



**AMERICAN ZOO AND AQUARIUM ASSOCIATION**

**Final Report Of The Visiting Committee  
To The Accreditation Commission**

**REID PARK ZOO**  
*Tucson, Arizona*

**UNDER REVIEW FOR ACCREDITATION**

**Date(s) Visited: January 7-9, 2003**

**NAMES OF VISITING COMMITTEE INSPECTORS**

**TEAM CHAIR**

Operations/Husbandry/Animal Mgt. Inspector: Steve McCusker, Director, San Antonio Zoo, TX

Husbandry/Animal Mgt. Inspector: John Azua, Curator of Birds, Denver Zoo, CO

Veterinarian: Robert Cooper, DVM, Los Angeles Zoo, CA

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

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

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)**

YES   NO   N/A   A/Q/U

- GI-1. Does the historical record of the institution reflect an accurate record of continued progressive growth? < A >          Q
- GI-2. Does the institution appear to meet its stated purposes? < A + >          A

COMMENTS: GI-1. New exhibits and growth in operations, education, and society are excellent. Economy is such that recent facility growth has be retarded.

**GOVERNING AUTHORITY (GA)**

YES   NO   N/A   A/Q/U

- GA-1. Are the lines of communication between the director and governing authority clearly defined? < A + >          A
- GA-2. *Appearing on institution Questionnaire only.*
- GA-3. Does the governing authority recognize the chief executive officer as the sole official liaison between itself and the staff?          A
- GA-4. Does the governing authority recognize the right of the chief executive officer to originate all staff appointments, promotions, and terminations?          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?          A
- GA-6. Is the chief executive officer a member of all committees appointed by the governing authority for the operation of the institution?          NA

**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 type="checkbox"/>	<input checked="" 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: SO-3. This organization has made great improvement since the last accreditation and has greatly increased its positive impact.

**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 type="checkbox"/>	<input checked="" 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"/>	Q
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Q
F-7. Is there a separate budget for capital improvements? < A >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	U
F-8. <i>Appearing on institution Questionnaire only.</i>				
F-9. Are sufficient amounts allocated for conferences, continuing education, maintenance, supplies, training/seminars, etc.? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q

COMMENTS: F-2. Depressed economy - see narrative. F-4, F-6, F-7. See narrative. F-9. All City travel and training has been recently cut; society has "stepped up" to do all they can, but more travel, training education, and maintenance dollars are needed.

- and psychological well-being of the inhabitants?    A
- a. Are the aquatic water circulation and life support systems adequate?    A

COMMENTS: PF-6. Program is in place; dollars are not. PF-8. Present gate/gift shop//parking construction projects make it difficult at the present time. PF-15. Location and access of trash receptacle is problematic; could be moved, or more importantly, covered. PF-16. Grounds are impeccable. F-18. Some are old and in state of disrepair; need remodel work or demolition. PF-23. Rhino barn is major question.

## SAFETY/SECURITY (SS)

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

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"/>	<u>Q</u>
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"/>	<u>A</u>
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"/>	<u>A</u>
AC-5.	Does the animal collection fulfill the stated objectives of the institution?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
AC-7.	Is the animal cataloging system adequate? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-8.	Does the animal marking system meet the needs of the collection? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-9.	Are animal records duplicated? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
AC-11.	Are duplicate records stored in an appropriate separate location? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
AC-13.	Are records kept current with up-to-date information?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
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"/>	<u>Q</u>
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"/>	<u>A</u>
AC-17.	If the institution maintains elephants, are current AZA policies being followed (see pages 47-56 of the "Visiting Committee Handbook")? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
a.	Does the institution's written policy meet AZA requirements? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
b.	Does the institution have an elephant restraining device?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-18.	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"/>	<u>A</u>
AC-19.	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-20.	Do formal animal training programs provide for the overall health and psychological well-being of those participating? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>

COMMENTS: AC-1. Collection dynamics may have stagnated a bit; see narrative. AC-9. With a few exceptions. AC-25. Witnessed unacceptable amounts of rodent feces and pigeons appear to be a problem.

VETERINARY CARE (VC)		YES	NO	N/A	A/Q/U
VC-1.	Is there a full-time veterinarian? < A >	<input type="checkbox"/>	<input checked="" 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"/>	U
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"/>	Q
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 aquatic collection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
VC-15.	Does the institution maintain up-to-date records on the health of the collection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

## EDUCATION (E)

YES NO N/A A/Q/U

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

	YES	NO	N/A	A/Q/U
E-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
E-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
E-5. Is the education program under the direction of a paid professional trained in educational programming? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-6. If the facility has cooperative programs with colleges or universities, are the arrangements/agreements appropriate? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-7. Are the education programs evaluated regularly?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-8. Do the institution's education programs address the role of zoos/aquariums in conservation? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-9. Do the institution's educational programs address local and global conservation/environmental issues? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-10. Does the institution utilize wildlife in off-premises situations (i.e., shopping malls, sporting/events, school programs, theatrical productions, etc.)? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-11. If the institution utilizes wildlife in off-premises situations, please respond to the following: < A + >				
a. Are the species utilized appropriate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
b. Are both the animals and public provided adequate protection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
c. Does the institution make certain that the off-premises programs cause no undue stress for the animals?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
d. Is sufficient transportation and care provided when animals are off the premises?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
e. Are isolation/quarantine facilities adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
f. Are animals kept separate from the collection, especially following an appearance off the institution's grounds?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
g. Are life support systems, designed for aquatic animals shown off-site, adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
E-12. Does the institution provide appropriate outreach programs? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-13. Are the programs provided for the disabled responsive to the spirit of the Americans with Disabilities Act of 1990? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-14. Is the volunteer/docent program adequate for the needs of the institution? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
E-15 & E-16. <i>Appearing on institution Questionnaire only.</i>				
E-17. Do staff members have an adequate and accessible library available? < A >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	U
a. Is the library available to the general public?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

# 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, and bring documentation with you on how they were/are being addressed, with photographs when possible. Status reports and completion schedules are expected for items that cannot be finished by the hearing. Be prepared to discuss each item, provide documentation, and answer questions the Commission may have. Be aware that, after reviewing all supporting materials (including the Visiting Committee's written report), the Commission may have issues and 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 "Minor".]

**Please Note: Items are not prioritized.**

### MAJOR CONCERNS

1. Education facilities - office space, storage space, teaching space are badly needed.
2. Housekeeping throughout zoo - scattered items, pest feces, and an apparent unorganized/cluttered storage system.
3. Preventative maintenance/upkeep - painting, wear and tear, old wood, scratched/etched glass.
4. Financial Concerns - insufficient funds to bolster progress.
5. Lack of direction, planning, and action in animal collection, psittacines, single animals.

### MINOR CONCERNS

1. ID graphics not always present.
2. Drug expiration
3. Quarantine dilemma – treatment room/quarantine room separation.
4. Library – outdated information, no contemporary journals.
5. Pest control, especially birds – needs concentrated effort.
6. Committee structure - research, animal care and use committee need veterinarian and perhaps "outside" member.
7. Barrier gap at carnivore windows.
8. "Soft" veterinary program - more progressive/contemporary action; vet needs more time on grounds.

January 30, 2003

Mr. Denny Lewis  
American Zoo and Aquarium Association  
8403 Colesville Road, Suite 710  
Silver Springs, MD 20910-3314

Dear Denny:

The Accreditation visiting committee descended on the Reid Park Zoo, Tucson, Arizona on the afternoon of Tuesday, January 7, 2003. This group consisted of Robert Cooper, DVM, Chief Veterinarian Los Angeles Zoo; John Azua, Curator of Birds, Denver Zoo; and Chair J. Stephen McCusker, Director, San Antonio Zoo. We completed our visit on the afternoon of January 9, 2003. We spoke to the following people:

**Zoo Staff**

Susan Basford  
Michael Flint  
Vivian VanPeenen  
Marc Bruns  
Ed Hansen  
Les McMullin  
James R. Stofft, DVM  
Ruston Agte  
Stacey Belhumeur  
Tracy Boerner  
Karen Bongratz  
Mark DeDenus  
Ann Dery  
Bruce Eneboe  
Joanna Gradillas  
Leslie Waters

**Title**

Zoo Director  
General Curator  
Education Curator  
Zoo Area Supervisor  
Zoo Area Supervisor  
Parks Area Supervisor  
Contract Veterinarian  
Zookeeper  
Zookeeper  
Zookeeper  
Zookeeper  
Zookeeper  
Zookeeper  
Zookeeper  
Zookeeper  
Zookeeper

**Parks and Recreation Staff**

Bob Martin  
Jim Conway

**Title**

Deputy Director  
Parks Superintendent

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Denny Lewis  
American Zoo and Aquarium Association

**STAFF** –

The Reid Park Zoo staff is well educated, experienced, and professional. There are many long-term employees at this facility.

However, many of our discussions with keepers and supervisory staff were less than upbeat. There seems to be a lack of direction, a lack of inspiration, and questions like “who’s in charge,” and comments such as “I’m not sure who I report to” were heard far too often. Some staff suspect this is a result of a team management approach that has gone away.

These issues were discussed at the exit interview and there is no doubt in our minds that these apparent problems will be dealt with appropriately.

**SUPPORT ORGANIZATION**

The TZS has realized considerable growth over the last five-six years. They now have their own building, a paid staff of five, and a solid and energetic board of directors.

They have financially supported construction projects, travel and training efforts, and several education positions and programs.

**FINANCE**

Financial difficulties have fallen on the City of Tucson. This directly affects the operation of the Reid Park Zoo in two ways. One is the added responsibilities dealt to Susan Basford (though as indicated, this is working), and the other is the inevitable shortage of dollars. It was clearly indicated to us however, that the zoo was not in serious jeopardy and would be supported during this financial predicament.

**PHYSICAL FACILITIES**

For the most part, the zoo is in good shape. There are; however, those constant “upkeep” issues that may have been neglected due to appropriate funding. Painting in many areas is deficient. Guardrails for instance need work, as do windowsills and mullions. The sides of various buildings have chipped paint

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Denny Lewis  
American Zoo and Aquarium Association

#### VETERINARY CARE

A contract exists with Valley Animal Hospital, which provides for a part-time veterinarian. Dr. Stofft is their regular vet; he visits the zoo two times each week or as special conditions arise. Dr. Jarchow assisted them with reptile/amphibian problems.

There is also a contract with an animal nutritionist who meets with staff once each week.

The University of Arizona veterinary department performs all necropsies. Though all the animals appear healthy and well-cared for, more allocated veterinary time would be very beneficial to the institution. More vet time would make animal health and treatment a more important aspect of the zoo and its' animal collection. More vet time would be available for dialogue, training, observation, research, annual physicals, and prophylactic medicine. Veterinary input would aid the Research Committee and the Animal Care and Use Committee.

#### CONSERVATION

Reid Park Zoo is active in a number of AZA conservation programs.

#### EDUCATION

The education programs and staff have grown considerable over the last five-six years, much to the credit of the zoo staff and the supporting TZS. The city pays for the curator of education. The TZS pays for an additional 1.75 full-time equivalents and nine part-time employees. There are 89 adult volunteers and 37 teens. There is always a paid educator on the grounds during open hours. They do; however, badly need improved, larger facilities. The Education building is old and inefficient. They now have a trailer; a new building is needed.

For the size of this institution, their programs and their energy are exemplary.



1100 S. Randolph Way  
Tucson, AZ 85716

520 - 791-3204  
FAX 520 - 791-5378  
TTY 520 - 791-2639  
www.cityoftucson.org

**Date:** 7 February 2003  
**To:** AZA Accreditation Commission  
**From:** Susan Basford, Director  
Reid Park Zoo  
**Subject:** Written Response to List of Concerns presented by the  
Visiting Committee

On 9 January I was provided with a written list of concerns from the Visiting Committee of Accreditation Inspectors. The list noted that the items listed were not prioritized other than that it was divided into major and minor concerns. I will reiterate and respond to each concern as it appeared on our list.

**Major concerns:**

- Education facilities; office space-storage space-teaching space

We currently operate from an antiquated building that provides some 1000 sq. ft. of usable space. This space is divided into classroom, office, animal housing and restroom facilities. We have received a grant of \$108,000 and additional funding to total \$200,000 to begin the fundraising phase for a new "sustainably designed" education building. At this time we have a concept drawing and a contract with a design-build team to conduct fund raising efforts and ultimately design and build a facility which will not only provide space for educational activities, but will itself be an educational experience. Our efforts to move forward with this project have taken considerably longer than originally anticipated. At the same time, we realize that the current building is no longer adequate for the programming we are able to provide. To this end we have acquired a mobile facility that will provide 1800 sq. ft. of additional space for use by the education department for office space, storage and as a temporary classroom. This facility needs only electricity to be usable; we have received an acceptable bid and contracted to have the work done. Staff should be moved into and using the building within 60 days.



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- Housekeeping – throughout the zoo; scattered items, feces

Deficiencies in housekeeping have been attributed to several factors. At the time of the inspection, we were in the midst of two separate construction projects. Materials for both are stored in the Zoo compound, presenting an untidy appearance. Excess chain link fencing, telephone poles and other materials have been stacked for later use. We are investigating storage possibilities in other areas of the City.

Housekeeping failures also resulted from a lack of clear supervisory direction. This situation has been remedied through a re-allocation of responsibility. Each supervisor has been given direction and assigned a specific area of the Zoo to manage. Clearly defined lines of communication and accountability have resulted in an improved appearance of the off-exhibit areas of the zoo.

- Preventative maintenance and upkeep: painting, wear and tear, old wood; scratched/etched glass

Reduced budgets have prevented us from developing a long-term preventative maintenance program. Resources from the Parks Department have been allocated to the Zoo, and more immediate access to mechanics and welders will result in improved maintenance. Use of Community Service volunteers and Drug Court assignees have enabled us to complete painting projects that were not funded in the current budget.

The Zoo has had a persistent problem with graffiti on exhibit glass. Although the glass has been replaced more than once at considerable expense, the problem still persists. We have begun using a protective film over any new glass that is installed. This film can be easily replaced once it is defaced, saving the more expensive exhibit glass.

- Financial concerns – insufficient funds to bolster progress

The City of Tucson, along with most other cities, is experiencing a budget deficit that will result in significant reductions over the next few years. Although the Zoo has taken minor reductions, no major changes to the current budget are anticipated. The Zoo has strong City management support with the understanding that additional reductions would reduce our ability to accomplish our mission. Staff has been creative in identifying ways to fund initiatives that are necessary to meet our mission. Many of the reductions have been offset through the support of the Zoological Society.

The Teen Volunteers have raised funds to support conservation efforts such as the AZA sponsored Butterfly Initiative. The Conservation Parking Meter donations also help us meet our obligation to support conservation efforts worldwide. The Education Department is supported by the Tucson Zoological Society and has been able to increase programming so that fee-based classes support free programming offered on a regular basis to our guests. TZS also supports after-hours special events, which help introduce new visitors to our facility and generate additional revenue.

We understand the importance of continuing education for our staff and have worked with the Society to include "staff enrichment" as a part of their annual budget. This line item allows staff to attend conferences and workshops upon request and as finances allow.

Small grants have allowed us to host teacher workshops, provide outreach programs to a variety of organizations, install a sound system to facilitate interaction between staff and guests, and add interactive opportunities to the grounds. Grants from a supportive Trust Fund have provided funding for improving the polar bear exhibit and seed money for the proposed Zoo School facility. Additional small grants are pending to fund computer technology, education program materials, and mentoring programs.

The Tucson Zoological Society has recently embarked on a concentrated effort to launch an intensive marketing campaign which is intended to increase attendance, and to specifically target the Hispanic community, a segment of the population that is underserved by the Zoo (see enclosed summary of program). They have also hired a Development Director, charged with raising funds to support the Zoo and its programs. These efforts will result in additional funding for the institution.

While we do not have adequate City funded staff to maintain the existing facility, we have made creative use of Community Service and Drug Court volunteers. Our grounds supervisor has organized these individuals in teams working with grounds keepers to paint, repair, and clean the facility.

- Lack of direction, planning and action with animal collection: psittacines, single animals.

We have reviewed our bird collection and enclosed a copy of the revision with this document. At the same time, we have rededicated the off-exhibit bird breeding area to that purpose. We expect to surplus approximately half of the animals housed in that facility, reconfigure the habitats, and embark on breeding efforts with those animals which are part of established SSPs and which we are confident we can place in other institutions.

We are in the process of evaluating some of the mammals that we have acquired. As circumstances have changed, our needs and abilities have also changed. While we do not have any animals that we do not want in the long term, we may need to consider surplus them until we are able to provide the needed improvements to existing exhibits. We are weighing the pros and cons of eliminating certain animals from the collection, even though we will want to exhibit them at a later date. We will continue to work with other AZA facilities to consider SSP and TAG recommendations.

#### Minor Concerns:

- ID graphics not always present

It is my understanding that this concern refers to our walk-through aviaries. Both have star wheel graphic systems, which limit the number of identification graphics available. We have tried to address the most obvious birds and those that elicit the most interest from the public with the graphics. 95% of the bird species exhibited in the free-flight aviaries are identified.

- Drug expiration

All outdated drugs have been replaced.

- Quarantine dilemma – treatment room/quarantine room separate

We are not able to make major changes to this facility at this time. However because of the potential to import disease into the collection during the quarantine period, the Reid Park Zoo requires a definitive exit physical to be performed by the shipping zoological facility before we will accept any animals into our facility. In addition to testing required by the USDA, mammals are required to have pre-shipment blood assays, fecal cultures, enteric screens (salmonella, shigella, campylobacter, yersina). Pre-shipment requirements for birds include blood assay, fecal cultures, enteric screen (as above) Mycobacterium (Avian TB) and chlamydia (Psittacosis) screening. During the minimum 30-day quarantine period, Reid Park Zoo *repeats* the testing on all animals accessed into the collection. Reptiles are quarantined in a separate facility attached to the Animal Health Center.

- Library – outdated information; no contemporary journals

Outdated material has been discarded. Journal subscriptions and new reference books will be considered on request and as funding permits.

- Pest control – birds especially need concerted effort

We have a written proposal from Animal Experts, a private company with relationships with local wildlife rehabilitators and the Arizona Game and Fish Department. Animal Experts are willing to assist in capture and disposal of black-crowned night herons, wild ducks and pigeons. I have enclosed a copy of their proposal. Because this has the potential of negative reactions from the public, the plan must receive approval from the City Manager and/or Mayor and Council. While we pursue this approval, we are embarking on an education program with staff. Several staff members have been experimenting with “pigeon-proof” feeders. We are aware that controlling the numbers of wild birds is a continuing process, but feel that utilizing the assistance of Animal Experts to begin the effort will benefit the Zoo.

Efforts to control squirrels and other rodents are ongoing.

- Committee formation – Research Committee and Animal Care and Use Committee – need veterinarian and perhaps “outside” member.

We have invited our veterinarian to be a member of the committee. We receive very few requests to do research at this institution. At this time we have only approved non-invasive research. Should we be approached to do anything more extensive than that, we will ensure that additional *ad hoc* members to the committee are involved with the decision.

- Barrier gaps at carnivore windows

There are small gaps at the windows overlooking the lion exhibit. Staff has filled in with painted concrete.

- “Soft” veterinary program– more progressive/contemporary action. Vet needs more time on the grounds.

We have tried to get clarification from members of the visiting team on this issue. Our veterinary contract calls for 2 regularly scheduled visits per week. At this time the vet address any health issues that have come up during the interval between visits as well as long term care. Regular fecal checks are done; we have a vaccination schedule. Staff is able to weigh almost all animals on a regular basis to track abnormal gains or losses. We have additional separate contracts with a reptile specialist and a nutritionist, both of whom take a proactive stance.

The inspection team felt that when more funds become available, more time could be spent by the attending veterinarian with additional veterinary programs in line with AZV and AZA conservation programs. They were also quick to tell us that we are not doing a “bad” job with our vet program, but that doing additional programs would be desirable. At present we participate in most Elephant SSP protocols, Bear TAG protocols, Thickbill Parrot SSP protocols, Asian Small-clawed Otter protocols, and Bali Mynah SSP protocols. We have also participated in Elephant and White Rhino survey of Vitamin E serum levels.

CC: Bob Martin, Interim Director  
Parks and Recreation Department



June 2, 2003

**CONFIDENTIAL**

Susan J. Basford, Zoo Director  
Reid Park Zoo  
1100 S. Randolph Way  
Tucson, AZ 85716-3830

AMERICAN ZOO AND  
AQUARIUM ASSOCIATION

Accreditation  
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Dear Ms. Basford:

As you know, during its meeting in Columbia, South Carolina on March 26-28, 2003, the AZA Accreditation Commission voted to grant accreditation to the Reid Park Zoo. On behalf of the Accreditation Commission and the AZA Board of Directors, I am pleased to congratulate you and your staff. This is a significant accomplishment of which you can all be proud. An engraved plaque recognizing the Reid Park Zoo as an AZA Accredited Institution will be sent to you soon. You are encouraged to use the AZA logo and the phrase "AZA Accredited Institution" on your letterhead, publications, web site, etc.

Specifically, the Commission is requesting that a Progress Report be submitted for our meeting in September 2003 updating us on the status of your continuing to serve as the Deputy Director of Parks, and on the rhino barn. Email your report to Denny Lewis at [dlewis@aza.org](mailto:dlewis@aza.org) for receipt no later than August 1, 2003.

At the meeting in Columbia you received a copy of the complete Visiting Committee Report. With this letter, we are providing a copy to Robert E. Walkup. Please remember that any concerns noted in the Visiting Committee Report, or by the Accreditation Commission at the hearing in Columbia, will be of *primary interest* during your next inspection, which will take place *two to three months prior* to the expiration of your current accreditation in 2008. In the interim, we support your continued professional commitment to maintain and exceed accreditation standards.

I applaud you, your governing authority, your staff, and your support organization for continuous and dedicated pursuit of professional excellence within your institution.

Sincerely,

Mary Healy  
Chair, Accreditation Commission

cc: Robert E. Walkup  
Mark C. Reed, AZA President  
Sydney Butler, Executive Director  
Denny Lewis, Manager, Accreditation Programs  
Accreditation Commission  
Visiting Committee





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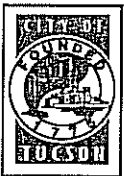
Date: 21 August 2003  
To: Accreditation Commission  
From: Susan Basford  
Subject: Reid Park Zoo Progress Report

I am pleased to report continuing progress on a new rhino barn. At this time, construction documents are 90% complete. Our Planning and Development staff must apply for and receive building permits for the structure before passing the project to the Procurement Department to publish the invitation to bid. Receiving the permits and preparing the contract documents may take as long as 4 months. Given that the project cost comes in close to the architect's estimate, I have sufficient funds to award the contract to build. I am looking forward to completion of this project with the next 18 months.

I understand the Commission's concern with my dual role as interim Deputy Director of the Parks and Recreation Department, and Zoo Administrator. I anticipate that this situation will continue for the next several months as the decision has been made to delay recruitment for the Department Director position until September or October. I think it would be a safe assumption that I will remain in this position until early 2004.

The difficulty of this situation has been exacerbated by the General Curator's decision to accept the early retirement incentive offered by the City of Tucson. We will begin to recruit for a replacement within the next few weeks, in the meantime, Mike Flint will continue to work for the Zoo on a part-time basis of 32 hours per week. This agreement will provide the continuity needed and assist with the transition of a new member of the management team. I continue to be actively involved with the management of the Zoo as well as long-range planning for the facility.

Please let me know if there are other questions or concerns that I can address.



PARKS &  
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DEPARTMENT





October 8, 2003

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AMERICAN ZOO AND  
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Susan J. Basford, Zoo Director  
Reid Park Zoo  
1100 S. Randolph Way  
Tucson, AZ 85716-3830

Dear Ms. Basford:

During its meeting in Columbus, Ohio, on September 6-8, 2003, the AZA Accreditation Commission reviewed and voted to accept the Progress Report of the Reid Park Zoo.

The Commission continues to be concerned about your dual role as zoo Administrator and Deputy Director of the Parks and Recreation Department. We are requesting another Progress Report for our March 2004 meeting focusing on the status of that situation. Please submit your report, by email, to Denny Lewis for receipt no later than February 10, 2004.

As you move forward towards your next *regularly scheduled* inspection (which will take place in the months immediately prior to the expiration of your current accreditation in March, 2008), we support your continued commitment to maintain, or exceed, accreditation standards.

If you have any questions don't hesitate to contact me, or Denny Lewis.

Sincerely,

A handwritten signature in black ink that reads "Mary Healy". The signature is written in a cursive, slightly slanted style.

Mary Healy  
Chair, Accreditation Commission

cc: Robert E. Walkup  
Anne Baker, PhD, AZA President  
Sydney Butler, Executive Director  
Denny Lewis, Director, Accreditation Programs  
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Date: 5 February 2004  
To: AZA Accreditation Commission  
From: Susan Basford, Zoo Administrator  
Subject: Reid Park Zoo Progress Report

The Commission had requested an update on my dual role as Interim Deputy Director of Parks and Recreation and Reid Park Zoo Administrator. While that situation has remained unchanged, there are also indications of progress in the search of a Department Director. Two days of formal interviews for the top candidates for that position will be held at the end of this month. I expect that a final decision will be made shortly thereafter. The length of time between accepting the position and beginning work will obviously depend on whether or not the successful candidate has to relocate. At that time, either the Interim Director will return to the Deputy position, or, if chosen for the permanent position, he will appoint a Deputy.

All that being said, I anticipate a 2-3 month delay after interviews are concluded for all related issues to be settled. Although this has certainly been a challenging time, I feel the Zoo has continued to have adequate oversight and has not at all been neglected. We have recently filled the General Curator vacancy created by Mike Flint's retirement, which adds another consistent level of supervision for the facility. And, of course, I continue to oversee the day-to-day operations and direct the long-range planning for the facility.

If there are continuing issues or concerns, please let me know.



PARKS &  
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April 15, 2004

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Susan J. Basford, Zoo Director  
Reid Park Zoo  
1100 S. Randolph Way  
Tucson, AZ 85716-3830

Dear Ms. Basford:

During its meeting in Santa Barbara, California, on March 17-19, 2004, the AZA Accreditation Commission reviewed and voted to accept the Progress Report of the Reid Park Zoo. No further reports are necessary at this time.

As you move forward towards your next *regularly scheduled* inspection (which will take place in the months immediately prior to the expiration of your current accreditation in March, 2008), we support your continued commitment to maintain, or exceed, accreditation standards.

If you have any questions don't hesitate to contact me, or Denny Lewis.

Sincerely,

A handwritten signature in black ink that reads "Mary Healy".

Mary Healy  
Chair, Accreditation Commission

cc: Robert E. Walkup  
Anne Baker, PhD, AZA President  
Sydney Butler, Executive Director  
Denny Lewis, Director, Accreditation Programs  
Accreditation Commission