Final Report
Of The Visiting Committee
To The Accreditation Commission

SACRAMENTO ZOO
Sacramento, California

UNDER REVIEW FOR ACCREDITATION

Date(s) Visited: November 7 - 9, 2017
Final Review & Hearing on: March 24, 2018

ACCREDITATION COMMISSION PRIMARY REVIEWER

VISITING COMMITTEE INSPECTORS
signatures on file

TEAM CHAIR

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
2017 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 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. A primary goal of AZA institutions is to achieve the highest standard of welfare for the animals in our care. 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 best practice in our profession. 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 housed in appropriate settings that provide an educational experience for visitors, and meet the animals' physical, psychological, and social needs. Animals must be managed as appropriate for 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 profession. 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.

All AZA-accredited institutions and certified related facilities must follow all local, state, and federal laws and/or regulations. Some AZA standards may be more stringent than existing laws and/or regulations and, in these cases, the AZA standards must be met.

Primarily, AZA standards are performance standards (i.e., measuring the level of achievement considered acceptable to fulfill a performance characteristic, and choice in method for meeting the goal). This differs from engineering standards, where exact and precisely measured steps are required to fulfill an engineering characteristic, with little or no variation in method for meeting the goal.

GENERAL INFORMATION (GI)

GI-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>  
	× □ □ □ A

GI-6. Does the institution appear to be fulfilling its mission statement?  <A+>  
	× □ □ □ A

GI-7. Is the institution approved by USDA for importing ruminants (PPEQ)?  <A>  
	□ × □ □ A

GI-8 to GI-9. Appearing on Institution Questionnaire only.

GI-10. Are operations adequately altered for seasonal (cold weather) changes?  
	× □ □ □ A

COMMENTS: ______

ANIMAL CARE, WELFARE, & MANAGEMENT (AC)

AC-1. Is the institution in compliance with all relevant local, state, and federal wildlife laws and regulations (e.g., USDA, AWA, etc.)? [1.1.1]  <A+>  
	× □ □ □ A

AC-2. Does the institution follow appropriate taxon-specific AZA Animal Care Manuals (ACMs) when renovating old exhibits and/or designing and developing new exhibits? [1.2.1, 1.2.2]  <A+>  
	× □ □ □ A

AC-3. Does the institution's Institutional Collection Plan (ICP) conform to the institution's mission and vision? [1.3.1]  <A>  
	× □ □ □ A

AC-4. Is the institution's ICP re-evaluated and updated at minimum every five years? [1.3.1]  <A>  
	× □ □ □ A
<table>
<thead>
<tr>
<th>AC-5.</th>
<th>Does the institution's ICP incorporate the suggested elements outlined in AZA's accreditation standards? [1.3.1] &lt; A + &gt;</th>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC-6.</td>
<td>Are animals presented in a manner that reflects modern zoological practices in exhibit design throughout the institution? [1.5.1]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>a.</td>
<td>Are all animals housed in enclosures and groupings which meet their physical, psychological, and social needs? [1.5.2] &lt; A + &gt;</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>U</td>
</tr>
<tr>
<td>b.</td>
<td>Is the ratio of males to females for the individual animals being maintained? [1.5.2.1]</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>c.</td>
<td>Are all animals kept in appropriate groupings which meet their social and welfare needs? [1.5.2.1] &lt; A + &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>d.</td>
<td>Are all animals provided the opportunity to choose among a variety of conditions within their environment? [1.5.2.2]</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>U</td>
</tr>
<tr>
<td>e.</td>
<td>Are the animals well cared for? [1.5.1] &lt; A + &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>f.</td>
<td>Is good animal welfare a priority at the institution? [1.5.1, 1.5.2, 1.5.2.1, 1.5.7, 1.5.8]</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-7.</td>
<td>Do the species within the institution fulfill the institution's stated objectives? [1.5.0]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-8.</td>
<td>Are all endangered, CITES I, SSP®, and studbook species maintained by the facility registered with Species360 (formerly ISIS)? [1.4.8] &lt; A &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-9.</td>
<td>Is the animal cataloging system adequate? [1.4.1, 1.4.2, 1.4.3, 1.4.7, 1.4.8] &lt; A + &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-10.</td>
<td>Does the animal marking system meet the needs of the institution? [1.4.3] &lt; A + &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-11.</td>
<td>Are animal records duplicated? [1.4.4] &lt; A &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-12.</td>
<td>Are the animal records protected from fire, flooding, and other natural hazards? [1.4.4, 1.4.5] &lt; A + &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-13.</td>
<td>Are duplicate records stored in an appropriate separate location? [1.4.4] &lt; A &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-14.</td>
<td>Is a paid staff member designated as being responsible for the institution's animal record-keeping system? [1.4.6] &lt; A &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>a.</td>
<td>Does at least one member of the institution's paid staff responsible for animal record-keeping have the proper training (AZA's Institutional Records-Keeping course is one option)? [1.4.9] &lt; A &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-15.</td>
<td>Are records kept current with up-to-date information? [1.4.7]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-16.</td>
<td>Is the institution's Policy on Responsible Population Management (RPM) in accordance with relevant legislation, AZA's RPM Policy, and AZA's conservation policies? [1.3.2] &lt; A &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-17.</td>
<td>Does the management of the animals appear to conform with the stated Policy on Responsible Population Management? [1.3.2]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-18.</td>
<td>Is there an adequate system for the preservation of important data on acquisition, transfer, euthanasia and reintroduction? [1.3.2]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
<tr>
<td>AC-19.</td>
<td>Does the institution surplus animals to non-AZA facilities? [AZA's RPM Policy] &lt; A + &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>A</td>
</tr>
</tbody>
</table>
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? [YES NO N/A A/Q/U] □ □ □ □ △

AC-20. If the institution maintains elephants, are its facilities and procedures in compliance with AZA’s Standards for Elephant Management and Care (see pages 27-60 of the 2017 “Accreditation Standards and Related Policies” booklet)? [1.5.6] < A + > □ □ □ □ △

AC-21. Do the institution’s written elephant management protocols meet the requirements as outlined in AZA’s Standards For Elephant Management and Care? [1.5.6] < A > □ □ □ □ △

AC-22. Does the facility have an elephant restraining device? [AZA’s Standards for Elephant Management and Care] < A > □ □ □ □ △

a. If “no”, are the facility’s alternative methods acceptable in terms of meeting AZA standards of veterinary care and examination, method of restraint, and the ability to safely manage dominance and aggression, or the introduction of a new animal? < A > □ □ □ □ △

AC-23. Does the institution have protocols for training new paid or unpaid staff in the elephant management program? [AZA’s Standards for Elephant Management and Care] < A > □ □ □ □ △

AC-24. Do elephant behavior profiles appear to be acceptable? [AZA’s Standards for Elephant Management and Care] < A > □ □ □ □ △

AC-25. Does the institution have a designated, qualified elephant manager? [AZA’s Standards for Elephant Management and Care] < A > □ □ □ □ △

AC-26. Has the institution adequately addressed the concerns/deficiencies noted on the USDA Inspection of Animal Facilities, Sites or Premises (VS form 18-B) 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 + > □ □ □ □ △

AC-27. Does the institution offer demonstrations of animal behavioral training to the public? [1.5.3, 1.5.4, 1.5.5, 1.6.4] < A + > □ □ □ □ △

a. If “yes”, are the demonstrations performed in accordance with appropriate animal training protocols that provide for the overall health and psychological well-being of the animals participating? < A + > □ □ □ □ △

AC-28. Are “touch pools” and “petting environments” adequately managed and supervised for the protection of the animals involved? [1.5.4, 1.5.5, 1.5.13, 11.3.3] < A + > □ □ □ □ △

AC-29. Are hand-washing stations and appropriate signage available and visible in all areas where the public may come into contact with animals? [11.1.2, AZA’s Policy on Animal Contact with the General Public] □ □ □ □ △

AC-30. Are paid staff and/or volunteers who handle animals during demonstrations/programs properly trained to handle the animals before this activity occurs? [1.5.12] < A > □ □ □ □ △

AC-31. 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.)? [1.5.3, 1.5.4, 1.5.5] < A > □ □ □ □ △

a. If “yes”, please respond to the following: < A + >
1. Does the institution's written policy on the use of live animals in programs incorporate the elements in AZA's "Recommendations For Developing an Institutional Ambassador Animal Policy" [pages 68-78, 2017 Standards]  
   YES ☒ NO ☐ N/A ☐ A/O/U ☒

2. Are the species utilized appropriate?  
   ☒ ☐ ☐ A

3. Are both the animals and public provided adequate protection?  
   ☒ ☐ ☐ A

4. Does the institution make certain that handlers are properly trained, and that the way in which the animals are handled causes them no undue stress?  
   ☒ ☐ ☐ Q

5. Are isolation/quarantine facilities adequate?  
   ☒ ☐ ☐ A

6. Are the animals used kept separate from the rest of the institution's animals?  
   ☒ ☐ ☐ A

7. Are the animals used being rotated sufficiently?  
   ☒ ☐ ☐ A

AC-32. Has every effort been made to provide ambassador animals with housing conditions similar to exhibit animals?  
   ☐ ☒ ☐ U

   a. Are ambassador animals provided with sufficient social, physical, behavioral and nutritional opportunities to meet their needs?  
      < A + >  
      ☐ ☒ ☐ U

AC-33. Does the institution utilize ambassador animals in off-premises situations (i.e., shopping malls, sporting/events, school programs, theatrical productions, etc.)? [1.5.5] < A >  
   ☒ ☐ ☐ A

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

1. Are the species utilized appropriate?  
   ☒ ☐ ☐ A

2. Are both the animals and public provided adequate protection?  
   ☒ ☐ ☐ A

3. Does the institution make certain that handlers are properly trained, and that the way in which the animals are handled causes them no undue stress?  
   ☒ ☐ ☐ A

4. Is sufficient transportation and care provided when animals are off the premises?  
   ☒ ☐ ☐ A

5. Are isolation/quarantine facilities adequate?  
   ☒ ☐ ☐ A

6. Are the animals used kept separate from the rest of the institution's animals, especially following an appearance off institution grounds?  
   ☒ ☐ ☐ A

7. Are life support systems, designed for aquatic animals shown off-site, adequate?  
   ☐ ☐ ☒ A

8. Are the animals used being rotated sufficiently?  
   ☒ ☐ ☐ A

AC-34. Does the institution use animals for photo opportunities with the public?  
   [1.5.3, 1.5.4, 1.5.5] < A >  
   ☒ ☐ ☐ A

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

1. Are the species utilized appropriate?  
   ☐ ☐ ☒ A

2. Are both the animals and public provided adequate protection?  
   ☐ ☐ ☒ A

3. Does the institution make certain that handlers are properly trained, and that the way in which the animals are handled causes them no undue stress?  
   ☐ ☐ ☒ A
4. Are isolation/quarantine facilities adequate?  

5. Are the animals used kept separate from the rest of the institution's animals?  

6. Are the animals used being rotated sufficiently?  

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

AC-35. Does the water quality methods and controls program appear to be adequate for the aquatic exhibits? [1.5.9]  

AC-36. Are all exhibit and holding area air and water inflows and outflows securely protected to prevent animal injury or egress? [1.5.15]  

AC-37. Is appropriate UV spectrum provided for animals housed either long-term or permanently in indoor facilities? [1.5.14]  

AC-38. Are the animals protected from weather and adverse environmental conditions? [1.5.7]  

AC-39. Does it appear that the animals' sociobiological needs are being met? [1.5.2]  

AC-40. Are the animal enclosures clean and well maintained? [10.1.1]  

AC-41. Does the institution's pest control program appear adequate? [2.8.1, 10.1.1]  

AC-42. Are enclosure substrates, design features, and "furniture" sufficient, and adequate to meet the needs of the animals, including those in multi-species exhibits? [1.5.1, 1.5.2]  

AC-43. Do all animals have access to adequate shelter sufficient to protect them from heat, cold, and all forms of precipitation? [1.5.7]  

AC-44. Is sufficient shade (in addition to shelter structures) provided for animals in outdoor enclosures? [1.5.16]  

AC-45. Are all holding areas sufficient in size and structure to comfortably contain the animals for extended periods due to inclement weather? [1.5.7]  

AC-46. Does the institution allow the public to feed the animals?  

AC-47. Are the animals adequately identified for the public? [4.3.3]  

AC-48. Are endangered species appropriately identified as such? [4.3.3]  

AC-49. Does the institution experience significant seasonal changes (hot, cold, etc.)? <A>  

a. If yes, are operations adequately altered for those changes where appropriate? <A+>  

AC-50. Does the institution have a written animal enrichment program that incorporates the elements outlined in AZA's Accreditation Standards? [1.6.1] <A>  

a. If yes, has a specific paid staff member or committee been assigned program oversight? [1.6.2]  

b. Does the staff member or committee with program oversight have authority to manage and further develop the enrichment program?
<p>| | | | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>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?</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>AC-51. Are there sufficient resources and paid or unpaid staff available to implement the animal enrichment program? [1.6.2, 1.6.3] &lt; A+ &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>a. Is there adequate involvement by all applicable departments?</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>b. Is enrichment being provided on a regular basis?</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>c. Is the provided enrichment developed to meet the behavioral needs of the animals?</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>d. Is the provided enrichment documented and regularly assessed?</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>e. Are refinements made based on documented results and assessments?</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>AC-52. Does the institution have a written animal training program that incorporates the elements noted in AZA's Accreditation Standards, and enhances the overall health and psychological well-being of the animals? [1.6.4] &lt; A &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>AC-53. 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? [1.5.9] &lt; A+ &gt;</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>AC-54. Does management carefully scrutinize the origins of collected aquatic animals to minimize environmental damage caused by unacceptable collection techniques (e.g., cyanide collection, etc.)? [1.7.1, 1.7.2] &lt; A+ &gt;</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>AC-55. 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? [1.7.2] &lt; A+ &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>AC-56. In the last five years have any animals shipped to or from the institution died or been seriously injured in transport? [1.5.11] &lt; A+ &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>a. If yes, did the institution take appropriate action after the event, and were changes made in procedures as a result? &lt; A+ &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>AC-57. Does the institution use temporary, seasonal, or traveling live animal exhibits, pony rides, etc.? [1.5.10] &lt; A &gt;</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>a. If yes, are those exhibits or rides, etc., maintained at the same level of care as the institution's permanent resident animals? &lt; A+ &gt;</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>b. If yes, is the institution's process adequate for assuring that the vendor has the expertise, resources, and facilities to properly care for the animals both onsite and at the location where the animals permanently reside? &lt; A &gt;</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>AC-58. Does the institution have a process for reporting animal welfare concerns by paid and unpaid staff, without retribution, that meets the requirements outlined in the standard? [1.5.8] &lt; A+ &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>a. If yes, do paid and unpaid staff appear to have adequate knowledge of the process to report a welfare concern? &lt; A+ &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>b. If yes, does the institution look into each observation submitted and provide thorough feedback to the reporting individual in a timely manner? &lt; A+ &gt;</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
AC-59. NON AZA-ACCREDITED ONLY: Does the institution permit hunting of captive wildlife? [A+] ☐ ☐ ☒ A

AC-60. NON AZA-ACCREDITED ONLY: Does the institution utilize auctions, the pet industry, or hunting ranches for the disposal of captive wildlife? [A+] ☐ ☐ ☒ A

COMMENTS: AC-6: Rhinoceros, knobbed hornbills, and great Indian hornbills are displayed in Behlen cages that do not allow the birds to receive direct sunlight; mongoose lemur exhibits are chain-link structure, wrapped in small-gauge welded wire that appears jail-like. Neither group of exhibits represents a naturalistic habitat. AC-6.a & AC-6.d: Chinese stripe-necked turtles have no access to land substrate, nor do several off-exhibit turtles in the reptile house, whose enclosures are generally lacking in complexity and choice (1.5.2, 1.5.2.2). AC-19: Procedures and protections are in place, but sending animals outside AZA is not routine practice. AC-31.a.1 & AC-31.a.4: The live animals in programs policy and procedure documents contain contradictions and inconsistencies, and refer to the AZA Code of Professional Ethics rather than the Recommendations for Developing an Institutional Animal Ambassador Policy. These documents were corrected and updated during the visit (1.5.4), AC-32 & AC-32.a: Several animals in the Interpretive Center have enclosures that are small for the amount of time spent in them, and do not offer choice or complexity. They include feral whistling ducks, eastern box turtles, desert tortoise, and blue-tongued skink. Although some of these animals are taken outdoors to a weathering yard, staff could not point to a schedule or systematic approach to enriching their environments, apart from their use in public interaction (1.5.2, 1.5.4). AC-50: Across all animal sections, the Visiting Committee did not observe consistent evidence of enrichment planning, documentation/records-keeping, evaluation or reassessment (1.6.1). AC-51.c: Several examples of enrichment observed during the visit (including paper chains for snow leopards and plastic balls for reptiles) appear to be object-based rather than based upon desired behavioral outcomes. This was confirmed verbally. AC-51.d & AC-51.e: Enrichment documentation varied from area to area, but beyond an item approval process it does not seem that assessment of effectiveness is routine or consistent. The Visiting Committee observed that because of many duties, administering the enrichment program might require more time than is available.

VETERINARY CARE (VC) [YES NO N/A A/Q/U]

VC-1. Does the institution follow the Guidelines for Zoo and Aquarium Veterinary Medical Programs and Veterinary Hospitals, and the policies supported by the American Association of Zoo Veterinarians (AAZV)? [2.0.1] [A+] ☒ ☐ ☐ A

VC-2. Is the institution's preventative medicine program adequate and implemented; i.e., TB tests and appropriate vaccinations annually, etc.? [2.0.2] [A+] ☒ ☐ ☐ A

VC-3. Has the institution developed plans for periodic disease outbreaks in wild, domestic, or exotic animal populations that outline steps to be taken to protect their animals in the event of such a situation? [2.0.3] [A+] ☒ ☐ ☐ A

VC-4. Is there a full-time veterinarian? [2.1.1] [A+] ☒ ☐ ☐ A

a. If not, indicate the frequency of regularly scheduled visits made by the part-time or consulting veterinarian: ________ ☐ ☐ ☒ A

b. In addition to regularly scheduled visits, is veterinary coverage available to the animals 24/7? [2.1.2] ☐ ☐ ☒ A

VC-5. In the event of an emergency, when the veterinarian is not on the premises, is the response time adequate? [2.1.1, 2.1.2] [A+] ☒ ☐ ☐ A

VC-6. Does the institution utilize Carfentanil, M99, M50-50, or other controlled animal drugs? [2.2.1] [A+] ☒ ☐ ☐ A

a. If yes, are there appropriate protocols established for the use of such animal drugs (i.e., procedures established in the event the veterinarian is not present to administer the drugs)? ☒ ☐ ☐ ☐ A
b. Are the animal drugs stored in a Class 5 safe or other DEA-approved container?  

VC-7. Appearing on Institution Questionnaire only.

VC-8. Is there a program for regular disposal (or removal and separate storage) of outdated animal drugs? [2.2.1]  

VC-9. Are the medical records maintained by the institution adequate and up-to-date? [1.4.7]  

VC-10. Are protocols for the use of capture equipment being followed? [2.3.1] <A+>
   a. Are paid staff properly trained in the use of capture equipment?  

VC-11. If chemical capture equipment is used, are established protocols being followed, and equipment stored properly? [2.3.1] <A+>
   a. Are there a sufficient number of paid staff members trained in the use of chemical capture equipment?  

VC-12. Does the veterinary care provided the animals appear sufficient?  

VC-13. Do the animals appear to be in good health?  

VC-14. Does the institution normally perform necropsies? [2.5.1] <A>

VC-15. Does the institution have an area dedicated to necropsies? [2.5.2]
   a. If no, has the alternative (lab bench, cart, etc.) been assessed for health risk posed to other animals, staff, and guests?  

VC-16. Are deceased animals disposed of properly? [2.5.3]  

VC-17. Are deceased animals stored away from food? [2.6.4]  

VC-18. Are necropy results reviewed periodically and subjected to analysis to determine health trends and long-term problems with the animals at the institution? [2.5.1]  

VC-19. Does the institution comply with the federal Animal Medicinal Drug Use Clarification Act of 1994 (AMDUCA) and associated regulations regarding the use of drugs in public zoos and aquariums? [2.2.2] <A+>  

VC-20. Are veterinary facilities adequate to meet the needs of the animals at the institution, including quarantine, isolation, surgery, and holding facilities? [2.7.1]  

VC-21. Are the quarantine, hospital, isolation, and holding facilities in compliance with the standards and guidelines of AZA and AAZV? [2.7.3]  

VC-22. Are written quarantine procedures available and familiar to all paid and unpaid staff working with quarantined animals? [2.7.2]  

VC-23. Do veterinarians have access to radiographic equipment? [2.3.2]  

VC-24. Is the institution's animal food nutrition, acquisition, and preparation program adequate? [2.6.1, 2.6.2] <A>  

VC-25. Are the animal diets of adequate quality and quantity and suitable for the type of species within the institution? [2.6.2]  

VC-26. Are the animal diets prepared and stored hygienically? [2.6.1]
VC-27. Overall, are food items provided in a way that promotes the physical and psychological well-being of the animals? [2.6.2]
   a. Is the timing and location of food provisioning biologically appropriate and stimulating? 

VC-28. Are animal food preparation areas physically separated from other functions (animal treatment, isolation, holding, deceased animal storage, employee lounges, etc.)? [2.6.4]

VC-29. Does the institution use browse as part of the diet or enrichment of the animals? [2.6.3] < A >
   a. If yes, is a qualified individual assigned to oversee the selection of appropriate browse?

VC-30. Are the institution's protocols adequate for identifying and reviewing safe browse items? [2.6.3] < A + >

VC-31. Are the institution's protocols adequate for ensuring that the animals are not exposed to toxic plants in and around their exhibits? [2.6.3] < A + >

VC-32. Does the institution have a written euthanasia policy? [2.9.1] < A >
   a. If yes, does it follow current AVMA or AAZV guidelines? < A >
   b. If yes, are all paid and unpaid animal care staff members familiar with the policy? < A + >

COMMENTS: VC-3: All protocols and procedures are thorough. The avian influenza response plan is especially detailed and well done. VC-15: All necropsies are conducted at the UC-Davis School of Veterinary Medicine. VC-20: The veterinary hospital was in excellent condition and appeared clean and well-organized.

CONSERVATION (C)

C-1. Is conservation a key element in the mission of the institution? [3.1.1] 
   YES NO N/A A/Q/U

C-2. Does the institution have a written conservation action plan or strategy? [3.2.1] < A >
   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 + >

C-3. Are the conservation efforts of the institution evaluated in an appropriate and timely manner? [3.2.2] < A >

C-4. Is the institution actively participating in AZA animal programs? [3.3.2]

C-5. Is the institution's level of participation in AZA animal programs in line with similar-sized institutions? [3.2.1, 3.3.1, 3.3.2, 3.3.4] < A >
   a. Does the institution participate in or support an appropriate number of conservation programs?

C-6. Is the institution participating in every SSP® that pertains to an animal belonging to the institution? [3.3.1] < A >
   YES NO N/A A/Q/U
C-7. Is the institution cooperative in providing pertinent information in a timely fashion to AZA program leaders such as Studbook Keepers, SSP Coordinators and Chairs, etc.? [3.3.2]  

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C-8. Is the institution cooperative in following agreed upon recommendations (e.g., Breeding and Transfer Plans; acquisitions, transfers, and transitions, etc.)? [3.3.2]  

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C-9. Do the institution, governing authority, and paid or unpaid staff members actively participate in local, regional, state/province, academic, national, and international wildlife conservation programs? [3.3.4] < A >  

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C-10. Does the institution initiate or 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, habitat restoration, local community participation, etc.)? [3.2.1, 3.3.4] < A >  

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C-11. Is conservation the foundation of the institution's overall message to the general public? [3.1.1, 3.2.1, 3.3.4]  

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C-12. Are the institution’s contributions to elephant research and conservation in line with similar sized institutions? [AZA's Standards for Elephant Management and Care] < A >  

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COMMENTS: C-2.a: The strategy of focused contributions to start-up conservation efforts has accelerated the growth of this mission component for the institution and it is exceptional. C-2.b: The commitment to resource sustainability and green practices, and rapid expansion championed by [redacted] is exemplary.

**EDUCATION AND INTERPRETATION (EI)**

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<th>YES</th>
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EI-1. Is education a key element in the mission of the institution? [4.1.1]  

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EI-2. Does the institution have a written education plan for the education program? [4.2.1] < A >  

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a. If yes, does this plan address the goals and objectives of the department? < A+ >  

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EI-3. Is the education department under the direction of a paid professional trained in education programming? [4.2.2] < A >  

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EI-4. **Appearing on Institution Questionnaire only.**

EI-5. Are the institution's educational programs clearly tied to AZA conservation messages? [4.2.1, 4.3.1, 4.3.3] < A+ >  

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a. If "yes", do the institution's education programs address local and global conservation issues, and the role of zoos/aquariums in conservation?  

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b. Do the institution's conservation and education messages relate to its overall mission?  

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c. Do the institution's conservation and education messages address AZA's cooperative management programs (e.g., SSPs and TAGs)?  

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EI-6. **Appearing on Institution Questionnaire only.**

EI-7. Do the institution's educational programs meet the needs of its visitors? [4.3.2] < A >  

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a. If yes, has the institution adequately assessed the needs of under-represented groups and visitors with special needs? [4.2.3] <A+>
   YES NO N/A A/Q/U

EI-8. Does the institution have educationally focused collaborative partnerships with local/national groups, (universities/colleges, nature centers, conservation organizations, museums, governmental agencies, etc.) and are the arrangements/agreements appropriate? [4.3.1] <A>
   YES NO N/A A/Q/U

EI-9. Are the education programs evaluated regularly and effectively (including assessment of impact as well as satisfaction)? [4.3.1] <A>
   YES NO N/A A/Q/U

EI-10. Are the animals identified and interpreted for the public? [4.3.3]
   a. If yes, are exhibit labels and other graphics legible and in good condition?
      YES NO N/A A/Q/U
   b. If interactive exhibits are used, are they in working order?
      YES NO N/A A/Q/U
   c. If volunteers or staff are utilized in interpretive programs, do they appear to be well-trained in both content and interpretive abilities?
      YES NO N/A A/Q/U
   d. Are the institution’s messages clearly conveyed by the interpretation?
      YES NO N/A A/Q/U
   e. Does the institution address conservation issues in their interpretation (e.g., programs, graphics, etc.) such as, among other choices, referencing in situ conservation efforts for select species, utilizing AZA SSP and/or other logos, etc., as appropriate to the institution’s conservation messages?
      YES NO N/A A/Q/U

EI-11. Is the volunteer program adequate for the needs of the institution’s education programs? [7.16]
   YES NO N/A A/Q/U

EI-12. Do paid and unpaid staff members have an adequate library available at the institution? [4.2.4] <A+>
   YES NO N/A A/Q/U

EI-13. Do paid and unpaid staff members have access to Internet resources at the institution? [4.2.4] <A+>
   YES NO N/A A/Q/U

COMMENTS: EI-10: The Sacramento Zoo offers on/off exhibit choice to numerous species during open hours and identifies this commitment to welfare in the visitor map.

SCIENTIFIC ADVANCEMENT (SA)

SA-1. Does the institution have a commitment to scientific study proportionate to the size and scope of its facilities? [5.0] <A+>
   YES NO N/A A/Q/U

SA-2. Does a qualified individual or committee have appropriate oversight of the institution’s scientific studies and related projects? [5.1] <A>
   YES NO N/A A/Q/U

SA-3. Appearing on Institution Questionnaire only.

SA-4. Is the institution’s written policy on the evaluation and approval of proposals for scientific study adequate and in line with AZA standards, given the size of the institution’s budget and the number of paid and unpaid staff? [5.2] <A>
   YES NO N/A A/Q/U

SA-5. Does the institution have an adequate process of monitoring approved and in-progress scientific studies? [5.2] <A>
   YES NO N/A A/Q/U

SA-6. Is the institution’s participation in scientific studies in line with similar-sized institutions? [5.0, 5.3] <A>
   YES NO N/A A/Q/U
SA-7. Are research philosophies and activities consistent with the overall goals and objectives of the institution? [5.0] 

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

SA-8. Does the institution publish or otherwise share the results of studies within the profession and/or scientific community? [5.3] <A>

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

SA-9/SN-10. Appearing on Institution Questionnaire only.

COMMENTS: SA-1: The zoo's commitment to scientific study is above and beyond what is done at similar sized organizations. SA-8: The number of scientific publications is commendable.

GOVERNING AUTHORITY (GA)

GA-1. Is the institution operated or directly maintained by a parent institution, society, business, organization, or agency? <A>

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

GA-2 to GA-5. Appearing on Institution Questionnaire only.

GA-6. Are the lines of communication between the director and governing authority clearly defined? [6.5] <A + >

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

GA-7. Is the governing authority supportive of the institution's goals and objectives? [6.2]

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

GA-8. Does the governing authority support the institution's abiding by the AZA Code of Ethics and Bylaws? [6.1]

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

GA-9. Does the governing authority leave the day-to-day management of the institution to the CEO/Director? [6.3, 6.4] <A + >

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

GA-10. Does the governing authority make any decisions regarding the animals? [6.4]

YES NO N/A A/Q/U ☐ ☒ ☐ ☐ A

GA-11. Does the governing authority recognize the CEO/Director as the sole official liaison between itself and the paid and unpaid staff? [6.5]

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

GA-12. Does the governing authority recognize the right of the CEO/Director to originate all paid and unpaid staff appointments, promotions, and terminations? [6.3, 6.4]

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

GA-13. Does the governing authority recognize that the CEO/Director's responsibilities are to the entire governing authority, not to its individual members?

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

GA-14. Does the CEO/Director have the opportunity to attend meetings of the governing authority that would affect operations of the institution? [6.6]

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

GA-15. Do the terms of service for those on the governing authority overlap to provide continuity? <A + >

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

COMMENTS: 

STAFF (S)

S-1. Is there a sufficient number of paid and unpaid staff to properly care for the animals and to conduct the institution's programs? [7.3]

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A

S-2. Do the salaries of the paid staff appear to be within acceptable limits? [7.4] <A>

YES NO N/A A/Q/U ☒ ☐ ☐ ☐ A
S-3. Are current job descriptions on file?  
   a. Have job descriptions been distributed to paid staff?  

S-4. Do paid and unpaid staff members have a clear understanding of their jobs?  

S-5. Do the CEO/Director and paid staff members have training and/or experience which makes them capable of decisions consonant with the experience of their peers?  
   [7.3]  

S-6. Does the organization of paid staff authority lines appear to cause any problems?  
   [7.6]  

S-7. Are paid and unpaid staff members provided an opportunity to discuss work-related problems and possible solutions?  

S-8. Is there a good working relationship between management and paid and unpaid staff?  
   [7.6]  

S-9. Is there a good working relationship between the zoo/aquarium paid and unpaid staff and the governing authority?  
   [6.5]  

S-10. Is the CEO/Director available to the institution on a full-time basis?  
   [7.1]  

S-11. Are paid full-time staff members provided an opportunity and encouraged to seek continuing education?  
   [7.5]  

S-12. Is the training provided for the paid full-time staff adequate?  
   a. Are paid full-time staff members offered training to qualify them for management positions?  

S-13. Is the volunteer program adequate for the needs of the institution?  
   [7.10]  

S-14. Are volunteers adequately trained and evaluated for the services they perform?  
   [7.10]  

S-15. *Appearing on Institution Questionnaire only.*  

S-16. Do the CEO/Director and paid and unpaid staff members have access to and knowledge of the literature in the zoological or aquarium field?  
   [4.2.4, 7.8]  

S-17. Is the level of paid and unpaid staff involvement in AZA committees and activities and other professional organizations in line with that of similar-sized institutions?  
   [7.7]  

S-18. Is the institution encouraging an appropriate number of paid staff to assume leadership roles in AZA animal programs (i.e., SSP coordinators, TAG Chairs, etc.)?  
   [7.12]  

S-19. If the institution has paid staff in leadership roles in AZA animal programs (i.e., SSP coordinators, TAG chairpersons, etc.), is adequate support being provided to the staff members involved to assure that the program and related communication is managed efficiently and in a timely manner?  
   [7.12]  

S-20. Do paid and unpaid staff members appear to have adequate knowledge of the AZA accreditation standards and the accreditation process?  
   [7.8]  

S-21. Does leadership review AZA standards and related policies at least annually to stay current and ensure compliance?  
   [7.8.1]  

S-22. Does the institution have a staff diversity statement and/or program?  
   [7.9]
S-23. Appearing on Institution Questionnaire only.

COMMENTS: S-4: The Interim Director and leadership team are to be commended for their dedication and commitment to excellence during a somewhat tumultuous transitions between directors. S-20: All Sacramento Zoo staff were engaged and active participants in the accreditation process. The zoo also generously opened its accreditation inspection to a colleague from the California Department of Fish and Wildlife to strengthen connections and bolster the zoo profession in the state.

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

SO-1 to SO-4. Appearing on Institution Questionnaire only.

SO-5. Are the bylaws of the support organization adequate? < A >

SO-6. Do the stated purposes of the support organization meet the needs of the institution?
[8.2] < A + >

SO-7. Are the purposes being furthered?

SO-8. Does the support organization share the institution's goals and objectives? [8.2] < A + >

SO-9. Does the formal agreement between the institution and the support organization clearly delineate the current roles and responsibilities of the support organization? [8.3]

SO-10. Is the formal agreement between the institution and the support organization adhered to in practice? [8.3]

SO-11. Does the support organization exercise unwarranted influence on the institution, its officers, or paid and unpaid staff? [8.1]

SO-12. Appearing on Institution Questionnaire only.

SO-13. Does the support organization raise funds for the institution? < A + >

SO-14. Does the support organization participate in the decision-making process on how the funds are utilized?

SO-15. Are activities sponsored by the support organization appropriate and meeting the goals of both it and the institution? < A + >

COMMENTS: ______

FINANCE (F)

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?

F-4. Does the institution have continuing financial support? [9.1] < A >

F-5. Is the total financial support adequate to meet the needs of the institution? [9.1]

F-6. Is financial support the recognized responsibility of the governing authority? < A >
F-7. Is the institution's written contingency plan adequate should significant decreases in operating income occur? [9.5] <A>
   YES NO N/A A/Q/U
   ☒ ☐ ☐ ☑

F-8. If the institution is owned by an individual, is the written contingency plan (or financial succession plan) adequate should the owner(s) become incapacitated or deceased? [9.6] <A>
   ☐ ☐ ☒ ☑

F-9. Does the insurance protection appear to be adequate for visitors, governing authority, paid and unpaid staff, society, animals, and physical facilities? [9.3] <A+>
   ☒ ☐ ☐ ☑

F-10. Is there a separate budget for capital improvements and major repairs/replacements? [9.4] <A>
   ☒ ☐ ☐ ☑

F-11. Are sufficient amounts allocated for capital improvements and major repairs/replacements? [9.4, 10.1.2] <A>
   ☒ ☐ ☐ ☑

F-12. Are sufficient amounts allocated for conferences, continuing education, training/seminars, etc.? [7.5] <A>
   ☒ ☐ ☐ ☑

F-13. Are sufficient amounts allocated for maintenance and supplies? [9.4, 10.1.2, 10.1.3]
   ☒ ☐ ☐ ☑

COMMENTS: _______

PHYSICAL FACILITIES (PF)

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

PF-3. Are all animal enclosures of sufficient size and complexity to provide for the animals' physical, social, and psychological well-being throughout the year? [10.3.3]
   a. Exhibits
      ☒ ☐ ☐ ☑
   b. Holding areas
      ☒ ☐ ☐ ☑
   c. Hospital
      ☒ ☐ ☐ ☑
   d. Quarantine/isolation
      ☒ ☐ ☐ ☑

PF-4. Do aquatic exhibits provide sufficient space or sufficient volume of water for the physical, social, and psychological well-being of the inhabitants? [10.3.3]
   ☒ ☐ ☐ ☑

PF-5. Is the institution in good repair overall? [10.1.0]
   ☒ ☐ ☐ ☑

PF-6. Is there an adequate program of both building and mechanical maintenance? [10.1.0, 10.1.2, 10.1.3, 10.2.0, 10.2.1] <A>
   ☒ ☐ ☐ ☑

PF-7. Does the institution have a written maintenance plan that includes a schedule of improvements, cost, timetable, and funding plan? [10.1.3] <A>
   ☒ ☐ ☐ ☑

PF-8. Does the institution identify and address major repairs in a timely manner? [10.1.3]
   ☒ ☐ ☐ ☑

PF-9. If off-premises facilities are operated, did the team visit the site?
   a. Are the conditions at the off-site facility acceptable?
      ☐ ☐ ☒ ☑
   b. Does the institution appear to be meeting the same criteria at the off-site facility as at the institution?
      ☐ ☐ ☒ ☑
PF-10. Are the institution's hours of operation convenient so that the institution is readily accessible for visitors?  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
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<tbody>
<tr>
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</table>

PF-11. Is heating adequate? [1.5.1, 10.2.1, 10.3.3]  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tbody>
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</table>

PF-12. Is lighting adequate? [1.5.1, 1.5.14, 10.3.1, 10.3.3, 10.4.1]  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tbody>
<tr>
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</table>

PF-13. Is plumbing adequate? [1.5.1, 10.2.1, 10.3.3]  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tr>
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</table>

PF-14. Is the method for disposal of sewage adequate?  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
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<tbody>
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</table>

PF-15. Is electrical service and the number of electrical outlets adequate? [10.1.1]  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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</table>

PF-16. Are there adequate provisions for the proper storage and disposal of garbage and animal waste?  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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</table>

PF-17. Are the buildings in good repair? [10.1.0, 10.1.2]  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tbody>
<tr>
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</table>

PF-18. Are plantings well-maintained and used to the best advantage in animal exhibits and throughout the facilities?  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tbody>
<tr>
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</table>

PF-19. Is the institution equipped with emergency life support systems for the animals? [10.2.1]  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tbody>
<tr>
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</table>

a. If yes, are there enough alarms or indicators in the event of environmental and life-support system failures? <A + >  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tbody>
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</table>

PF-20. Are the aquatic water circulation and life support systems adequate? [10.2.1]  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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</table>

PF-21. Are good housekeeping practices regularly employed throughout the institution? [10.1.1]  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tbody>
<tr>
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</table>

PF-22. Are alarms for fire, security, and other safety alerts in place and functional? [10.2.2]  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tbody>
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</table>

a. Are they sufficient to provide a reasonable level of safety for the animals on a 24-hour basis? [10.2.2]  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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</table>

COMMENTS: PF-3 b: Aardvarks, gibbons, and mongoose lemurs have off-exhibit holding that would not meet modern zoological practice if the animals did not also have 24-hour access to exhibit areas. The space and complexity of off-exhibit holding for big cats and great apes would be questionable if the animals were required to live there exclusively in the long term [10.3.3]. PF-5: Preventive and proactive maintenance have become top priorities for the zoo. The enthusiasm and quality of work observed during the visit were remarkable. PF-21: All animal areas were spotlessly clean and well-organized.

SAFETY/SECURITY (SS)  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
</tr>
</thead>
</table>

SS-1. Does the institution appear to be in compliance with local, state, and federal laws regarding employee and volunteer training for safety in the workplace? [11.1.1] <A + >  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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</tbody>
</table>

SS-2. Is first-aid readily available to paid and unpaid staff and the public? [11.2.3] <A + >  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
</tr>
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<tbody>
<tr>
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</table>

SS-3. Is the paid and unpaid staff adequately trained in first-aid? [11.2.3] <A >  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tbody>
<tr>
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</table>

SS-4. Is the paid and unpaid staff adequately trained in CPR? [11.2.3] <A >  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tbody>
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</table>

SS-5 to SS-7. Appearing on Institution Questionnaire only.

SS-8. Are fire extinguishers and alarms readily available [10.2.2, 11.2.2]? <A + >  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>A/Q/U</th>
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<tr>
<td>✗</td>
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</tr>
<tr>
<td>SS-9.</td>
<td>Is the paid and unpaid staff sufficiently trained in the use of fire extinguishers? [11.2.2] &lt; A + &gt;</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-10.</td>
<td>Are adequate procedures and training regarding common zoonoses in place for paid and unpaid staff who handle animals? [11.1.2] &lt; A + &gt;</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-11.</td>
<td>Is the occupational health and safety program adequate? [11.1.2.1]</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-12.</td>
<td>Is the institution's tuberculin (TB) testing/surveillance program for appropriate paid and unpaid staff adequate? [11.1.3]</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-15.</td>
<td>Do paid and unpaid staff members have access to and knowledge of Safety Data Sheets? [11.1.5] &lt; A + &gt;</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-16.</td>
<td>Does the institution have an active, in-house safety committee?</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-18.</td>
<td>Does paid or unpaid staff have direct contact or enter enclosures with potentially dangerous animals? [11.4.1, 11.5.3] &lt; A + &gt;</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-19.</td>
<td>If yes to SS-18, does this take place in public view?</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-20.</td>
<td>Are the alarm systems and/or emergency procedures and protocols adequate in the event of an attack or injury by a venomous animal? [11.4.1, 11.5.1, 11.5.2, 11.5.3] &lt; A + &gt;</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-21.</td>
<td>Have there been any major injuries by a venomous or dangerous animal in the last five* years? [*NOTE: in the last ten years for institutions that are not currently accredited.] [11.5.3] &lt; A &gt;</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-22.</td>
<td>Does the institution conduct adequate alarm system drills annually for venomous and/or dangerous animal bite/attack/escape? [11.5.2] &lt; A + &gt;</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-23.</td>
<td>If the institution maintains venomous animals, is appropriate antivenin readily available? [11.5.1]</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-24.</td>
<td>Are all animal exhibits and holding areas sufficiently secured to prevent unintentional animal egress? [11.3.1] &lt; A + &gt;</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-25.</td>
<td>Is the institution's written procedure and recapture plan adequate? [11.2.4, 11.2.5] &lt; A &gt;</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-26.</td>
<td>Have there been any major animal escapes at the institution in the last five years? [11.2.4, 11.2.5] &lt; A + &gt;</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>SS-27. If yes to SS-26, did the institution handle the incident(s) in an appropriate manner both during and after the event (i.e., changes made in procedure/policy)? [11.2.4, 11.2.5]</td>
<td>YES</td>
<td>NO</td>
<td>N/A</td>
</tr>
<tr>
<td>SS-28. Is the written procedure adequate in the event of an emergency, including natural disasters? [11.2.4, 11.2.5]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>SS-29. Are paid and unpaid staff members trained for emergency situations? [11.2.4, 11.2.5]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>SS-30. Is a paid staff member or committee responsible for ensuring that all drills are conducted, recorded, and evaluated in accordance with AZA standards? [11.2.0]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>SS-31. Appearing on Institution Questionnaire only.</td>
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<tr>
<td>SS-32. Are the four basic types of live-action emergency drills (fire; weather, or other environmental emergency appropriate to the region; injury to paid or unpaid staff or a visitor; animal escape) being conducted, recorded, and evaluated annually? [11.2.5]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>SS-33. Is the communication system quickly accessed in the event of an emergency? [10.2.2, 11.2.6]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>SS-34. If paid or unpaid staff 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?</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
</tr>
<tr>
<td>SS-35. Do OSHA-mandated confined space entry and lock out/lock in procedures appear to be followed?</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
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<tr>
<td>SS-36. Appearing on institution Questionnaire only.</td>
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<tr>
<td>SS-37. Is ground fault interrupt electrical service supplied to all wet environments and aquatic exhibits? [11.3.4]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>SS-38. Is the dive safety program adequate for this institution? [11.7.1, 11.7.2, 11.7.3, 11.7.4, 11.7.5]</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>SS-39. Appearing on institution Questionnaire only.</td>
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<tr>
<td>SS-40. Does the institution comply with the appropriate OSHA dive safety standard(s) for its underwater diving programs? [11.7.1]</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
</tr>
<tr>
<td>SS-41. Does the institution have an appropriately qualified and empowered dive safety officer? [11.7.2]</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
</tr>
<tr>
<td>SS-42. Does the institution's dive manual contain adequate provisions for dive safety, and is the manual adequate for the underwater diving program(s) of the institution? [11.7.3]</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
</tr>
<tr>
<td>SS-43. Does the institution conduct, record, and evaluate at least one live-action emergency dive safety drill annually? [11.7.4]</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
</tr>
<tr>
<td>SS-44. Is the institution's dive emergency plan adequate? [11.7.5]</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
</tr>
<tr>
<td>SS-45. Does the institution provide emergency procedure training for divers for all of the institution's tanks in which they dive? [11.7.5]</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
</tr>
<tr>
<td>SS-46 to SS-49. Appearing on institution Questionnaire only.</td>
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</table>
SS-50. Is service from fire and police departments, as well as ambulance services readily available? [11.2.7]  
YES ☒ NO ☐ N/A ☐ A/Ω/U ☐

SS-51. Are all animal exhibits, gates, doors, chutes, shift boxes, holding areas, etc. secured in such a way so as to prevent escape? [11.3.1]  
☐ ☒ ☐ ☐ A

SS-52. Are the locks and associated hardware of sufficient strength for each species? [11.3.1]  
☐ ☒ ☐ ☐ A

SS-53. Are procedures and facilities adequate to allow for safe exhibit servicing by paid and unpaid staff? [11.3.2]  
☐ ☒ ☐ ☐ A

SS-54. Are service areas sufficiently protected from visitor access? [11.3.6]  
☐ ☒ ☐ ☐ A

SS-55. Are sufficient barriers in place to deter public entry into exhibits or holding areas, and to prevent contact with animals when such contact is not intended? [11.3.6]  
☐ ☒ ☐ ☐ A

SS-56. Are there adequate facilities for crating and transporting animals? [1.5.11]  
☐ ☒ ☐ ☐ A

SS-57. Are all exits clearly marked? [11.3.5]  
☐ ☒ ☐ ☐ A

SS-58. Do all building exits open outward? [11.3.5]  
☐ ☒ ☐ ☐ A

SS-59. Are all building exits equipped with panic hardware? [11.3.5]  
☐ ☒ ☐ ☐ A

SS-60. Are the animals protected from natural and human hazard, including cover and escape areas? [1.5.7, 11.3.6]  
☐ ☒ ☐ ☐ A

SS-61. Is the public protected from the animals? [11.3.1, 11.3.6]  
☐ ☒ ☐ ☐ A

☐ ☒ ☐ A

SS-63. Is protection for the animals and grounds provided 24 hours a day? [11.6.1] < A >  
☐ ☒ ☐ ☐ A

SS-64. If yes to SS-63, is the protection for the animals adequate during those hours when the institution is closed? [11.6.1] < A >  
☐ ☒ ☐ ☐ A

SS-65. Do the institution's security personnel utilize firearms? [11.6.3] < A >  
☐ ☒ ☐ ☐ A

☐ ☒ ☐ ☐ A

a/b. Appearing on Institution Questionnaire only.

c. Are authorized personnel adequately trained in the use of firearms?  
☒ ☐ ☐ ☐ A

SS-67. Does the institution use guard dogs?  
☒ ☐ ☐ ☐ A

a. If yes, are the dogs utilized in a manner that is safe for the institution's animals?  
☒ ☐ ☐ ☐ A

SS-68. Is the institution enclosed by a perimeter fence at least 8' in height, or a viable, impenetrable barrier? [11.8.1] < A >  
☐ ☒ ☐ ☐ A

a. If yes, is it free of gaps along the base-line and at gates to deter entry by feral animals?  
☒ ☐ ☐ ☐ A

SS-69. Is the perimeter fence independent of all animal enclosures? [11.8.1] < A >  
☒ ☐ ☐ ☐ A

COMMENTS: SS-24: Animal enclosure locks at the Interpretive Center are intentionally left open when staff is present. Exterior doors are routinely left open at the same time. In response to Visiting Committee comments, the Interpretive Center Daily Routine procedure has been updated to eliminate this practice and now states, "all locks are to be secured unless you are
actively working in the exhibit." SS-29: Two visitor services employees and one from animal care were not completely certain of their roles in an animal escape situation when questioned by the Visiting Committee.

**GUEST SERVICES (GS)**

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
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<tbody>
<tr>
<td>GS-1. Is parking adequate on most days (exceptionally high volume days excluded)?</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>GS-2. Does the institution have amusement rides/playground areas near or on the institution grounds?</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>a. If yes, are they located a sufficient distance from animal exhibits?</td>
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<tr>
<td>GS-3. Does the institution have animal rides? [1.5.10, 1.5.12, 1.5.13, 1.5.16] &lt; A + &gt;</td>
<td>☐</td>
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<tr>
<td>If yes:</td>
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<tr>
<td>a. Is the institution's animal ride policy adequate?</td>
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<tr>
<td>b. Are the animals rotated or replaced regularly?</td>
<td>☐</td>
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<tr>
<td>c. Are adequate safety precautions in place to protect visitors, paid and unpaid staff, and the animals?</td>
<td>☐</td>
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<tr>
<td>GS-4. Is the number and location of refreshment stands and food service facilities adequate? [12.2]</td>
<td>☒</td>
<td>☐</td>
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<tr>
<td>GS-5. Is the selection and quality of food items adequate? [12.2]</td>
<td>☒</td>
<td>☐</td>
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<tr>
<td>GS-6. Is the number and location of drinking fountains adequate? [12.6]</td>
<td>☒</td>
<td>☐</td>
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<tr>
<td>GS-7. Are drinking fountains clean and operating properly? [12.2]</td>
<td>☒</td>
<td>☐</td>
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<tr>
<td>GS-8. Are gift facilities adequate and reflective of the institution's mission? [12.3]</td>
<td>☒</td>
<td>☐</td>
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<tr>
<td>GS-9. Is the number and location of restrooms adequate? [12.2]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>GS-10. Are the restrooms maintained in a sanitary condition? [12.2]</td>
<td>☒</td>
<td>☐</td>
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<tr>
<td>GS-11. Are the restrooms wheelchair accessible? [12.1]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>GS-12. Is the gate handout map (whether paper and/or electronic) adequate to guide guests through the institution? [12.3]</td>
<td>☒</td>
<td>☐</td>
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<tr>
<td>GS-13. Are directional signs and maps adequate in number, location, and clarity to guide guests through the institution? [12.3]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>GS-14. Is guest transportation on institution grounds available and adequate? [12.3]</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
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<tr>
<td>GS-15. Is the number and location of benches and rest areas adequate? [12.2]</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>GS-16. Are there adequate, well-maintained strollers and wheelchairs available to guests? [12.1, 12.3]</td>
<td>☒</td>
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<tr>
<td>GS-17. Are paid and unpaid staff welcoming and friendly towards guests? [12.4]</td>
<td>☒</td>
<td>☐</td>
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<tr>
<td>GS-18. Are the grounds neat and clean? [12.4]</td>
<td>☒</td>
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<tr>
<td>GS-19. Are the sidewalks and roadways in good repair? [10.4.2]</td>
<td>☒</td>
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</tbody>
</table>
GS-20. Are all the exhibits aesthetically pleasing and reflective of modern zoological philosophies and design? [1.5.1, 1.5.2, 10.1.0, 10.3.3, 12.4]

GS-21. Is the overall general impression given by the institution and its animal exhibits positive? [12.4]

GS-22. Are the animal exhibits arranged to demonstrate an education theme?

GS-23. Are the exhibits presented in a professional, modern, and aesthetically pleasing manner? [12.4]

COMMENTS: GS-1: The zoo is located in a popular city park but does not have dedicated parking. GS-20: A 90 year-old facility, the zoo has some exhibits whose design no longer represent modern zoological practice (Behlen cages for large hornbills) or whose construction materials and subsequent modifications work against their appearance as naturalistic habitats (mongoose lemur and gibbon exhibits). On the other hand, the new Lake Path, ground hornbill, and red panda exhibits present attractive, educational, complex, and effective habitats for the animals living there. Also see comments for Question AC-6. GS-22: Although no unifying themes are specifically identified on maps or graphics, some areas are taxonomically organized and others are biogeographic.

STRATEGIC PLANNING (SP)

SP-1. Appearing on Institution Questionnaire only.

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

SP-3. Is the facility reasonably following the goals included in the master plan? [13.2] < A >

SP-4. If the facility has a strategic plan, are the goals being evaluated and met? [13.1] < A >

COMMENTS: SP-3: A long-range master plan is approximately 90% complete at this time. Fund-raising is underway for its first phase and appears to be on schedule for ground-breaking in 2018. SP-4: The zoo has a 2017 strategic plan and many of the goals have been achieved.

MISCELLANEOUS (M)

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

M-4. Has any member of the institution's paid or unpaid staff ever been found guilty of violating wildlife regulations enacted by any of the various states or any agency of the U.S. Government or those of a foreign country? < A >

M-5. Is any member of the institution's paid or unpaid 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 >

M-6. Appearing on Institution Questionnaire only.

COMMENTS: 

Rev: 10/16
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• Below is the list of items that were noted by the inspection team during the inspection. This list was provided to you by the inspectors at the conclusion of their visit.

CONCERNS REMAINING FROM PREVIOUS INSPECTION

No concerns remain from the previous inspection.

MAJOR CONCERNS FROM CURRENT INSPECTION

No major concerns were identified during this visit.

LESSER CONCERNS FROM CURRENT INSPECTION

Animal enclosure looks at the Interpretive Center are intentionally left open when staff is present. Exterior doors are routinely left open at the same time. In response to Visiting Committee comments, the Interpretive Center Daily Routine procedure has been updated to eliminate this practice and now states, "All locks are to be secured unless you are actively working in the exhibit." (11.3.1)

The habitats of some animals, both on and off display, are lacking in choice and complexity: Chinese striped-necked turtles have no access to land substrate, nor do several off-exhibit turtles in the reptile house, whose enclosures are generally lacking in complexity and choice. Improvements were underway in the reptile house before the visiting team departed. (1.5.2, 1.5.2.2)

Several animals in the Interpretive Center have enclosures which are small for the amount of time spent in them, and do not offer choice or complexity. They include fulvous whistling ducks, eastern box turtles, desert tortoise and blue-tongued skink. Although some of these animals are taken outdoors to a weathering yard, staff could not point to a schedule or systematic approach to enriching their environments, apart from their use in public interaction. (1.5.2, 1.5.4)

Across all animal sections, the Visiting Committee did not observe consistent evidence of enrichment planning, documentation/records-keeping, or evaluation and reassessment. Documentation in the application materials and several examples of enrichment observed during the visit (including paper chains for snow leopards and plastic balls for reptiles) appear to be food and object-based, rather than based upon cognition and desired behavioral outcomes. This was acknowledged verbally by [redacted]. (1.6.1, 1.6.3)

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.

The Interim Director and leadership team are to be commended for their dedication and commitment to excellence during a somewhat tumultuous transition between directors.

All Sacramento Zoo staff were engaged and active participants in the accreditation process.

The commitment to resource sustainability and green practices, as well as rapid expansion championed by Jaime Wilson, is exemplary.

The strategy of focused contributions to start-up conservation efforts has accelerated the growth of this mission component
for the institution and it is exceptional.

Preventive and proactive maintenance have become top priorities for the zoo. The enthusiasm and quality of work observed during the visit were remarkable.

All animal areas were spotlessly clean and well-organized.

The Sacramento Zoo offers on/off exhibit choice to numerous species during open hours and identifies this commitment to welfare in the visitor map.

The zoo generously opened its accreditation inspection to a colleague from the California Department of Fish and Wildlife to strengthen connections and bolster the zoo profession in the state.
A Visiting Committee consisting of the inspected the Sacramento Zoo on November 7-9, 2017.

Through an arrangement with the California Association of Zoos and Aquariums, the Sacramento Zoo generously opened its accreditation inspection to a colleague from the California Department of Fish and Wildlife, who observed the full inspection under an agreement of confidentiality in which he may speak about the process he observed, but not about the details of the inspection itself. The idea in doing this was to enhance transparency, to help CDFW fully understand the AZA accreditation process, to strengthen connections with the department, and bolster the zoo profession in the state. At the inspection's conclusion, stated how comprehensive and impressive he found AZA's process to be, and that he would be sharing this with the department.

The team thoroughly reviewed the previous inspection report for this institution and found no items of concern carrying over from that site visit to the present.

During the inspection the team met with the following individuals, singly and in group settings. They were encouraged to share their knowledge and perspective in complete confidence.
GENERAL INFORMATION
Sacramento, the State Capital of California, is a city of approximately 500,000 with a statistical metropolitan population of 2.4 million. Its top three industries are retail, construction and public administration.

Sacramento Zoo is situated within the 167-acre William Land Regional Park and located just south of the city’s central district. The zoo covers just under 15 acres and has been in operation on the same site since 1927. It has engaged in AZA activities and programs since the 1970s, having hosted a regional conference, received the Edward H. Bean Award for significant achievement in breeding Fiji iguanas, and as an early participant in Species Survival Plan (SSP) programs. Its senior managers have led cooperative animal management programs and one of its former directors served as AZA Board Chair.

The institution was very well prepared for the inspection, and the amount of progress made over the past five years since the previous inspection is impressive. The zoo is attractive and clean with a relatively large number of species and animals for the size of its campus, and the Visiting Committee saw no signs of deferred maintenance anywhere. Being an institution that is fast approaching its centennial, the exhibits and facilities represent much of its history, but the zoo is old and a number of exhibits are in need of updating. The impression from the public perspective is overall positive, and most animal habitats demonstrate attention to the welfare of their residents and to safe management. However, viewed through the lens of modern zoological facilities, philosophies, and practices, much of the zoo needs renovating.

Staff and volunteers are welcoming and helpful, and the zoo is well known in the community as an asset and a family-friendly destination.

ANIMAL WELFARE, CARE, & MANAGEMENT
The collection is unique, diverse and impressive for a zoo of its size. For the most part, the Sacramento Zoo exhibits their animals in ways that meet their welfare needs and are also aesthetically pleasing for the visitors. Most animal environments are of sufficient size and nature to provide for the physiological and physical wellbeing of each animal. In other cases, where an exhibit may lack in one area, it is compensated for in other areas to be sufficient for the species. One example of this is the lion enclosure - it is not a very large area but the added climbing structure and other exhibit furniture, paired with the social needs of the cats being met, makes the lions appear content, active, and healthy. It is admirable that the staff has taken these steps to improve the space for the animals. However, in the interest of animal welfare and AZA standards and expectations, moving forward the zoo needs to replace these exhibits with more modern and spacious habitats.

Allowing animals “on and off” exhibit choices shows the Sacramento Zoo’s commitment to animal welfare. This practice is commendable, and continuing to increase it across species is encouraged and reflects best practice. The Sacramento Zoo also offers on/off exhibit choice to numerous species during open hours, and identifies this commitment to welfare in the visitor map.
The passion and care by the keeper staff was very evident in their interactions with the animals as well as the upkeep and cleanliness of the various animal exhibits and off exhibit holding. All animal areas were spotlessly clean and well-organized.

was very knowledgeable and passionate. does an exceptional job with husbandry. When the Visiting Committee pointed out an off-exhibit holding space for turtles in the reptile area that lacked complexity, quickly worked on the tanks and added many items for the turtles’ benefit and welfare. However, there were other examples of habitats, both on and off display, that were lacking in choice and complexity: Chinese striped-necked turtles have no access to land substrate; nor do several off-exhibit turtles in the reptile house whose enclosures are generally lacking in complexity and choice. Once pointed out by the inspection team, however, improvements were underway before the visiting team departed.

Rhinoceros, Knobbed, and Great Indian hornbills are displayed outdoors in Behlen cages that don't allow the birds to receive direct sunlight. Vegetation around the cages is arranged in such a way that sunlight never directly shines into the exhibit. As a result, the birds are in perpetual shade. For good animal welfare it is recommended that staff find a way to offer the animals more choice in their environment (i.e. sunlight or shade). Additionally, the mongoose lemur exhibits are chain-link structures wrapped in small-gauge welded wire that appears jail-like. Neither group of exhibits represents a naturalistic habitat and this needs to be addressed promptly in the interest of animal welfare and AZA standards.

The animals in the interpretive center were well cared for but there were a few concerns noted by the Visiting Committee related to enclosures that do not meet all of the animals’ needs. Specifically, several animals in the Interpretive Center have enclosures which are too small for the amount of time spent in them and do not offer choice or complexity. They include fulvous whistling ducks, eastern box turtles, desert tortoise and blue-tongued skink. Although some of these animals are taken outdoors to a weathering yard, staff could not point to a schedule or systematic approach to enriching their environments, apart from their use in public interaction. To meet AZA standards and in the interest of animal welfare, these enclosures must be improved.

It was obvious that enrichment was being conducted throughout the zoo but the program had some inconsistencies and a lack of emphasis on cognitive enrichment. Across all animal sections, the Visiting Committee did not observe consistent evidence of enrichment planning, documentation/records-keeping or evaluation and reassessment. Documentation in the application materials and several examples of enrichment observed during the inspection, including paper chains for snow leopards and plastic balls for reptiles, appear to be food and object-based rather than also including items that are based upon cognition and desired behavioral outcomes. This was acknowledged verbally by the and does not meet AZA standards. Enrichment documentation varied from area to area, but beyond an item approval process it does not seem that assessment of effectiveness is routine or consistent. The Visiting Committee observed that, among the many duties, administering the enrichment program may require more time than is available.
The collection plan is well done and thorough. Animal records keeping appears thorough and up to date. Sacramento Zoo has non-member procedures and protections in place for animal transactions, but sending animals outside AZA is not routine practice.

**Veterinary Care**

The animals at the Sacramento Zoo appear well cared for and healthy. In collaboration with the University of California, Davis (UC Davis), the two full-time veterinarians are able to provide high quality care utilizing the university’s state-of-the art imaging modalities and veterinary specialists. They also provide zoological training to veterinary residents and veterinary students. The long-standing relationship with the veterinary school has been positive and remains an asset for the zoo.

The veterinary hospital is well maintained and in excellent condition. It is clean and well-organized and is on display for the general public through viewing windows, with educational videos running when there are no animal procedures to observe.

Protocols and procedures are thorough. The avian influenza response plan is especially detailed with five response levels depending on the location and severity of the outbreak. Flow charts for accidental narcotic exposure are easy to follow and helpful in an emergency. A good number of staff members are trained in the use of chemical capture equipment.

Strict biosecurity measures are in place for all staff members that enter the quarantine area. Foot baths as well as personal protective equipment (coveralls, boots and gloves) are routinely used.

All necropsies are conducted at the UC Davis School of Veterinary Medicine. There is a walk-in cooler for necropsy holding outside of the hospital.

The commissary was neatly organized. Diets are formulated with input from SSP coordinators and zoo nutritionists. The Sacramento Zoo purchases high quality food products, with a goal of utilizing food grades fit for human consumption. Produce and meat products were labeled clearly and dry food storage areas were tidy.

**Conservation**

The Sacramento Zoo is clearly a conservation organization. Giving is outstanding for a zoo its size. They continue to have the coins for conservation program which engages visitors to give to conservation programs of their choice. This project has raised significant funds.

The strategy of focused contributions to start-up conservation efforts has accelerated the growth of this mission component for the institution, and it is exceptional.

The diversity of conservation support is impressive. The programs range from hornbill nest box building to chimpanzee conservation to tiger-human conflict to sea grass and climate change. These are just a very few of the programs that they support.

The Sacramento Zoo is also committed to long-term partnerships and collaborations which further the mission of the zoo and participating institutions.
The zoo staff participates at an appropriate level in AZA and SSP programs. Staff is involved and engaged in conservation decisions and activities.

The zoo is committed to sustainability practices throughout the organization. They have a very active Green Team and have proven practices including the most current upcycling and reusing of uniforms when they rebranded in 2017. The commitment to resource sustainability and green practices, as well as rapid expansion championed by [staff member], is exemplary.

**Education and Interpretation**
The Sacramento Zoo has excellent education programming. Their local partnerships are unique and impressive. These institutions use the Sacramento Zoo and its facilities as a resource for field assignments, usually involving animal behavior or other comparative observations. They have an ongoing relationship with California State University at Sacramento, a partnership with the local community college district, and [status as a university employee gives] access to university facilities, students and faculty.

The Interpretive Center has staff interact with the public as they enter the zoo. They have education animals present to greet the visitors and get them excited as they enter. This seemed to be very well received by visitors, and the staff was doing an excellent job engaging the guests.

The “Discovery Room” was a nice area for classes, camps or small groups. It had a lot of artifacts as well as a meeting room for camps and classes.

Education programs at the zoo are routinely evaluated for progress and success. Through their program evaluation process, they determine program needs and can assess the effectiveness of the programs. They provide evaluations to their class participants to receive feedback. The zoo also encourages the use of comment cards by visitors and conducts exit surveys to help determine program needs.

The Sacramento Zoo’s attention to the Americans with Disabilities Act (ADA) and inclusion is admirable.

**Scientific Advancement**
The Sacramento Zoo participates in numerous research projects and is committed to scientific study beyond what is done at similar sized zoos. They prioritize SSP endorsed projects and studies that involve zoological medicine. Their focus on scientific advancement is primarily done in partnership with the UC Davis veterinary school. Since 1974, they have trained three generations of zoological medicine residents. These residents have produced a significant number of scientific manuscripts and presentations. They have routinely published five to seven peer reviewed articles each year, which is highly commendable for any organization, and for a small zoo, is particularly noteworthy.
**GOVERNING AUTHORITY**
The Sacramento Zoological Society, on land and facilities owned by the City of Sacramento, operates Sacramento Zoo. Maintaining AZA accreditation is a requirement of the contract between the City and Society.

The Zoological Society Board of Trustees is a working board that is actively exploring means to expand its fund-raising capacity on behalf of the zoo. The Board acknowledges and supports AZA’s mission and standards and during the inspection was finalizing its hiring of a new zoo director. A positive and productive working relationship between the Board and Interim Zoo Director, and all staff, was evident during the site visit. Communication seems appropriately channeled through the zoo’s director although, as is not unusual in an organization of this size, board members often have contact with other staff members.

The City’s Director of Convention and Cultural Services is the zoo’s liaison to its landlord and this relationship appears quite constructive as well. With experience in the non-profit sector, as well as a zoo connection earlier in her career, she has helped the zoo team navigate three recent transitions between directors and continues to assist the Board in its development.

**STAFF**
The zoo seems appropriately staffed throughout all departments, with a volunteer corps of approximately equal size whose skills and talents are utilized throughout the organization. Volunteers undergo training and performance evaluation relevant to the functions they perform. Opportunities are available for keeper aide volunteers to gain entry-level employment positions in animal care once training and performance criteria are met.

Although being short-handed was reported by animal care staff, managers identified this as procedural and assured the visiting team that hiring is presently underway to fill at least four vacancies.

Communication between management and front-line employees appears generally open, and appropriate human resources policies and procedures seem to be established and in use. The previous zoo director moved the organization toward a horizontal management structure, with divisional directors holding greater responsibility. Although this is a considerable alteration of the long-standing relaxed and more vertical style, it seems to have already benefited the organization in recent months. The interim director and leadership team are to be commended for their dedication and commitment to excellence during somewhat tumultuous transitions between directors.

All Sacramento Zoo staff members encountered by the Visiting Committee were engaged and active participants in the accreditation process. When asked about AZA membership and participation, a substantial number of non-supervisory employees reported that the zoo pays 50 percent of their AZA dues when they join. For an institution its size, the Sacramento Zoo is well engaged in AZA cooperative management programs, including two studbook keepers, leadership of three SSPs, a leadership role in one Taxon Advisory Group (TAG) and veterinary advisor roles on two SSPs.
**Support Organization**
Sacramento Zoo does not have an additional support organization outside its governing authority, the Sacramento Zoological Society.

**Finance**
The zoo’s financial picture appears solid. Its operational budget has grown steadily along with attendance and membership over the past five years. Audit reports indicate operating budget surpluses in 2015 and 2016.

In the case of a financial emergency, the zoological society has an untapped bank line of credit, an endowment fund whose principal could be accessed if necessary, and a good working relationship with the City.

Although no cost figures are attached to the list of capital projects completed during the past five years, its scope is wide. In addition to responding to concerns from the previous accreditation site visit, the list outlines regular attention to maintaining the zoo’s facilities.

The list of future projects is dominated by the new long-range master plan which is nearly complete, and for which a funding campaign is underway. However, the rest of the list continues a steady execution of five-figure upgrade projects similar in scope to those undertaken during the previous period. Although it does not identify funding sources for each one, projects that do have such notes are slated to be paid from foundation grants, operating funds, board-designated funds and city contributions – as were the previous improvements. Although a number of the projects identified relate to modernizing outdated exhibits, the argument for not proceeding at a more rapid pace is the pending final approval, fund-raising and implementation of the long-range site plan that will substantially change the face and focus of the entire campus.

The Sacramento Zoological Society Board of Trustees is working to expand funding sources for the zoo through a combination of private philanthropy and public resources. The board chair reported that discussions are ongoing to determine the potential for placing one of several options (bonds, levy, sales tax, etc.) on a referendum.

On other levels, appropriate funding appears to be available to carry out basic operations, programs, and professional development.

**Physical Facilities**
The Sacramento Zoo buildings are in good condition. Great attention has been paid to housekeeping practices throughout the zoo. There was general agreement that the addition of [redacted] has made a huge positive impact. Work orders are completed in a timely manner. Design and construction of small projects is now done in-house. While the Visiting Committee was on site, all minor repair concerns were fixed immediately.

Preventive and proactive maintenance have become top priorities for the zoo. The enthusiasm and quality of work observed during the inspection were remarkable. The shop and maintenance areas were organized and clean.
Some of the animal holding areas need to be improved. Aardvarks, gibbons, and mongoose lemurs have off-exhibit holding that does not meet modern zoological practices. This is mitigated to a degree by giving the animals’ constant access to their exhibit areas. But this is only a temporary solution and the base issues need to be addressed. The same issues of space and complexity of off-exhibit holding for big cats and great apes also exists and needs to be addressed in order to meet AZA standards for animal welfare.

SAFETY/SECURITY
The Sacramento Zoo was in compliance and on track with conducting and documenting their drills; however, one staff member, when asked, was unsure of what his role was during a drill. Two visitor services employees and one from animal care were not completely certain of their roles in an animal escape situation when questioned by the Visiting Committee.

The Interpretive Center enclosure locks were systematically left open on a daily basis which was an area of concern by the inspection team. Exterior doors are routinely left open at the same time. This was discussed with [redacted] who explained that it was just part of their normal routine and that it had never been a safety issue with them. After quite a bit of discussion and conversation with staff about the potential risks, [redacted] agreed that the practice should be changed to securing the locks unless you are actively working in the exhibit. The Interpretive Center Daily Routine procedure has been updated to eliminate this practice and now states, “All locks are to be secured unless you are actively working in the exhibit.”

Work areas throughout the zoo were all immaculate and clutter free.

Flammables were stored in a separate building that was neat and organized.

There is adequate 24-hour security for the animals and the facility.

Staff knew where first aid kits were stored when asked.

The firearms were viewed and the firearms protocol seemed well thought out. The zoo’s shooters are trained once a year. The zoo has a good relationship with local law enforcement. [redacted] facilitates this program and relationship.

GUEST SERVICES
The updated main entrance to the Sacramento Zoo is colorful and welcoming. The paths and roadways were in good repair. The food service facilities were clean and offered a variety of items to zoo guests. The gift shop was large and well-stocked.

The zoo is located in a popular city park and does not have designated parking. On most days there are adequate places to park, but during special events it can be challenging.

Although no unifying themes are specifically identified on maps or graphics, some areas are taxonomically organized and others are biogeographic.
Many of the older exhibits at the zoo do not represent modern zoological practices. It is important to emphasize that staff has done an amazing job making the interior of these exhibits more complex and comfortable for the animals through a variety of innovative measures. These measures notwithstanding, all of these areas require major renovation or replacement if they are to keep up with modern facilities and AZA standards. These issues have been addressed in the animal care section. The newer exhibits, including the Lake Path, ground hornbill and red panda enclosures, are attractive and educational, with complex and effective habitats for the animals.

**STRATEGIC PLANNING**
The zoo has a 2017 strategic plan containing many goals that have already been achieved. However, the time scale of the plan is not clear. The primary planning emphasis is on a long-range master plan which is approximately 90 percent complete. The hope is for the zoo to become a leading, professional zoological institution and cultural asset. To achieve this, however, the Visiting Committee believes that many of the current facilities will need to be significantly renovated or replaced.

Fund-raising is underway for its first phase and appears to be on schedule for ground-breaking to begin construction of the $7 million Biodiversity Center in 2018.