. The front-line staff is very dedicated and experienced. Considering the quality of the staff and the commitment to the future of the zoo it is surprising how high the level of discontent is among keepers, especially the more veteran keepers.

It is clear that more communication needs to happen. The zoo director does conduct

all-staff meetings and publishes a weekly news update for the entire staff. Some of the keepers do not feel this is adequate however. Some of the bad feelings run so deep that the zoo managers may need to consider more intensive efforts to engage the staff in serious dialogue.

Staffing levels are currently very low. Over twenty percent of the positions listed on the zoo's payroll are vacant. Staffing levels are so critically low that there are times the deputy director cleans the restrooms.

The salaries at all levels seem to be below the industry standards. Management has tried to offer opportunities for staff development (attendance at the AZA schools and at conferences) but, clearly, this is an area that has suffered from a lack of resources. There is very, very little involvement with studbooks (none) and SSPs and TAGs (one staff member serving on a TAG).

### **Support Organization**

The zoo society is highly energized at this time. They have a strong, diverse board with great leadership. They are enthused about fund-raising for the future and about working with the city to explore new governance opportunities. Their track record in fund-raising has been adequate but not great. It is believed that if a new public-private partnership were to occur, donors would be more willing to support the zoo.

The number of family memberships is low for a city the size of Honolulu. This is most likely because the city sells annual passes to the zoo at a very low rate. These annual passes directly compete with membership sales.

### **Finance**

With the improving economy and new leadership in the Department of Enterprise Services the zoo has enjoyed growing support. In addition, some individuals in the zoo society have stepped up to help the zoo financially. Nonetheless, a lack of funding is still the main concern in the zoo being able to progress and solve problems. The day prior to our visit the city had informed the director that his entire capital budget was being cut. The zoo director and the director of Enterprise Services were working on restoring these funds while we were visiting.

The team was concerned about the fact that revenue generated by the zoo is not always kept in the zoo. If the zoo generates more revenue than was budgeted, the surplus funds could be used by other areas of the city, such as the golf courses. This is a disincentive for zoo staff, particularly those in guest services, to work hard to generate revenue.

### **Physical Facilities**

The Honolulu Zoo is blessed with absolutely fantastic grounds. The plants are beautiful and abundant. There are many attractive modern exhibits. The staff has done a great job, particularly in the bird areas, to make the older exhibits look as attractive as possible with extensive planting.

The most striking deficiency we found during our visit was, however, in the appearance of the facility, especially in the non-public areas. The maintenance area was so cluttered with tools, equipment, supplies, stored items, and "junk" that there were areas we couldn't get into to inspect. Many exhibit windows were dirty on both the public and animals sides. Restrooms, especially at the end of the day, were dirty. Two of the three public restrooms we inspected had graffiti on the walls.

On a more positive note, construction was visible everywhere. New exhibits are being built, old problems being addressed, walkways were being repaved; there is a definite feeling that the zoo is about to blossom.

The zoo would greatly benefit by having a utilities document that shows where utility lines are located and which lines are active and inactive.

### **Safety/Security**

The zoo uses an outside security firm. Being city-run, the zoo must accept the low-bid security firm. This doesn't seem to be a problem. The zoo requested that the most recent firm hire the day-officer that the zoo had been working with prior to the new company getting the bid. So, there is continuity in knowledge about issues. The amount of coverage seems to be adequate.

Front-line staff reported holes in the perimeter fence. One of our team inspected the perimeter fence and found no breaches. We also heard from the staff of people getting into the zoo at night and going undetected. This is not surprising in that the zoo is very urban. While there have been no major incidents, this is an area zoo management should keep a close eye on and be considering ways to increase vigilance.

There are a number of places where visitors can easily get behind the scenes or into construction areas.

The zoo is now at a big enough size and housing a number of dangerous animals that it would be wise to have two gun cabinets on different sides of the zoo. At this time the only gun cabinet is in the veterinary hospital at a far corner of the zoo.

While it seems that the zoo conducts drills on a regular basis, and, debriefs after each drill, there were no written records or mechanism existing to take what is learned in the drills and incorporate the new ideas/changes into the published emergency procedures.

### **Animal Collection**

The Honolulu Zoo has a diverse animal collection that is appropriate for the size of the zoo and that adequately supports the zoo's mission. The zoo has excelled in a couple of areas; their work with monitor lizards and with birds of paradise has been exemplary.

The Africa area is starting to show its age with some rotting handrails and viewing decks, one pane of cracked glass, and some broken and uneven walkways. However, the exhibits still look great, the animals were visible, looked to be in great shape, and the visitors obviously enjoy this area a great deal. Some of the other exhibits are antiquated,

particularly primates and birds. But, the staff has done a great job with enrichment and in sprucing up the exhibits so that these old exhibits are not an obvious detriment to the zoo experience.

The elephant area is short-staffed, having recently had an experienced keeper accept a promotion in another area of the zoo. This has impacted what the keepers can do in this free-contact management style. Some important areas, such as foot care, are not getting the time that they should. The new elephant-holding barn, which will be finished very soon, looks great. Unfortunately, the new exhibit is being held up and, therefore, when the elephants will be moved to their new quarters is unknown. The amount of space in the old quarters is barely adequate. Individual behavioral profiles are needed for the elephants.

Recordkeeping is very good. The zoo staff does an admirable job in working with the U.S. Fish and Wildlife Service to find appropriate homes for the large number of animals that are routinely confiscated in Hawaii. This has caused some problems in the records area as to how to account for these transactions.

#### **Veterinary Care**

The zoo has a very experienced, full-time zoo vet and two vet techs. They have had two vets but the second vet position is currently vacant. The size of the animal collection warrants the second vet position being filled as soon as possible.

The staff was still in transition, moving from the old hospital to a new hospital/quarantine facility that had just recently been completed. This new facility is state of the art and should do much to improve the vets' ability to do their jobs.

The vet staff has the confidence of the animal management staff.

Medical record keeping could be improved by keeping back-up copies in another location in the zoo and by more thoroughly documenting necropsy results.

#### **Conservation**

The zoo's conservation work on Pacific island species is exemplary. The general curator is very active in this area and has developed some outstanding and effective relationships with other agencies and organizations to make a difference in the wild as well as at the zoo. The general curator has looked for opportunities to get other staff involved in these efforts.

Unfortunately, there are not many other conservation initiatives being pursued. Except for the general curator, there is a lack of involvement in AZA initiatives such as SSPs and TAGs. It is difficult because of the zoo's isolated location to participate in mainland activities but there still could and should be a more substantial role for Honolulu staff members to play in this area.

### **Education and Interpretation**

As mentioned in other areas, a lack of resources has impacted the zoo's ability to offer diverse education programming. But, probably a bigger issue than lack of resources is the conflict and confusion over who is responsible for what. The city staff used to do more in education and interpretation. They are now down to one staff person with a somewhat nebulous role in the department. The society has picked up much of the responsibility for delivering programs. With a small but enthusiastic staff this area is moving in the right direction. The role of both city and society staff in relation to the zoo's education efforts needs to be clarified.

The zoo could be doing much more with volunteers. No formal evaluation is done on the effectiveness of programs or interpretation due to a lack of resources. The zoo would benefit by having an interpretation plan; the conservation manager has gotten involved in this effort and progress is being made in the approach to developing graphic messages.

### **Research**

The zoo society funds a professional, experienced, and well-respected researcher. She is active with her AZA colleagues and has published a considerable volume of work. Her exact role is also impacted by the confusion of her being a society employee working for and with city employees.

### **Miscellaneous**

The zoo does not produce a lot of brochures and advertising. There is a great missed opportunity in this area. The zoo is located in one of the busiest and most popular tourist areas in the world. Yet, there is little effort to bring the nearby tourists into the zoo. The difficulty with signage and advertising in this city park is causing the zoo to forego much greater attendance. The lack of adequate, designated zoo parking also contributes to this problem.