

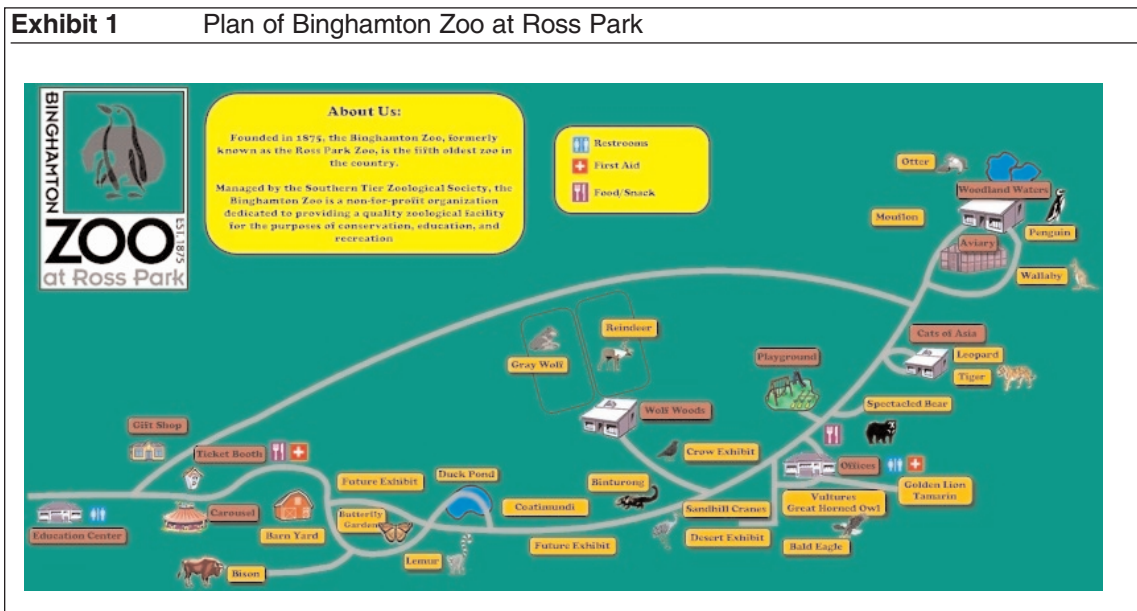
Crisis at Binghamton Zoo

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It was February 2006. Big snowflakes were falling from the grey sky onto the forest that grew on a steep slope above Binghamton, New York. Occasionally, a branch would unload its white cover almost with a sigh of relief. It was the off-season; the zoo was closed and the usual maintenance work was proceeding to the extent that the winter weather allowed it. Michael J. Janis, the new executive director of Binghamton Zoo at Ross Park, paid little attention to the winter-wonder-world beyond the windows. His office was located in the zoo's administrative complex, a cluster of low-strung unpretentious buildings above Woodland Waters and the other exhibits.

His thoughts were focused on documents that cluttered his desk. In a corner across from him, a colorful parrot perched on a stand eyed the scenery with its head cocked. One month after Janis had started in his new position, the first big board meeting was to take place in three days. He had been given one month to study the operations before presenting his vision for the zoo and a plan to return to the ranks of parks accredited by

Exhibit 1 Plan of Binghamton Zoo at Ross Park



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the Association of Zoos and Aquariums (AZA). Over the past weeks, he had met several times with the executive board, he had talked to board members individually, e-mails and phone calls went back and forth daily, and he had spent hours listening and talking to his staff. He knew when he started that the zoo was not in great shape, but he hadn't expected this. He explained:

I was aware of challenges when I started this job. . . . I had read the accreditation report; I knew some of the important accreditation committee members. All of us here—my staff, the board, and I—knew that we had maybe two seasons for turning the zoo around. If we couldn't get it done over two or three seasons, closure was a realistic consequence.

A man in his late fifties of medium height, with a graying beard and pepper-and-salt hair, he usually wore his trademark safari garb and walking shoes that suggested that he did not spend his workday in the office only. He was an easy going, jovial person with a friendly round face that was quick to break into a smile. Any observer watching him interact with his staff realized that he was a people person and that he was well-liked by his staff.

The dire situation did not scare him; on the contrary, the challenge energized him. After a twenty-seven year career in the zoo business, the past ten years as head of the AZA accredited Lake Superior Zoo in Duluth, MN, he was ready for the challenge.

Janis admitted that one of the reasons he took the new job was that leading a facility that was prevented from growing beyond its \$1 million budget was not to his liking. Duluth's administration had been reluctant to increase the budget of their zoo that was

Exhibit 2	How Does AZA Accreditation Work?
<p><i>Selecting the experts:</i> First, AZA carefully selects the expert Accreditation Commission members who evaluate each zoo and aquarium. These experts are leaders in their fields and have many years of experience and education in zoo and aquarium operations, animal management, and veterinary medicine. There are 12 experts on the Accreditation Commission.</p> <p><i>What we evaluate:</i> The Accreditation Commission evaluates every zoo or aquarium to make sure it meets AZA's standards for animal management and care, including living environments, social groupings, health, and nutrition. We also make sure that animals are provided with enrichment, which stimulates each animal's natural behavior and provides variety in their daily routine.</p> <p>The Accreditation Commission also evaluates the veterinary program, involvement in conservation and research, education programs, safety policies and procedures, security, physical facilities, guest services, and the quality of the institution's staff. And because a zoo or aquarium needs a strong foundation in order to continue to meet high standards, accreditation also evaluates each institution's finances, its governing authority, and its support organization. In other words, we look at everything!</p> <p><i>How we evaluate:</i> Every candidate for accreditation fills out a detailed questionnaire which includes copies of their policies, procedures, records, lists, and reports. The application takes several months to complete. After the Accreditation Commission studies the application, a team of inspectors visit the zoo or aquarium in person. Each team includes at least one veterinarian along with animal and operations experts. The inspectors spend several long days at the zoo or aquarium visiting every area, interviewing staff, checking records, and examining the physical facilities. The inspectors then write a detailed report about everything they saw and evaluated.</p> <p><i>The Accreditation Commission Meeting:</i> The Accreditation Commission meets twice a year to consider all candidates for accreditation. They examine the application, the supporting documents submitted by the zoo or aquarium, the inspection team's report, and any information and comments received from outside organizations and individuals. The zoo or aquarium's senior officials must go to the Accreditation Commission's meeting to answer questions. Finally, the Accreditation Commission decides whether or not to grant accreditation. Our standards are high and not every new candidate receives accreditation on their first try.</p> <p><i>Staying Accredited:</i> AZA accredited zoos and aquariums are constantly evolving and standards are continuously being raised. Each zoo or aquarium must keep up with these changes to remain AZA accredited. And to prove it, they must go through the entire accreditation process every five years. AZA believes that nothing is more important than assuring the highest standards of animal care, and our accreditation process does just that!</p>	
<p>Source: www.aza.org (accessed 5/27/2008)</p>	

Exhibit 3		Comparative County Statistics (2000 Census)	
Ross Park Zoo (Binghamton, NY)			
Broome County population		200,000	
Of which: Binghamton population		42,000	
Rosamond Gifford Zoo (Syracuse, NY)			
Onondaga County population		460,000	
Of which: Syracuse population		147,000	
Lake Superior Zoo			
St. Louis County population		201,000	
Of which: Duluth population		87,000	

open year round, saw about 120,000 visitors annually, and featured a trout stream and a walk-through polar bear habitat. For Janis flat budgets meant stagnation. At this point in his career, he knew himself well enough to realize that he was a builder at heart who thrived in uphill situations. Commenting on his new position, he made himself quite clear: “This, I’m sure, will be the last job in my career as far as running a zoo. I want to make it go; I want to leave something behind.”

HISTORY

In 1875, the Binghamton Zoo opened on a 90-acre hillside wooded plot that had been donated by businessman Erastus Ross to the City of Binghamton. Binghamton was situated at the confluence of the Chenango and Susquehanna Rivers in upstate New York, halfway between Scranton, Pennsylvania and Syracuse, New York, an area of wooded hills dotted by lakes, farms, towns, and villages, and criss-crossed by meandering rivers and streams. Ross stipulated that the land was to be used as a park for the community to enjoy. At that time only four zoological gardens existed in all of the U.S. The first electric-run trolleys in Binghamton were built in 1887, and a line running from downtown across the river up the slopes of the valley created easy access to the park. A rollercoaster, swings, and a variety of other amusements helped Ross Park flourish as a busy and popular recreational area. In 1919, a bear exhibit and a carousel opened that have remained attractions ever since.

After a period of success, the zoo started to deteriorate. The Great Depression and World War II furthered the decline until the U.S. Department of Agriculture threatened to close the park. In 1966, concerned community residents formed the Southern Tier Zoological Society (STZS) to support their zoo and, in 1972, an appropriation for zoo maintenance appeared for the first time in the Binghamton city budget. In 1977, the city granted the STZS a contract to oversee the operation and maintenance of the zoo, and STZS thus became the zoo’s legal owner and operator, leasing the grounds from the city. Two years later, STZS developed its first master plan. AZA accredited the zoo for the first time in 1987 and again in 1992 and 1997. AZA listed about 200 accredited members, predominantly from the United States and Canada. Fewer than 10 percent of the approximately 2,400 animal exhibitors licensed by the U.S. Department of Agriculture were AZA accredited, and they viewed themselves as the elite among the zoos.

The 1997 accreditation report cited significant problems concerning the zoo's infrastructure: The thirty year old habitats were outdated and decrepit; the barriers between the animals were inadequate; there was no fire alarm system; and government financial support was deemed inadequate. People in the community were upset since they took pride in their park and in the fact that theirs was one of the country's oldest zoos. In response, local authorities increased their financial support and provided in-kind services such as engineering and planning.

The mission of the zoo was "to create and sustain high quality animal environments and an enjoyable learning experience for our visitors through conservation, education, and recreation." To carry out its mission, the park relied on a small, professional staff of about twenty people headed by an executive director. The staff included a business manager, a general curator, an education director, and a dozen seasonal workers who were supported by a corps of dedicated volunteers. The trained volunteers, called docents, offered guided tours and supported the staff in a variety of ways. A study commissioned by the AZA indicated that, generally, zoo visitors experienced increased environmental awareness and commitment as a result of a visit. Zoos considered themselves an important factor in safeguarding the natural habitat. This mission seemed to resound in the general population since overall, zoos experienced increasing numbers of visitors year after year. The AZA estimated that U.S. zoos saw more than 175 million visitors annually—more than the top sports leagues (NFL, NBA, NHL and MLB) combined. Throughout the season, lasting from April through November, Binghamton Zoo hosted various events to promote awareness about the zoo and its mission and to raise funds (see below). Zoo attendance was weather dependent; rainy weekends did not lure people to the zoo. Zoos were big magnets for families with young children. Like most zoos, Ross Park offered educational programs and featured animal petting stations for children.

If people living in the region wanted to visit a zoo other than Ross Park, the closest was the Rosamond Gifford Zoo in Syracuse, about a one-hour drive north of Binghamton. Other parks, such as the famous Bronx Zoo, were located two or more hours away in New York or in Pennsylvania. However, zoo visits were just one of many options for people to spend their leisure time and discretionary dollars when the weather was good and the outdoors inviting. Nearby state and county parks attracted people around the year. Sports facilities and sports events attracted fans and competed with the zoo, albeit indirectly. A science museum and observatory, a conservation education center, and a nature center focused on local birds were also sources of indirect competition for the zoo. These sites, a series of conventions, and the local university and a community college attracted locals and tourists throughout the year.

The region's economic situation was challenging. In spite of a well-trained labor force, Binghamton's attractive location at the intersection of two interstate highways equidistant from New York City, Philadelphia, and Buffalo, the low crime rate, and the area's high recreational value, the region was suffering a steady decline. The economic boom of the early twenty-first century had by-passed Binghamton just like much of upstate New York. The dilapidated downtowns of the city and nearby towns told a sad story. In parallel with the exodus of large manufacturers such as IBM and General Electric over the past twenty years, the population had declined and aged. Average incomes were below the state average, but so were housing prices and price levels overall. State, county, and city governments, together with the local business community and

Exhibit 4	Broome vs. St. Louis County: Statistical Profile			
	<i>Broome County</i>	<i>New York State</i>	<i>St. Louis County</i>	<i>Minnesota</i>
Change in population 1970—2006	-11.5%	5.9%	-11.2%	35.8%
Persons below poverty (2004)	12.4%	14.5%	10.5%	8.1%
Persons older than 65 (2006)	16.4%	13.1%	15.7%	12.1%
Population under 5 years old (2006)	5.0%	6.3%	5.2%	6.7%
Median household income (2005)	\$40,305	\$49,480	\$41,233	\$51,202
Median house/condo value (2005)	\$132,958	\$258,900	\$137,000	\$198,800
Unemployment (Sept. 2007)	4.1%	4.4%	5.4%	4.7%
Population Density (persons/sq. mi.)	283.6	401.9	32.2	61.8
Climate				
Months with avg. temperature <40F	5		6	
Months with avg. temperature >60F	4		3	
Days with max. temp. >90F	2		2	
Days with min. temp. <32F	145		84	
Annual snowfall (inches)	83		81	
Sources: http://www.city-data.com/county/Broome_County-NY.html , http://www.city-data.com/county/St._Louis_County-MN.html , http://www.climate-zone.com (accessed 5/25/2008)				

the two universities, tried hard to rekindle economic development, but so far they had little to show for their efforts.

SLIPPERY SLOPE

In 2002, the zoo's director, Steven Contento, retired after a seventeen year tenure. The fifteen member board hired a successor, yet dismissed her less than a year later when it was discovered that she was being investigated by the U.S. Department of Agriculture. Board members and community leaders also criticized her lack of social skills that turned people away from the zoo and proved to be an obstacle for fundraising. To fill the vacant position, Contento resumed his leadership responsibilities on an interim basis. For 2003, Ross Park reported a deficit of about \$41,000.

In March 2004, Jarod Miller was hired as the new executive director. This caused some stir because Miller was only twenty-six years old and in his first job as the leader of a zoo. The board favored him, a charismatic personality who had appeared on Jay Leno's *Late-Night* show, who'd promised to attract donors, over the other finalist, an internal candidate with eighteen years of experience. Soon, however, some of Miller's decisions caused alarm—for instance, when new animals were added to the collection without undergoing the AZA recommended quarantine period. Miller's lack of management skills caused the general curator, the operations manager, and the head zookeeper to resign. Also, a unionization drive by the rest of the poorly paid staff forced the zoo to spend thousands of dollars in lawyer's fees. Zookeepers who needed a four year degree earned around \$15,600 per year. The U.S. poverty threshold for a household of three with one child under eighteen was \$15,205. Meanwhile, the park's infrastructure deteriorated, as did animal care. For example, water in the otter and penguin exhibits was not kept clean. In early December 2004, a wolf pup escaped from the zoo and later was found dead in a ravine behind the park. Earlier in May, the zoo had received national attention for the birth of that pup and its two siblings. Now, the red

wolf collection was closed, raising questions about the quality of the zoo's animal care. Within a year, the deficit had ballooned to over \$100,000. In 2004, attendance was 54,508, a far cry from the all-time high of 301,000 in 1971, but 20,000 more than the year before.

Early in 2005, Miller submitted a long-term \$12 million renovation plan to the county government without briefing the zoo's board beforehand. Board members were upset. The plan featured upgraded and enlarged exhibits, a visitor's center with classrooms, a restaurant, and a gift shop—amenities that were largely absent in the current facility. The zoo, now renamed "Binghamton Zoo at Ross Park," would be open year-round. Miller expected that with the proposed improvements, attendance would rise to 200,000, bringing in \$3.5 million annually. A month later it became clear that the plan's bond-based financing faced substantial legal hurdles. Eventually, county officials rejected the proposal. A local politician labeled it a "pie-in-the-sky" plan that lacked the numbers to back up the grandiose ideas. In September, Miller warned that the zoo might have to close within a few months without additional funds and a county commitment for year-to-year increases in financial support. At that time, Broome County had upped its contribution to the \$1 million operating budget from \$166,250 to \$360,000. STZS, the zoo's parent organization, contributed the rest, along with the funds needed for capital improvements. When the alarming news about the park's potential demise broke, the community organized fundraisers: school children held bake sales that contributed a few hundred dollars, local businesses organized raffles, and the Rotary Club called volunteers to clean and spruce up the park, all of which saved thousands of dollars.

Besides closure, denial of accreditation was another looming threat. The zoo had already been operating on an eighteen month extension after the previous five year accreditation had expired in fall 2003. Losing accreditation would be a serious blow. It could compel the zoo to give up its endangered animal collection and it would make it more difficult to borrow animals from other accredited facilities because professional care was no longer assured without the AZA seal of quality. The zoo would no longer be eligible for certain grants; financial support from some sources and contributions for educational opportunities would decline. Zoo members would no longer enjoy half-price entry at other zoos which was an attractive benefit because entry tickets were usually priced much higher than the \$5.50 adult entry fee at Ross Park. A last-ditch effort to upgrade facilities and to extend the deadline one more time failed. In March 2005, AZA denied the Ross Park's accreditation. The zoo had lost its quality seal as a professionally managed facility. County officials and the city's mayor were quick to assure the public that this verdict did not imply an immediate demise of the zoo. The STZS board, volunteers, and many zoo supporters were devastated and determined to get "their" zoo accredited again. AZA assigned the executive director of the Syracuse zoo as a consultant to assist new accreditation efforts.

Miller resigned at the beginning of the season in May 2005, having lost the support of the board who demanded his resignation. For the rest of the year the zoo operated with the head of the education department serving as interim director. On the positive side, the park ended the year with \$938,000 in revenues, an unexpected \$82,000 surplus and no outstanding debt. However, attendance had fallen to an all-time low of 35,000 and so had the additional revenues that came from large donations and grants. Reading about the turbulence, many potential visitors seemed to assume that zoo was in total disrepair or no longer open.

WHERE TO START?

Unlike the public who were confused and unsure about the zoo's future, the executive members of the board continued to believe in its future. To them, closing the fifth oldest zoological garden in the U.S. was simply out of the question. Accreditation became the most important objective; for the executive board it became almost a matter of pride, given that under their watch accreditation had been lost. There was definitely demand for a zoo in Binghamton, but it had to be well managed; every board member believed this. The board also realized that the manner in which Ross Park was governed and managed had to change. The executive board switched to crisis mode. This implied weekly meetings and frequent phone calls and e-mails. Board members who had not contributed in the past or were unable to devote more time resigned.

The first item on the survival agenda was finding a new director. Without a new leader, accreditation would be nearly impossible. The initial local search failed when the preferred candidate turned down the offer. Subsequently, STZS placed ads nationally and locally. Contrary to the fears of the pessimists, many applicants with varied backgrounds responded to the announcement of the opening. The executive board grouped them according to the following criteria: experience with AZA accreditation, curator expertise, management/leadership experience, and fundraising experience and performance. Quickly it became clear that applicants who could demonstrate experience in all four areas were not interested in an opening at a zoo of Ross Park's size. After a diligent search, the board hired Mike Janis because of his accreditation and leadership experience. The board decided that they would take on grant writing and fundraising, areas where the new director had less experience.

Janis commented on how the zoo operated when he started in his new position in January 2006:

As I said, I knew of the problems of the zoo beforehand. In fact, I had visited it in the 1970s when I was at Akron and we were planning a wolf exhibit. The exhibit here impressed me on this steep, wooded lot. But, frankly, I didn't know how much things had deteriorated, how bad maintenance was. When I came, the dominant philosophy was to run everything on a shoestring. When something broke, the supervisor sent two guys to Lowe's to pick up some material. The maintenance staff lacked proper tools. Things were repaired minimally; the next breakdown was already foreseeable. But one cannot do that; the zoo houses dangerous living things—bears, for example.

Besides facilities maintenance, there were other operational problems:

- The widely popular woman in charge of Visitor Services treated her job as if it was her own business. People she knew got free entry or were charged reduced prices from the already low \$5.50 entry fee for adults. Consequently, admission records were not reliable and nobody knew how much income had been lost.
- The office was in disarray. Files were missing and the office manager was leaving on January 15, two weeks after Janis started his job.
- Grant writing was sporadic. Deadlines for grant renewals had been missed and funding had ceased; few efforts were in place to obtain new grants.
- Food services on the park grounds were minimal, relying on a few vending machines at the bottom of the hill near the entrance to the park. The zoo board's vice president recounted the story that when his two nephews visiting from out of town were hungry halfway up the hill, all he could find was popcorn for the boys.

- A summer program called Zoo School that educated kids about animals and conservation had lost much of its appeal; attendance was down from the peaks of the 1980s and 1990s.
- The Zoomobile that traveled to schools, churches, and fairs to display animals from the collection as part of the outreach program, while much in demand, was getting old too.
- The zoo's Web site reflected the overall state of the facility. It was unexciting and uninviting.
- Donors in the local community were reluctant to increase their support; skepticism about the zoo's survival was widespread. Zoo membership available at various levels from \$30 to \$500 annually had dropped precipitously. For instance, at the significantly larger Rosamond Gifford Zoo in Syracuse, membership represented around 20 percent of income, compared to 6 percent earmarked in the zoo's 2005 budget.
- Janis felt that the animal collection for a park of this size was too small; it needed to be expanded from the current 175 animals to about 300. But without accreditation, this was difficult to accomplish. Also, the bureaucratic procedures to obtain an animal in New York State were significant: "The weight of the paperwork to support the acquisition of a native animal often exceeds the weight of the animal itself," Janis quipped. A related question was which animals should be added to showcase the zoo. Exotic species such as hippos, giraffes, or gorillas were expensive to acquire and to maintain, especially in the rough upstate New York climate. Should the zoo specialize in certain kinds of animals? For example, the New York State Zoo at Thompson Park in Watertown, New York, showcased only animals native to New York State. Such a collection was of interest to professionals but would it be a magnet for the general public? Or should the zoo continue with a somewhat eclectic approach? Many factors played a role in developing a collection besides a zoo's budget and location. Most important were the animals' needs. Some animals such as cheetahs required wide open spaces and thus were ill suited for a steep, wooded hill. A broader collection also increased the demands on the staff. In addition, the animals had to have entertainment value and allow the zoo to "sneak in the education" as Janis put it. "Nobody comes to the zoo to be educated," he added. However, expanding the park's collection was unrealistic as long as the existing structures, like the snow leopard and bearcat exhibits, were falling apart.
- The shortfall in funding needed to maintain a safe state-of-the-art infrastructure was the biggest weakness. The profit at the end of the previous year was insufficient, aside from having been unexpected. It would take at least two to three years to close the funding gap, which was a prerequisite for obtaining accreditation. Solidifying the finances would entail developing a capital campaign, reassuring current donors of the zoo's viability and seeking new donors. Janis estimated that the zoo would need about \$300,000 a year in additional funds to fix the infrastructure. He felt that seeking increased public funding like the previous zoo director had tried was not a viable route. The county government in this economically weak region of the state was unlikely to provide more than the current \$360,000 a year.

However, not all was bad. In 2005, the city had spent \$200,000 to install water and sewer lines in the lower portion of the zoo which showed that city stood by its promise made a few years earlier in the aftermath of the critical 1997 accreditation report. It was studying a capital improvement project that would extend the lines to the upper part of the park. The city's engineering department had offered design services for a

future master plan of the zoo. These improvements would help attract corporate donors and new sponsors. In an interview, Janis was quoted as saying: “The city has been wonderful. I’m just ecstatic about the potential, the area, the people, and we’re looking forward to moving ahead. With the support of the community, this place will go.” Janis could rely on a committed and supportive board that would allow him to decide. “They’re loose enough to let me have some fun with things. I’m a bit of a maverick,” he observed. The board decided to conduct a capital campaign during 2006 to raise funds for upgrading the park’s facilities.

Besides supportive city officials and a board eager to work with the new director, Janis also saw good things in his staff. The employees were eager to work with a new and experienced leader after a prolonged vacancy at the helm of the organization. The young and relatively new staff, especially of the Animals Department, impressed Janis.

The zoo’s organizational structure was sound, too. The general curator, who also served as the assistant director, was in charge of the Animals Department that was responsible for the care of the animals. This was the heart of the zoo. The Education Department, through its programs, served an important function in fulfilling the zoo’s mission and maintaining community goodwill; and the Maintenance Department ensured that the physical structure of the exhibits complied with prevailing standards and that the comfort and safety of the visitors were assured. The Business Manager was in charge of Admission, Payroll and Accounts Payable, and various other administrative functions such as the Web site. Fundraising activities were organized in the form of cross-functional teams comprised of staff and volunteers. Given the size of the organization, the executive director needed to be involved in every aspect of the operation. Finally, the board, especially the Executive Committee and the Special Events Committee, was involved in many activities and eager to help wherever necessary—for instance, by taking on grant writing.

Throughout the season, the zoo organized special events to attract the crowds and to raise extra funds. Early in the season in April, the zoo celebrated Earth Day. Later, when the days were warmer, the annual Ice Cream Safari with ice cream stands at six exhibits attracted crowds. In August, the traditional Feast with the Beast featured a dinner catered by various local restaurants and drew thousands of visitors that generated substantial income. In September, the zoo put on the Zoo Brew, a music festival with lots of food and drink. While these events were attractive, Janis felt that more needed to be done and some of the attractions needed to be rejuvenated. For example, he was thinking about adding special one-day holiday events during the winter break. A second term of Zoo School could be organized during the school winter break when the zoo was closed.

There was unused space waiting to be put to productive use. Situated just outside the entrance were the old lions’ cage and an attached building. They had been empty and decaying for years since that fateful day in 1963 when a lion killed a zoo worker who, for mysterious reasons, had entered the cage in the middle of the night. Rumors claimed that the accident was a Mafia job, since at that time well-known Mafia figures were living in a village not far from Binghamton. Somewhat of an attraction was an old, carefully restored carousel with an original Wurlitzer organ that sat on the square in front of the entrance. It was one of six carousels located at various places in the community which proudly labeled itself “carousel capital of the world.” A visitor commented about the sight in a review on www.tripadvisor.com (posted 10/1/2004):

This carousel, like the others in Binghamton, is not housed in an amusement park. This one, in particular, is housed in a small dated zoo whose accreditation is threatened (maybe gone) and that has only a few animals that pace in small cages. Although the carousel is painted, the zoo is run down and badly needs repair. It is hard to even drag our children there!

In spite of the numerous challenges, Janis sounded optimistic: “This facility has gotten a bad rap over the last couple of years. It’s a diamond in the rough that just needs some polishing. It needs work, but with community support it’s doable.”

He knew that a plan that did not aim for regaining accreditation would be unacceptable. There was so much to fix, so much to improve and so much to add—and all this with a staff of twenty people supported by a concerned board. He needed a great start with immediate results that would energize everyone and instill self-confidence. The plan had to be bold yet realistic, too, not like the one by his predecessor that had been shot down a year earlier. There were also immediate operational concerns: he needed to develop a budget and get the facility ready for the season that started April 1, just a few months away.

Exhibit 5 Binghamton Zoo Financial Planning Information

	2005 Budget ²	Actual (10/31/05) ¹
Revenues		
Government	\$402,000	\$410,907
Public Support		
STZS Memberships	62,000	27,502
Donations	36,000	146,463
Annual Campaign	15,000	800
Other	7,100	2,365
Total	120,100	177,130
Programs		
Zoomobile	30,000	27,635
Zoo school	12,000	6,071
Other	13,000	7,501
Total	55,000	41,207
Visitor Services		
Gate Admissions	198,450	123,023
Concessions	30,000	18,311
Other (Soda, gift shop, birthday parties)	56,650	31,060
Total	285,100	172,394
Special Events		
Feast with the Beast	10,000	3,880
Boo at the Zoo	25,000	80
ZooBrew	0	3,534
Ice Cream Safari	0	0
Miscellaneous	14,000	6,066
Total	49,000	13,560
Other ³	65,000	54,964
Total Revenues	\$976,200	\$870,162
Expenses		
General Administrative		
Wages & wage related (FICA, insurance, etc.)	\$98,326	\$57,083
Legal/Accounting	12,500	18,135
Insurance	35,000	21,490
Office, office related	39,124	48,474
Miscellaneous	1,500	7,264
Total	186,450	152,446
Animal Care		
Wages & wage related (FICA, insurance, etc.)	193,653	149,468
Animal Food	32,050	20,620
Animal Purchase	2,500	2,305
Equipment, Supplies	17,495	17,269
Total	245,698	189,662

Exhibit 5		<i>(continued)</i>	
Facilities			
Wages & wage related (FICA, insurance, etc.)	147,418		124,351
Electric, Propane	53,300		35,291
Maintenance (Buildings, Grounds, Exhibits)	8,550		43,137
Facility – major improvements	125,000		0
Other	23,900		30,915
Total	358,168		233,694
Development			
Advertising (newsletters, direct mail, etc.)	25,000		9,239
Special Events	12,200		7,746
Total	37,200		16,985
Education			
Wages & wage related (FICA, insurance, etc.)	59,397		61,168
Other (Supplies, equipment, training, etc.)	2,550		1,772
Total	61,947		62,940
Visitor Services			
Wages & wage related (FICA, insurance, etc.)	54,579		42,483
Gift Shop	17,200		24,213
Food	13,500		14,594
Other	1,600		1,214
Total	86,879		82,524
Total Expenses	\$976,342		\$738,251
Net	\$(142)		\$131,911
¹ No year-end data available due to inadequate record keeping.			
² Full year			
³ Estates, Interest, etc			

Exhibit 6 Binghamton Zoo Financial Statements			
	2005	2004	2003
ASSETS			
Current Assets			
Cash & Cash Equivalents	\$ 58,206	\$70,608	\$41,336
Accounts Receivable	0	22,201	24,668
Prepaid Expenses	12,871	2,129	7,921
Inventory	13,356	6,269	2,996
Due To/From Unrestricted Fund	22,103	26,315	38,330
Total Current Assets	106,536	127,522	115,251
Property and Equipment			
Property and Equipment	463,864	429,355	419,799
Less Accumulated Depreciation	(100,007)	(77,762)	(58,841)
Net Property and Equipment	363,857	351,593	360,958
Total Assets	470,393	479,115	476,209
LIABILITIES AND NET ASSETS			
Current Liabilities			
Accounts Payable and Accrued Expenses	\$12,471	\$93,860	\$59,440
Accounts Payable and Compensated Absences	22,151	24,072	25,271
Refundable Advances	0	3,126	3,126
Due To/From Temporarily Restricted Fund	22,103	26,315	38,330
Total Current Liabilities	56,725	147,373	126,167
Net Assets			
Unrestricted	391,565	305,427	311,712
Temporarily Restricted	22,103	26,315	38,330
Total Net Assets	413,668	331,742	350,042
Total Liabilities and Net Assets	\$470,393	\$479,115	\$476,209
Support and Revenue			
Broome County Grant	\$370,250	\$190,604	\$166,250
Natural Heritage Trust & Other Grants	173,652	71,038	42,158
Membership Income	32,103	51,304	43,205
Admissions Income	123,174	177,722	155,647
Program Income	69,323	132,696	102,327
Concession Income	47,466	82,986	65,746
Fund Raising Income	0	17,717	18,015
Investment Income	1,542	139	92
Miscellaneous Income	4,770	0	0
Donations	115,992	119,553	132,032
Total Support and Revenue	\$938,272	\$843,759	\$725,472
Expenses			
Program Services	692,107	615,737	576,614
Support Services	164,239	218,433	175,398
Public Relations*	–	27,889	25,101
Total Expenses	\$856,346	\$862,059	\$777,113
Excess (Deficiency) of Revenue	81,926	(18,300)	(51,641)
Net Assets—Beginning of the Year	331,742	350,042	401,683
Net Assets—End of the Year	\$413,668	\$331,742	\$350,042

* No longer listed as a separate line item as of 2005

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