

Final Report Of The Visiting Committee To The Accreditation Commission

VIRGINIA ZOOLOGICAL PARK
Norfolk, Virginia

UNDER REVIEW FOR ACCREDITATION

Date(s) Visited: June 3 - 5, 2008
Final Review & Hearing on: September 14, 2008

ACCREDITATION COMMISSION PRIMARY REVIEWER
Nancy McToldridge, Chief Operating Officer, Santa Barbara Zoo, CA

VISITING COMMITTEE INSPECTORS
signatures on file

TEAM CHAIR

Operations Inspector: Mark Reed, Executive Director, Sedgwick County Zoo, Wichita, KS

Husbandry Inspector: Delfi Messinger, Director of Animal Programs, Jacksonville Zoo and Gardens, FL

Veterinarian: Stephen Miller, DVM, General Curator, North Carolina Zoo, Asheboro, NC

This Visiting Committee recommends that the next team allow at least 3 day(s) to inspect this institution and that the team consist of 3 number of inspectors.

NOTE: This is an official document of the Association of Zoos & Aquariums 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

2008 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.

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.)

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.

PREAMBLE TO THE ACCREDITATION STANDARDS

Zoos and aquariums accredited by the Association of Zoos & Aquariums (AZA) are continuously evolving. Standards are constantly being raised, ensuring that animals in AZA institutions are receiving the best possible care from highly qualified staff, in modern facilities that represent the state-of-the art in our industry. 21st century AZA accredited institutions and certified related facilities are expected to be leaders in the field and to embrace the highest quality facilities, programs, and staff available. Animals must be well cared for and displayed in naturalistic settings that provide an educational experience for visitors and an appropriate enriching environment for the animals, including proper social groupings. The species included in the collection must be managed on a regional basis to ensure long-term genetic viability of the species, which means careful planning of resource allocation, ex-situ breeding, and ex-situ/in-situ conservation and research.

The phrase "modern zoological practices and philosophies" refers to practices and philosophies that are commonly accepted as the norm by the industry. The word "practices" represents the tangible while "philosophies" refers to an overall perspective. AZA accredited institutions and certified related facilities must be incorporating modern zoological practices and philosophies as basic tenets.

GENERAL INFORMATION (GI)YES NO N/A A/Q/UGI-1 to GI-4. *Appearing on Institution Questionnaire only.*

- | | | | | | |
|-------|---|-------------------------------------|-------------------------------------|--------------------------|----------|
| GI-5. | 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"/> | <u>A</u> |
| GI-6. | Does the institution appear to meet its stated purposes? < A + > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| GI-7. | Is the institution approved by USDA for importing/ holding ruminants (PPEQ)? | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| GI-8. | <i>Appearing on Institution Questionnaire only.</i> | | | | |

COMMENTS: GI - 5 The last decade as shown substantial growth and gives good indication that the Virginia Zoo will continue in this vein.

ANIMAL COLLECTION (AC)YES NO N/A A/Q/U

- | | | | | | |
|-------|---|-------------------------------------|--------------------------|--------------------------|----------|
| AC-1. | Is the institution in compliance with all relevant local, state, and federal wildlife laws and regulations (e.g., USDA, AWA, etc.)? < A + > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| AC-2. | Does the institution review and consider approved, appropriate Animal Care & Welfare Manuals (ACWMs) when renovating old exhibits and/or designing and developing new exhibits? < A + > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| AC-3. | 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>A</u> |
| AC-4. | 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-5. | <i>Appearing on Institution Questionnaire only.</i> | | | | |
| AC-6. | 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-7. | Does the animal collection fulfill the stated objectives of the institution? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |

	YES	NO	N/A	A/Q/U
AC-8. 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-9. Is the animal cataloging system adequate? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-10. 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-11. Are animal records duplicated? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-12. 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-13. Are duplicate records stored in an appropriate separate location? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-14. 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-15. Are records kept current with up-to-date information?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-16. 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
AC-17. 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>A</u>
AC-18. 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-19. Does the institution surplus animals to non-AZA facilities? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
a. If yes, does the institution have an appropriate method for assessing the willingness and ability of the non-AZA facility to provide adequate care?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-20. If the facility maintains elephants, is it in compliance with AZA's Guidelines for Elephant Management and Care (see pages 25-34 of the 2008 "Accreditation Standards and Related Policies" booklet)? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-21. 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"/>	<u>A</u>
AC-22. Does the facility have an elephant restraining device? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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"/>	<u>A</u>
AC-23. 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"/>	<u>A</u>
AC-24. Do elephant behavior profiles appear to be acceptable? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-25. Does the institution have a designated, qualified elephant manager? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-26. 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>

	YES	NO	N/A	A/Q/U
AC-27. 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"/>	<u>A</u>
AC-28. 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-29. Are hand-washing stations and appropriate signage available and visible in all areas where the public may come into contact with animals?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-30. 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
a. If "yes", please respond to the following: < A + >				
1. Are the species utilized appropriate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
2. Are both the animals and public provided adequate protection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
3. Does the institution make certain that the way in which animals are handled causes no undue stress for the animals?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
4. Are isolation/quarantine facilities adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
5. Are animals kept separate from the rest of the collection?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>U</u>
6. Are animals used being rotated sufficiently?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-31. Are program animals provided with sufficient social, physical, behavioral and nutritional opportunities to meet their needs, and has every effort been made to provide program animals with housing conditions similar to exhibit animals?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-32. Does the institution utilize program animals in off-premises situations (i.e., shopping malls, sporting/events, school programs, theatrical productions, 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 off-premises programs cause no undue stress for the animals?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
4. Is sufficient transportation and care provided when animals are off the premises?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
5. Are isolation/quarantine facilities adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
6. Are animals kept separate from the collection, especially following an appearance off institution grounds?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
7. Are life support systems, designed for aquatic animals shown off-site, adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
8. Are animals used being rotated sufficiently?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____

	YES	NO	N/A	A/Q/U
AC-33. Does the institution use animals for photo opportunities with the public? < A >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
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?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
4. Are isolation/quarantine facilities adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
5. Are animals kept separate from the rest of the collection?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
6. Are animals used being rotated sufficiently?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
7. Are animals being taken off site for photo opportunities?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
AC-34. Does the water quality methods and controls program appear to be adequate for the aquatic exhibits? < A >	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
AC-35. Is the animal collection protected from weather detrimental to their health?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-36. Does it appear that the animals' sociobiological needs are being met?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-37. Are the animal enclosures clean and well maintained?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-38. Does the institution's pest control program appear adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-39. 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"/>	<u>A</u>
AC-40. Does the institution allow the public to feed the animal collection?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-41. Is the animal collection identified for the public?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-42. Are endangered species appropriately identified as such?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
AC-43. 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"/>	<u>A</u>
AC-44. 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"/>	<u>A</u>
a. If yes, has a specific staff member or committee been assigned program oversight?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
b. Does the staff member or committee with program oversight have authority to manage and further develop the enrichment program?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
c. Does the staff member or committee with program oversight have adequate interactions with curators, managers, veterinary staff, nutrition staff and researchers to ensure a comprehensive, institution-wide implementation of the enrichment program?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>

	YES	NO	N/A	A/Q/U
AC-45. Are there sufficient resources and staff available to implement the animal enrichment program? < A+ >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. Is there adequate involvement by all departments?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
b. Is enrichment being provided on a regular basis?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
c. Is the provided enrichment developed to meet the behavioral needs of the animals, and is this regularly assessed?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-46. Does the institution have an adequate water quality monitoring program that outlines parameters tested, allowable tolerances, frequency of testing, methods of testing, and data interpretation protocol for each major aquatic system? < A + >	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
AC-47. 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-48. Does the institution have current and complete copies of all applicable local, state, federal and/or international permits to collect the animals purchased (including aquatic animals) from all commercial animal collectors utilized? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
AC-49. In the last five years have any animals shipped to or from the institution died or been seriously injured in transport? < A + >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
a. If yes, did the institution take appropriate action after the event, and were changes made in procedures as a result?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
AC-50. Do staff members appear to have adequate knowledge of their institution's Animal Welfare Process, and are they aware of the protocol they should follow within their institution to report an animal welfare concern? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q
AC-51. Does the institution permit hunting of captive wildlife? < A + >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
AC-52. Does the institution utilize auctions, the pet industry, or hunting ranches for the disposal of captive wildlife? < A + >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A

COMMENTS: AC-16 ~ The disposition section of the A/D Policy should be clarified to reflect the actual acceptable practice.
AC-30, 45 ~ Fennec foxes had been transferred from the education holding facility to an exhibit in Africa and at least one of these animals was still used in occasional outreach programs. This was a major concern and needs to be discontinued or the animals moved back to the educational animal holding facility, as it violates basic quarantine procedures.
AC-50~ Employees were not aware of the institutions animal welfare process and how to address concerns.

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: <u>Tues & Fridays, 4 hours a day, <emergencies as needed, usually less than 2 times per month.</u>				
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

	YES	NO	N/A	A/O/U
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"/>	<u>A</u>
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"/>	<u>A</u>
b. Are the animal drugs stored in a Class 5 safe or other DEA-approved container?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
VC-4. <i>Appearing on Institution Questionnaire only.</i>				
VC-5. Are the medical records maintained by the institution adequate and up-to-date?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
VC-6. Are protocols for the use of capture equipment being followed? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
a. Is the staff properly trained in the use of capture equipment?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
VC-7. 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"/>	<u>A</u>
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"/>	<u>A</u>
VC-8. 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>A</u>
VC-9. 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"/>	<u>A</u>
VC-10. Does the veterinary care provided the animal collection appear sufficient?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
VC-11. Does the animal collection appear to be in good health?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
VC-12. Does the institution normally perform necropsies? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
VC-13. Are deceased animals disposed of properly?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
VC-14. Are deceased animals stored away from food?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
VC-15. 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>A</u>
VC-16. 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-17. Does the institution comply with the FDA requirements for the use of drugs with fishes and in public aquariums? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
VC-18. 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>Q</u>
VC-19. Are the quarantine, hospital, isolation, and holding facilities in compliance with the standards and guidelines of AZA?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
VC-20. Are written quarantine procedures available and familiar to all staff working with quarantined animals?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Q</u>
VC-21. Do veterinarians have access to X-ray equipment?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>

- VC-22. Is the institution's animal food nutrition, acquisition, and preparation program adequate? Q
< A >
- VC-23. Are the animal diets of adequate quality and quantity and suitable for the collection? A
- VC-24. Are the animal diets prepared and stored hygienically? A
- VC-25. Overall, are food items provided in a way that promotes the physical and psychological well-being of the animals? A
- a. Is the timing and location of food provisioning biologically appropriate and stimulating? A
- VC-26. Are animal food preparation areas physically separated from other functions (animal treatment, isolation, holding, deceased animal storage, employee lounges, etc.)? A

COMMENTS: VC-18 & VC-19 & VC-22~ It will be necessary to update the medical facilities to accommodate the expansion. This would include but not be limited to the hospital facility, appropriate quarantine space for the species being added, updated equipment, a separate necropsy area along with an updated animal commissary as these facilities presently barely meet current standards and are questionable at that.

VC-20 ~Post quarantine protocols so that they are accessible by all people who enter quarantine. Describing in detail the quarantine specifics for each animal being isolated.

CONSERVATION (C)

- | | YES | NO | N/A | A/Q/U |
|---|-------------------------------------|-------------------------------------|--------------------------|-------|
| C-1. Is conservation a key element in the mission of the institution? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| C-2. Does the institution have a written conservation plan or strategy? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Q |
| a. If yes, is the plan or strategy adequate and in line with AZA standards given the size of the institution's budget and staff? < A+ > | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Q |
| C-3. Are the conservation efforts of the institution evaluated in an appropriate and timely manner? < A > | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Q |
| C-4. 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"/> | Q |
| 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"/> | Q |
| 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"/> | A |
| C-5. Is the institution participating in every SSP® that pertains to an animal held in its collection? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| a. If "no", please list those in which it should, but is not participating: _____ | | | | |
| C-6. Is the institution cooperative in providing pertinent information in a timely fashion to sources such as studbook keepers, SSP coordinators, TAGS, CAPS, etc.? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| C-7. Is the institution actively participating in AZA wildlife conservation programs such as TAGS, CAPS, PMPs, SAGs, and regional/international studbooks? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |

- C-8. 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 > Q
- C-9. Do the institution, governing authority, and staff members actively participate in local, regional, state/province, academic, national, and international conservation endeavors? < A > A
- C-10. Is conservation the foundation of the institution's overall message to the general public? < A > Q
- C-11. Are the institution's contributions to elephant research and conservation in line with similar sized institutions? < A > A
- C-12. Is the institution involved in energy and natural resource conservation in an appropriate manner? < A > A
- C-13. While on site, did the institution provide you with ARCS reports (Annual Report on Conservation and Science) for the previous five years? A
- a. If "no", please explain: _____

COMMENTS: C-2 & C-2a & C-3 ~ Lacks a real defined integrated strategy or a subsequent evaluation system. The Virginia Zoological Park needs to develop an integrated, (written), strategic plan for their overall conservation initiatives.
C-4 & c-4a ~ There was concern that there was not enough active staff participation, and/or support in appropriate conservation endeavors compared to the size of the institution.
C-8 & C10 ~ Many staff remarked on the Zoo's scattered approach to conservation and it appears that the public is not aware yet that the Zoo's is a conservation organization.

EDUCATION AND INTERPRETATION (EI)

- | | YES | NO | N/A | A/Q/U |
|--|-------------------------------------|--------------------------|--------------------------|-------|
| EI-1. Is education a key element in the mission of the institution? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A |
| EI-2. 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-3. <i>Appearing on Institution Questionnaire only.</i> | | | | |
| EI-4. 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-5. <i>Appearing on Institution Questionnaire only.</i> | | | | |
| EI-6. 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-7.	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
EI-8.	Does the facility have educationally focused partnerships with local/national groups, (universities/colleges, nature centers, conservation organizations, museums, governmental agencies, etc.) and are the arrangements/agreements appropriate? < A+ >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Q
EI-9.	Are the education programs evaluated regularly and effectively (including assessment of impact as well as satisfaction)? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
EI-10.	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"/>	Q
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-11.	Is the volunteer/docent program adequate for the needs of the institution's education programs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
EI-12.	Do staff members have an adequate and accessible library available? < A+ >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
EI-13.	Do staff members have access to the Internet at the institution? < A+ >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q

COMMENTS: EI - 8 ~ At this time, there is not a strong focused partnership based relationship with area institutions that have common conservation/education interest.

EI-10d ~ The overall conservation message could be interpretively stronger, and better integrated into the Zoo's overall conservation mission.

EI-13 ~ At this time not all staff have internet access (primarily those in the animal, horticultural and maintenance departments) at the Zoo, which is provided by the city through their IT department.

RESEARCH (R)

		<u>YES</u>	<u>NO</u>	<u>N/A</u>	<u>A/Q/U</u>
R-1.	Does the institution have a formal research department?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
R-2.	<i>Appearing on Institution Questionnaire only.</i>				
R-3.	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-4.	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-5/R-6/R-7.	<i>Appearing on Institution Questionnaire only.</i>				
R-8.	Does the institution have a means of screening, evaluating, and monitoring research projects? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Q

R-9. *Appearing on Institution Questionnaire only.*

COMMENTS: R-8 ~Recommend that now is an appropriate time for the creation of a more membership diversified Animal Care & Use Committee

GOVERNING AUTHORITY (GA)

	<u>YES</u>	<u>NO</u>	<u>N/A</u>	<u>A/Q/U</u>
GA-1. Is the institution operated or directly maintained by a parent institution, society, business, organization, or agency?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GA-2 to GA-5. <i>Appearing on Institution Questionnaire only.</i>				
GA-6. Are the lines of communication between the director and governing authority clearly defined? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GA-7. Is the governing authority supportive of the institution's goals and objectives?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GA-8. Does the governing authority support the institution's abiding by the AZA Code of Ethics and Bylaws?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GA-9. <i>Appearing on Institution Questionnaire only.</i>				
GA-10. 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"/>	<u>A</u>
GA-11. 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"/>	<u>A</u>
GA-12. 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"/>	<u>A</u>
GA-13. 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"/>	<u>A</u>
GA-14. Does the governing authority make any decisions regarding the animal collection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GA-15. 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"/>	<u>A</u>

COMMENTS: _____

STAFF (S)

	<u>YES</u>	<u>NO</u>	<u>N/A</u>	<u>A/Q/U</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>A</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 type="checkbox"/>	<input checked="" 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 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>A</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 the CEO/Director available to the institution on a full-time basis?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
S-10.	Is staff provided an opportunity and encouraged to seek continuing education? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
S-11.	Is the training provided for the staff 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>U</u>
S-12.	Is the volunteer program adequate for the needs of the institution?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
S-13.	Are volunteers adequately trained and evaluated for the services they perform?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
S-14.	<i>Appearing on Institution Questionnaire only.</i>				
S-15.	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-16.	Is the level of staff involvement in AZA activities and other professional organizations in line with that of similar-sized institutions? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
S-17.	Is there sufficient staff to properly care for the collection and to conduct the institution's programs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
S-18.	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-11 ~Presently it is a major concern that staff members are not offered training to qualify them for management positions. There is a desperate need for a career development program at the Zoo for the staff.

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

		<u>YES</u>	<u>NO</u>	<u>N/A</u>	<u>A/Q/U</u>
SO-1 to SO-4.	<i>Appearing on Institution Questionnaire only.</i>				
SO-5.	Are the bylaws of the support organization adequate? < A >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>U</u>
SO-6.	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"/>	<u>A</u>
SO-7.	Are the purposes being furthered?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SO-8.	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"/>	<u>A</u>
SO-9.	Does the support organization exercise unwarranted influence on the institution, its officers, or staff?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SO-10.	<i>Appearing on Institution Questionnaire only.</i>				

- | | | | | |
|---|-------------------------------------|--------------------------|--------------------------|----------|
| SO-11. Does the support organization raise funds for the institution? < A + > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| SO-12. 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"/> | <u>A</u> |
| SO-13. 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"/> | <u>A</u> |

COMMENTS: SO-5 ~ VZS needs an updated and revised set of by-laws as the current one is outdated and not reflective of the present situation.

FINANCE (F)

YES NO N/A A/Q/U

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

- | | | | | |
|---|-------------------------------------|--------------------------|--------------------------|----------|
| F-3. Does the institution meet all state and federal laws regarding financial reporting and auditing? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-4. Does the institution have continuing financial support? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-5. Is the total financial support adequate to meet the needs of the institution? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-6. Is financial support the recognized responsibility of the governing authority? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-7. In the event of financial difficulties, has a plan of action been prepared? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-8. Does the insurance protection appear to be adequate for visitors, governing authority, staff, society, docents/volunteers, collection, and physical facilities? < A+ > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-9. Is there a separate budget for capital improvements? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-10. Are sufficient amounts allocated for capital improvements? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-11. Are sufficient amounts allocated for conferences, continuing education, training/seminars, etc.? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| F-12. Are sufficient amounts allocated for maintenance and supplies? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |

COMMENTS: _____

PHYSICAL FACILITIES (PF)

YES NO N/A A/Q/U

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

- | | | | | |
|--|-------------------------------------|--------------------------|-------------------------------------|----------|
| PF-3. Are holding facilities adequate to meet the needs of the collection? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| PF-4. Is there a regular program of both building and mechanical maintenance? < A > | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |
| PF-5. 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-6. Is the institution readily accessible to visitors? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>A</u> |

PF-7.	Is heating adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-8.	Is lighting adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-9.	Is plumbing adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-10.	Is the method for disposal of sewage adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-11.	Is electrical service and the number of electrical outlets adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-12.	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-13.	Are the buildings in good repair?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-14.	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"/>	<u>A</u>
PF-15.	Do the animal enclosures provide for the physical, social, and psychological well-being of the specimens displayed throughout the year?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
PF-16.	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"/>	_____
PF-17.	Is the institution equipped with emergency life support systems for the animal collection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
a.	If yes, 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"/>	<u>A</u>
PF-18.	Are the aquatic water circulation and life support systems adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
COMMENTS: _____					

SAFETY/SECURITY (SS)

		<u>YES</u>	<u>NO</u>	<u>N/A</u>	<u>A/Q/U</u>
SS-1.	Does the institution appear to be in compliance with local, state, and federal laws regarding employee training for safety in the workplace? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-2.	Is first-aid readily available to the staff and the public? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-3.	Is the staff adequately trained in first-aid? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-4.	Is the staff adequately trained in CPR? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-5/SS-6/SS-7. <i>Appearing on Institution Questionnaire only.</i>					
SS-8.	Are adequate procedures and training regarding common zoonoses in place for staff members/volunteers who handle animals? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-9.	Does the institution have a tuberculin testing/surveillance program for appropriate staff?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-10.	Is the Risk Management or Safety Audit Plan adequate? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-11. <i>Appearing on Institution Questionnaire only.</i>					

	YES	NO	N/A	A/Q/U
SS-12. Do employees have access to and knowledge of Material Safety Data Sheets? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-13. Is the method for disposal of toxic/hazardous materials adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-14. Are employees adequately trained to handle HazMat and bio-toxic materials? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-15. Do staff have direct contact or enter enclosures with potentially dangerous animals (large carnivores, medium to large primates, large hoofstock, venomous animals, etc.)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-16. If yes, does this practice take place in public view?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
SS-17. 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"/>	<u>A</u>
SS-18. Have there been any major injuries by a venomous or dangerous animal in the last five years? < A + >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
a. If yes, did the institution take appropriate action after the event, and were changes made in procedures as a result?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
SS-19. Is the written procedure adequate in the event of an animal escape? < A >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-20. 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"/>	<u>A</u>
SS-21. Are staff members trained for emergency situations? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-22. Are emergency drills conducted regularly? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-23. Are fire extinguishers and alarms readily available? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-24. Is the staff sufficiently trained in the use of fire extinguishers? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-25. Is the communication system quickly accessed in the event of an emergency?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-26. 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"/>	_____
SS-27. 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"/>	<u>A</u>
SS-28. <i>Appearing on Institution Questionnaire only.</i>				
SS-29. Is ground fault interrupt electrical service supplied to all wet environments and aquatic exhibits? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
SS-30. Is the dive safety program adequate for this institution? < A + >	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
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"/>	_____
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"/>	_____
SS-31. Is service from fire and police departments, as well as ambulance services readily available?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>

	YES	NO	N/A	A/Q/U
SS-32. Are all animal enclosure gates, doors, chutes, shift boxes, holding areas, etc. secured in such a way so as to prevent escape?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-33. Are the locks and associated hardware of sufficient strength for each species?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-34. 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-35. Are service areas sufficiently protected from visitor access?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-36. Are there adequate facilities for crating and transporting animals?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-37. Are all exits clearly marked?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-38. Do all building exits open outward?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-39. Are all building exits equipped with panic hardware?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-40. 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-41. Is the public protected from the animal collection?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-42. Is protection for the collection and grounds provided 24 hours a day? < A >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
SS-43. 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-44. Is the security program providing sufficient protection? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
SS-45. Do the institution's security personnel utilize firearms? < A >	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
SS-46. 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"/>	Q
SS-47. <i>Appearing on Institution Questionnaire only.</i>				
SS-48. Is the institution enclosed by a perimeter fence at least 8' in height, or a viable, impenetrable barrier? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A
a. If yes, is it free of gaps along the base-line and at gates to deter entry by feral animals?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A
SS-49. Is the perimeter fence independent of all animal enclosures? < A + >	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A

COMMENTS: SS-46c ~ Weapons qualification and training should resume immediately.

GUEST SERVICES (GS)

	<u>YES</u>	<u>NO</u>	<u>N/A</u>	<u>A/Q/U</u>
GS-1. Are there adequate parking spaces for visitors, staff, and volunteers?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-2. Does the institution have amusement rides/playground areas near or on the institution grounds?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
a. If yes, are they located a sufficient distance from animal exhibits?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
GS-3. Does the institution have animal rides?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
If yes:				
a. Is the institution's animal ride policy adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
b. Are the animals rotated or replaced regularly?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
c. Are adequate safety precautions in place to protect visitors, staff, and the animals?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
GS-4. Is the number and location of refreshment stands and food service facilities adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-5. Is the selection and quality of food items adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-6. Is the number and location of drinking fountains adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-7. Are drinking fountains clean and operating properly?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-8. Are gift facilities adequate and reflective of the institution's mission?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-9. Is there adequate public transportation to the institution?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-10. Is the number and location of restrooms adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-11. Are the restrooms maintained in a sanitary condition?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-12. Are the restrooms wheelchair accessible?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-13. Is the gate handout/map adequate to guide guests through the institution?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-14. Are directional signs and maps adequate in number, location, and clarity to guide guests through the institution?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-15. Is guest transportation on institution grounds available and adequate?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-16. Is the number and location of benches and rest areas adequate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-17. Are there adequate, well-maintained strollers and wheelchairs available to guests?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-18. Are staff members/volunteers welcoming and friendly towards guests?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-19. Are the grounds neat and clean?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-20. Are the sidewalks and roadways in good repair?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-21. Is the general impression given by the exhibits positive and acceptable?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>
GS-22. Are the exhibits arranged to demonstrate an education theme?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>A</u>

GS-23. Are the exhibits presented in a scientific and aesthetic manner?

A

COMMENTS: _____

OTHER PROGRAMS/ACTIVITIES (OP)

YES NO N/A A/Q/U

OP-1. *Appearing on Institution Questionnaire only.*

OP-2. Are the brochures, reports, newsletters, and other publications produced by the facility appropriate and adequate? < A + >

A

OP-3. Is the facility reasonably following the goals included in the master plan? < A + >

A

OP-4. If the facility has a strategic plan, are the goals being evaluated and met? < A + >

A

COMMENTS: _____

MISCELLANEOUS (M)

YES NO N/A A/Q/U

M-1/M-2/M-3. *Appearing on Institution Questionnaire only*

M-4. 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 + >

A

M-5. 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 + >

A

COMMENTS: None

Rev: 08-07

**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 Vice President, Accreditation Programs if uncertain of date). The written report is for informational purposes only. At the hearing, the Commission will ask for a verbal update on additional progress made *after* the written report was submitted. The Commission cannot accept written reports during the hearing as they do not have time to read them.

MAJOR CONCERNS

1. Desperately need a career development program for staff.
2. Your veterinary hospital and holding facilities are inadequate for the proposed expansion. It is in the CIP for 2011 to build new animal health facility including commissary components.
3. Society bylaws are outdated and need to be revised.
4. The zoo needs to develop an integrated conservation program, along with a written strategic plan.
5. Weapons qualification and training should resume immediately.

LESSER CONCERNS

1. Routine food analyses should be performed.
2. Quarantine sheets should be provided in a visible place for all quarantined animals.
3. Exhibit animals should not be used for education, (i.e., Fennec Fox)
4. Disposition section of the A & D policy needs to be clarified and corrected.
5. We strongly recommend the creation of an IACUC to review all research and animal welfare concerns.
6. Veterinary duplicate records should be stored in a separate location from the Veterinary offices/hospital.
7. All open trenches where grates have been removed either need to be replaced or warnings signs/ caution striping must be put in place.

PART II:

Points of Particular Achievement Noted by Visiting Committee

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

1. Horticulture/ landscape/gardens are impressive.
2. Cleanliness of grounds and service areas.
3. Okavango Delta Exhibit has helped the zoo reach a new level of respect from the community.
4. The lion exhibit is one of the best lion exhibits we have ever seen.
5. Overall staffing level is very good.
6. Staff are very enthusiastic for the future of the zoo.
7. Should be commended for the addition of the perimeter fence on the riverfront even though previous inspections from AZA and USDA did not require it.

**Narrative Report
Virginia Zoological Park
Accreditation Inspection
June 3-5, 2008**

The Inspection Team consisting of Delfi Messinger, Director of Animal Programs, Jacksonville Zoo and Gardens, Dr. Steve Miller, Curator of Animal Division, North Carolina Zoo, and Mark C. Reed, Executive Director, Sedgwick County Zoo, inspected the Virginia Zoological Park on June 3-5, 2008.

The Inspection Team thoroughly reviewed the previous inspection report dated June 25, 2002. All of the major and minor concerns had been addressed at the time of this inspection.

Both open and private meetings and interviews were conducted with the following:

Nancy Johnson, Assistant City Manager (former Interim Zoo Director)
Greg Bockheim, Executive Director
Gary Ochsenbein, Superintendent
Kimberly White, Visitor Services Coordinator
Louise Hill, Curator, Animal Services
Joseph Roman, Assistant Curator, Animal Services
Jody Watkins, Elephant Manager
Mark Schneider, Horticulturist
Anne Vogt, Director of Development and Communication
Crystal Hirt, Education Manager/Curator
Streett Coale, Educator
Gale Lumadue, Animal Handling Coordinator
William Schafer, Maintenance Mechanic II
Tiffany Redman, Security Officer
Eric Abshier, Visitor Services
Tiffany Short, Volunteer

The Inspection Team met with 14 fulltime Zookeepers and had lunch with the Director of Development and Communication and the 4 members of the Virginia Zoological Society Board of Directors listed below:

Carolyn Betz, President Virginia Zoological Society - Community leader
Lawrence Brett, VZS First Vice President - Trader Publishing
Marva Smith, VZS Member - USAA
Robert White, VZS Member - Bank of the Commonwealth

Approximately eight hours were spent in discussion with staff, in private discussions, open meetings, or while touring the facilities. The entire grounds were viewed, including public and service areas. These included animal buildings, clinic and quarantine areas, maintenance shop, gift shop, main restaurant, public bathrooms, and offices.

An additional number of hours were spent in meetings with Zoo Staff, Board Members, and the Assistant City Manager. The Inspection Team also spent a large amount of time reviewing observations and completing the visiting committee report.

An exit interview was held with Greg Bockheim, Executive Director and Louise Hill Curator, Animal Services on June 5, 2007. A copy of the list of Concerns/Achievements was reviewed and presented to them during the exit interview.

General Information

Since the previous AZA Accreditation Inspection, the Zoo has had two Executive Directors: Lewis Greene immediately after the last inspection, followed by Greg Bockheim in Oct 2006. The hiring of the Zoo's first Executive Director was a major governmental/operational transition, as they assumed overall authority and responsibility for both the Virginia Zoological Park (municipal component) and the Virginia Zoological Society a 501(c)3. The Zoo, in 2002, had just opened their "Okavango Delta" exhibit, functionally doubling the size of their institution, followed that year with the completion of their new colonial style Zoo Education and Visitor Center. This created an entirely new front entrance to the Zoo. Additional exhibits added during the six year interim include a prairie dog, red panda and an African lovebird aviary. Planning has begun on the "Trail of the Tiger," which will be a 4-acre Eurasian exhibit complex anchored by the existing Tiger habitat. As part of phase I of the project, a ¼ mile train ride is complete and should be in operation this summer. The City and the Zoological Society have continued refinement of the 2006 Business and Master plan.

Animal Collection

The Virginia Zoological Park has a well maintained and managed collection of around 400 animals. The major exhibits include Africa, a farm and petting area featuring heritage breeds and a reptile building. The lion exhibit, complete with web cam, is one of the nicest seen by the Inspection Team.

The animal holding and service areas were exceptionally clean and orderly, with only two extension cords seen in the entire Zoo! Animal records were properly maintained, with only a minor comment that the disposition section of the A/D Policy should be clarified to reflect the actual acceptable practice.

The elephant management team is well-organized for the three elephant cows that it maintains, and the Zoo is in compliance with the elephant standards. Although one space is slightly smaller than the required 400 square feet, it is an "extra" stall. With an exhibit barrier of wood posts, cable and copper hot wire, staff feel that the Zoo does not have the capacity to hold a bull elephant at this time.

The Inspection Team observed a training session with an elephant, including viewing her feet. Although training of elephant keepers seemed adequate, it was recommended to have regular, documented elephant management meetings.

The last inspection report noted a lack of shade for the elephants on exhibit. The Zoo built a large structure with a pressure misting system for the animal's comfort in the summer heat.

There was little to no sign of pests, throughout the Zoo. One observed pest bait had been put out (in the quarantine building) in an open container, but this was not in an animal area. The Zoo had a resident population of marked cats, managed by the veterinarian, but the Inspection Team did not see any sign of these cats.

The farms area was well maintained, with good signage. The incorporation of the heritage crops was a nice touch of authenticity.

The reptile building, although adequate for the needs of the collection, was outdated in scope and practice. It is believed that the newly hired assistant curator will bring much needed herpetology expertise to the table. Staff commented that they would like to see a more diverse collection, with a conservation (amphibian crisis) theme.

The enrichment/behavioral management program, with final veterinary oversight, is expertly run by a keeper. Her initiative, documentation and evaluation process was commendable. One interesting approach to enrichment was allowing a baby pig access on a leash to the tiger yard, before the tigers were put out on exhibit. Subsequently, the tigers would follow the scent and scat of this unique form of enrichment.

Most of the education animals were housed in a wooden modular/trailer building, but the animals were planned to be transferred to new quarters (not seen) soon. Other animals (chickens, raptors) were housed outdoors in pens. The care was adequate and the docent trainer was knowledgeable.

Fennec foxes had been transferred from the education holding facility to an exhibit in Africa, and at least one of these animals was still used in occasional outreach programs. This was a major concern and needs to be discontinued or the animals moved back to the educational animal holding facility, as it violates basic quarantine procedures.

The signage was adequate for the collection. Some missing signs for the reptiles were ready for placement while the team was there.

The number of animal staff was more than sufficient to maintain the collection. The staff is well trained and has opportunities for travel to professional meetings. The rank and file employees were not aware of the institutions animal welfare process and how to address concerns. We recommended that the Zoo consider incorporating this into an Animal Care and Use Committee (see narrative Research Section).

It was noted that recent deaths in a mixed zebra-rhino exhibit have been resolved by rotating the two species on exhibit. The Zoo is studying ways to make the water moat safer.

Veterinary Care

Veterinary care for the Virginia Zoological Park is provided by Dr. John Sangenario. Dr. Sangenario's clinic is located approximately 30 minutes away in Suffolk, Virginia. Emergency care is provided primarily by Dr. Sangenario or two other associates that are in the private practice he owns. He has a current arrangement with another veterinarian that is within 5 minutes of the park for acute emergencies and/or coverage if he and/or his associates are not available. Dr. Sangenario visits the park on a bi-weekly basis for approximately 4-6 hours per visit; he has a two-year renewable contract with an option for a third year. He has been the Zoo Veterinarian for 15 consecutive years, so a good working relationship exists. Veterinary care is sufficient for the current collection. Leah Rooker, CVT, is a full time veterinary technician at the Zoo who performs treatments, medical records and rounds with Dr. Sangenario and staff members. She has been trained to handle minor medical problems, formulate and dispense medications, and perform necropsies under the direction of the veterinarian. Medical records (MEDARKS) were reviewed with Leah, and they were found to be meticulous. It was explained to her that they must have duplicate medical records stored at another location outside the hospital; she said she would make sure that was done. It was also relayed to her that they must post quarantine protocols that are accessible by all people who enter quarantine, describing in detail the quarantine specifics for each animal being isolated. Although we all agreed that the current hospital facility will suffice for the collection that is currently maintained at the Zoo, it must also be mentioned that the space is small, outdated, and most of the equipment, although functional, is antiquated. With current plans for expansion of the Zoo to exhibit more high profile animals it will be necessary to update the medical facilities to accommodate the expansion. This would include but not be limited to the hospital facility, appropriate quarantine space for the species being added, updated equipment, and a separate necropsy area along with an updated animal commissary, as these facilities at present barely meet current standards and are questionable at that. This comprehensive upgrade is represented in the master plan and is to be completed (2011) immediately following the construction completion of the Eurasian exhibit (2010); this update would be considered essential for the proposed expansion.

Conservation

The Virginia Zoological Park has a mission statement for their conservation initiatives, but lacks a real defined integrated strategy or a subsequent evaluation system, as included in accreditation standards. The institution is involved with AZA programs, oyster rearing, information on their website and an impressive horticultural green program. There was concern that there was not enough active staff participation, and/or support in

appropriate conservation endeavors compared to the size of the institution. Many fragments and large components of the conservation mission were being done by individuals or departments (the horticulture department being a standout). Many staff members remarked on the Zoo's scattered approach to conservation, and it appears that the public is not yet aware that the Zoo is a conservation organization. The Virginia Zoological Park needs to develop an integrated, (written), strategic plan for their overall conservation initiatives.

Education and Interpretation

The educational component of the Virginia Zoo has come a long way since the last inspection, most notably because of the new education facilities located within the Education and Visitor Center, which opened up shortly after the last inspection. This new facility gives them a professional base to carry out their educational mission and programs. This new facility does not house their outreach animals, which are kept in an adapted trailer at another site on Zoo grounds. This animal trailer (it is near the end of its useful life for this function) is targeted to be replaced in the next few years.

Crystal Hirt, Education Manager/Curator is a recent hire this spring, and she is in the process of reviewing and evaluating all educational programs. The Inspection Team was very impressed with her thoroughness to this approach. The Zoo programs will see significant improvement. In particular, it was noted that the Docent Program will be tightened up quite a bit with better accountability and effectiveness. At this time, there is not a strong focused partnership based relationship with area institutions that have common conservation/education interest. This deficiency has been targeted within the list of Educational Department Goals, and Crystal will be working on developing those relationships in the future. However it should be stated that there has been an ongoing conservation partnership with several local entities involved in the restoration of the Lafayette River that is adjacent to the Zoo.

Graphic interpretive content (developed and overseen by the education department) appears to be more comprehensive with better content than earlier. It is attractively done, giving a very positive impression to the visitors. However, the overall conservation message could be interpretively stronger and better integrated into the Zoo's overall conservation mission. As mentioned in the list of Major Concerns, there are a lot of pieces in the Zoo's conservation/education mission that need to be integrated under a written strategic plan.

At this time, not all staff members have internet access (primarily those in the animal, horticultural and maintenance departments) at the Zoo, which is provided by the city through their IT department. As additional computer units get added at the Zoo in the future it will hopefully be obvious that it will aid in increasing staff efficiency, production, awareness and knowledge.

Research

Current research activities are to provide mostly blood and/or fecal samples or other data for various studies involving multiple institutions. A large majority of these have been elephant related studies, along with some primate and rhino studies. While this appears acceptable for the size of the institution, further research activity should be encouraged as the animal collection, along with its research potential, is expanding. In house research opportunities could also be encouraged and supported.

Currently, the in-house Animal Studies Committee made up of management, curators, registrar, vet and vet tech are overseeing the various aspects of research (screening, evaluating and monitoring). Because of the Zoo's recent expansive animal growth we recommended that now is an appropriate time for the creation of a more membership diversified Animal Care & Use Committee. It should include at least one member from outside the institution for better oversight of the Zoo's research involvement. It was suggested that it would be appropriate for this committee to also function as the Zoo's Animal Welfare Committee.

Governing Authority

The Virginia Zoological Park is a municipal division of the City of Norfolk Virginia. The Zoo Director is a department head reporting to an Assistant City Manager, who reports to the City Manager, who is responsible for the 8 member City Council and Mayor. There is presently a strong commitment from the city governance towards the Zoo. The Virginia Zoo announced, in 2006, an \$18 million dollar Capital Campaign, "New Generations of Wonder," to fund the "Trail of the Tiger Exhibit" accessibility issues (a ¼ mile CP Hunting Train ride was in the process of completion while we were there), Zoo animal hospital/commissary complex and more play/interactive areas for children. The Mayor has been exceptionally supportive and was the primary person responsible for bringing in a \$7 million lead gift donation along with City's \$6 million pledge to start this campaign off with \$13 million! The City has an excellent collaborative relationship with the Virginia Zoological Society (VZS), which oversees day to day development/marketing, education and their respective financial controls. The other primary purpose of the VZS is for the overall long term support and development of the Zoo. Greg Bockheim, Zoo Director, is responsible for the aforementioned society departments, which is why the title is also listed as Executive Director.

Staff

Staff throughout the institution is qualified, energetic and very dedicated to the Zoo and its mission. At present, staffing levels seem appropriate for the care and maintenance of the existing collection and facilities. The overall compensation and benefits appear to be appropriate for the marketplace/region. The staff is well trained and has the normal plethora of training opportunities that are offered through most municipalities along with

in-house training opportunities. All working relationships between individuals, departments and administration appear to be positive and respectful. Staff turnover is minimal and well within acceptable limits. There in lies part of the reason for the one staff problem; lack of career advancement opportunities. Recently, one of the two animal services supervisors (read curator) retired, which resulted in a subsequent moral issue as those keepers (keepers are the next level down) who wanted to apply for the position were told through the City's Human Resource Department (they vet all applicants first) that because they had no supervisory experience they did not meet minimum requirements for meeting the qualifications of the position. Many of these interested keepers had more than 10 years experience, and in discussions it was very apparent that this issue was first and foremost in their minds. Obviously, there are many possible solutions (the Inspection Team shared their thoughts and possible solutions during the exit interview) in the future, but presently it is a major concern that staff members are not offered training to qualify them for management positions. There is a desperate need for a career development program at the Zoo for the staff.

Support Organization

The Virginia Zoological Society, as stated in the narrative of the Governance Section, is a very good collaborative partner with the City of Norfolk. Their actual mission states that they are "to ensure that the Virginia Zoological Park thrives as a great Zoological institution, reaching its fullest potential to serve people, animals and the environment". Presently, the departments of education, development & marketing and accounting are under their auspices. Greg Bockheim, as the Executive Director, has the authority and the responsibility for the departmental work and individual performance of the individuals within these departments. This is a major change since the last inspection though it was agreed to in principal at that time. At that time, there was a separate Executive Director employed by the Zoological Society. Because of this major change and other subtle changes we found that the bylaws of the VZS were woefully outdated and did not accurately reflect what currently exists. The bylaws of the Virginia Zoological Society need to be reviewed in total, and subsequently updated and amended to what is the current operating reality, and could include whatever other changes might make sense at this time.

Finance

The City of Norfolk has continued to increase its financial support of the Zoo over the last 5 years. The Zoo's operating budget has increased from \$2,732,000 in 2003 to \$3,555,219 in 2007. In addition, the City has been an active and generous contributor in the current capital campaign, pledging \$6 million towards the goal of \$18 million. Budget levels, capital/infrastructure expenditures and anticipated expenditures in the near term appear to be adequate, and are obviously allowing for substantial growth of the Zoo. Funding for training and conferences is at a very nice level for an institution with this size budget. Additionally, funding for maintenance and supply items seems to be on target,

and the employees have the equipment and other supplies (with the exception of not enough computer stations) to do their jobs at a professional level.

Physical Facilities

The entrance to the Virginia Zoological Park is exceptional. It is an immense three story colonial style building with large white columns that makes it quite grand. Inside, it is modern with ample office and storage space. The building is meticulously maintained and offers many modern offices with ample meeting space and conference room options. Behind the entrance is a lavish brick courtyard where beautiful plantings abound and provide a striking gateway to the rest of the park. Budget levels and capital/infrastructure needs appear to be meeting the overall needs of the Zoo

There are new facilities and multiple older buildings that are all meticulously maintained, and allow you to sense great pride by the employees in their park and facilities. All exits were clearly marked, and there was panic hardware where it was required. There is on site security around the clock to make sure the facilities are secure. All authorized personnel areas were clearly marked and secure from the general public. The food facilities were adequate and the main food pavilion offered a wide assortment of food items that were quite palatable. Budget levels and capital/infrastructure needs appear to be meeting the overall needs of the Zoo

The grounds were exceptionally well groomed and the horticulture staff does an impressive job of concealing barriers but still maintaining sightlines to the exhibits. There are multiple flower and browse gardens that add to the serene beauty of the park.

Safety/Security

Due to the city governance, the Virginia Zoological Park enjoys the services of a larger infrastructure of safety services, such as monthly building inspections, toxic waste management, and first responder training.

The perimeter fence has been extended to cover the riverfront, which is commendable, as we believe the Executive Director made a very bold decision as this was not cheap, and did impact to a degree, the great overlooking vista of the Lafayette River. This is not an absolute requirement as it had previously been reviewed and approved by AZA accreditation inspection teams and their USDA inspectors. It was not so much for keeping people or animals out (tidal flat discourages that) but containing an animal within the Zoo should an actual escape occur. So the Zoo now has its entire perimeter enclosed by an 8 foot chain link fence topped by barbed wire.

The big cat dens had a two-person rule with a single padlock system, which was demonstrated to the team. There was also a "visual, open door alarm", pepper spray, and a "keeper out" magnetic board.