

SAN FRANCISCO ZOOLOGICAL SOCIETY
ANNUAL REPORT 2015 -2016



Mexican gray wolf
Canis lupis baileyi

ACCREDITED BY THE
**ASSOCIATION
OF ZOOS &
AQUARIUMS**



THE MISSION
 OF THE SAN FRANCISCO ZOO IS TO
CONNECT PEOPLE WITH WILDLIFE,
 INSPIRE **CARING** FOR NATURE AND
 ADVANCE **CONSERVATION** ACTION.

About the cover: Mexican Gray Wolves
 By the 1970's, Mexican gray wolves were nearly wiped out in the United States. In 1998, eleven Mexican gray wolves were released into the wild by the U.S. Fish & Wildlife Service. There are approximately 100 Mexican gray wolves in the wild today. The biggest threat to these animals is human intolerance.

Special thanks to our volunteer photographers, Marianne Hale and May Woon for their contributions.

Dear Friends,

Dating back to 1929, San Francisco Zoological Society has had a long tradition of providing enriching experiences to its many animal residents and the generous community that supports our mission. We are called to “Connect, Care and Conserve”, and I am incredibly proud of the many ways we implemented and achieved these objectives over the course of a year filled with milestones.

This past year, the Zoo went through the arduous process of accreditation that solidified its standing amongst the top facilities in the country and gave us another “C” – Confirmation! The accreditation process provides an opportunity for us to closely examine, define and refine our programs and processes. Receiving reaccreditation from Association of Zoos and Aquariums (AZA) for the next five years magnifies the positive work we’re doing at the Zoo. In addition to earning reaccreditation, we also were awarded the very prestigious “Quarter Century Award,” a distinction that recognizes 25 years or more of continuous accreditation.

During the 2015-16 year, we transformed two historic WPA spaces into modern animal habitats that serve the animals while providing superior experiential views for visitors. The South American Tropical Rainforest and Aviary reopened in August, 2015 as a gorgeous multi-species exhibit, which connects visitors with some of the unusual and rare animals of South America, urging them to care about the rainforest and conserve habitat being lost by deforestation. We breathed new life into two former bear grottos with the opening of Wolf Canyon in June. The beautiful and functional habitat for Mexican gray wolves tells their conservation story and demonstrates our role in saving the species in the wild.

We began construction on an exciting new exhibit for Coquerel’s sifaka, an endangered species of lemur. The exhibit is the largest of its kind and adds to SF Zoo’s rich Malagasy cultural experience while teaching guests the importance of preserving biodiversity hotspots. Recently, it was opened to great fanfare.

Species were saved at the Dianne Feinstein and Richard Blum Wellness and Conservation Center where endangered frogs and turtles were nurtured and released back into their native habitats. The dedication of the “San Francisco Zoological Society – Yosemite National Park Conservation & Recovery Facility” commemorated a partnership between several agencies collaborating to protect some of the most vulnerable species from extinction.

As we move forward, educating the public about global climate change and its impact on wildlife continues to be a major narrative. With risks to animals’ climates and habitats, we anticipate that zoos will need to shelter more animals over longer periods of time, therefore we’re motivated to better understand optimal care for animals young and old. As we look ahead to the next 100 years, a vision for “Zoo 100” includes fewer cages and more pathways for animals to access a variety of spaces around visitors.

Many milestones and historic moments have occurred over the course of a year at San Francisco Zoo & Gardens. In the following pages, we share highlights through images captured by dedicated volunteer photographers Marianne Hale and May Woon. We hope this report inspires you to experience the Zoo often and assist us in our mission to protect wildlife.

Sincerely,

Tanya M. Peterson, J.D.
 President & Executive Director

P.S. To become a San Francisco Zoo member, please visit www.sfzoo.org/join.



CONNECT CARE CONSERVE



South American Tropical Rainforest and Aviary Opens
 With lead funding from the Koret Foundation and the Taube Family, the WPA-era building is transformed into a gorgeous multi-species habitat. It connects visitors with some of the unusual and rare animals of South America, leading them to care about the rainforest and conserve habitat being lost by deforestation and illegal animal trafficking.



CONNECT CARE CONSERVE



Boo at the Zoo
 Kids dressed up in costume coupled with pumpkin animal enrichment equals cuteness overload at this annual and safe Halloween event. Connecting with children leaves lasting impressions.



March of the Penguins
 "Erin" and "Steve" graduate from "Fish School" and join the rest of the colony on Penguin Island in this popular annual event.



Saving Species
 The Conservation department takes in salvaged yellow-legged frogs and tadpoles from Sequoia Kings Canyon National Park. The dying populations are treated for chytrid and nursed back to health.

FALL



Hospital Upgrade
 A state-of-the-art Intensive Care Unit is gifted to the hospital, allowing San Francisco Zoo veterinarians to provide oxygen, heating and environmental support for hospitalized animals.



WalkAbout Welcoming
 A wallaroo joey is spotted peeking out of his mom's pouch, indicating full emergence is nearing.

JULY

Braille at Sculpture Learning Plaza
 Visually impaired guests have the opportunity to learn using braille at each sculpture and with an information sheet that lists and describes every species in the collection.



AUGUST

Lion Cub Born
 A "LionCam" captures the greatly anticipated birth of "Jasiri" on August 30! He's the first lion cub born at the Zoo in 12 years.



SEPTEMBER

Zoo Healing
 More than 100 Families impacted by the Valley Fire spend a special day at the Zoo.



OCTOBER

Volunteer Appreciation Party
 Honoring hundreds of dedicated volunteers who put in countless hours to help the Zoo thrive.



NOVEMBER

Reindeer Romp
 An annual tradition, Santa's transportation helpers reside in San Francisco for the holiday season.



DECEMBER

Zoo Lights
 Twinkling lights, dynamic entertainment and a visit with Santa delight children and adults.



SUMMER



Wellness Thought Leaders
 The Wellness Team hosts organizations, researchers and students interested in learning how we approach animal wellness.



CONNECT CARE CONSERVE



Sifaka Groundbreaking

A leadership gift from Emeritus Board Member Barry Lipman and his wife Marie made the Zoo's first Sifaka exhibit a reality. This is the largest sifaka exhibit of its kind. These "jumping" lemurs add to the rich Malagasy cultural experience at the Zoo. Guests care for lemurs and spread the critical message of conservation in the "biodiversity hotspot" of Madagascar.



CONNECT CARE CONSERVE



Wolf Canyon Opens

Breathing new life into a historic exhibit, the modern and functional habitat for Mexican gray wolves opens June 8. Our wolves play an integral role in conservation by helping repopulate the endangered species in the wild. Thanks to lead donors Rupert and Maryellie Johnson, with major support from The Jewett Foundation, Nancy Ruskin, and The Valentine Family

Brenda Jewett and Family, SF Zoo board chair Edward Poole, SF Zoo President and CEO Tanya Peterson, Hilary Valentine and Family

WINTER



Zooper Bowl

As the Bay Area hosts Super Bowl 50, San Francisco Zoo animals predicted the winning team and captured the excitement of the occasion.



Wild About Art & Science

This popular annual program teaches science to students and connects them with animals by way of artistic creativity.



Giraffe Calf "Ingrid" born

At 6 feet, 3 inches, this tall and strong calf took her first steps 30 minutes after birth.



KidsFest

Connecting the next generation with wildlife while inspiring conservation, KidsFest 2016 draws hundreds of guests and features live music, dancing, unique activities and exclusive access to the Zoo.



New Zoo Camp program "Wellness 101" begins

Bridging the gap between Zoo Campers and teen volunteers, we expanded the curriculum to keep older students engaged.

JANUARY

Winter Zoo Camp

Providing educational experiences for impressionable students during their holiday break.



FEBRUARY

Howler Monkey Born

A second infant in as many years for mom "Linsecum" provides unlimited hours of cuteness as the juvenile and infant grow and play.



MARCH

Giant Anteater Born

"Wayne" was born March 30, 2015, and spent the next 4-5 months riding on his mom's back.



APRIL

ZooFest

At our annual fundraiser, lifelong animal advocate Senator Dianne Feinstein delivered an exceptional keynote, and we unveiled the naming of the **Dianne Feinstein and Richard Blum Wellness & Conservation Center**.



MAY

Saving Species

Groundbreaking work to save various species of frogs and turtles takes center stage on May 25 during the dedication of "San Francisco Zoological Society – Yosemite National Park Conservation & Recovery Facility".



JUNE

ZooMobile

It was a landmark year for the educational program that connects students with wildlife to teach science lessons. ZooMobile provided nearly 450 presentations and educated nearly 15,000 students during the 2015-16 school year.



SPRING

By the numbers

There are countless animal-centered programs and activities happening within the 100-acre Zoo. This is a snapshot of some notable figures, from animal births to conservation groups supported, throughout the course of a year.



120 participants in senior strolls

13 Earthwatch expeditions for employee development & global conservation

175,000 followers on social media

3,654,057 website page views

30 volunteer corporations

200 guardian donors

The Richard & Rhoda Goldman Little Puffer Steam Train riders **185,000**



12 new species (*endangered)



351,469 kids in the gate



76 Rescue animals
3 bears, 2 sea lions, 5 white pelicans, 2 brown pelicans, 2 donkeys, 2 hedgehogs, 12 raptors, 5 ferrets, 2 opossums, 5 guinea pigs, 12 herps, 6 chinchillas, 12 squirrel monkeys

\$2.5 million in donations

1782 students participating in Zoo Camp throughout the year

2,493

- Animals at the Zoo**
- 1030 invertebrates
 - 18 fish
 - 301 birds
 - 278 mammals
 - 75 amphibians
 - 81 reptiles
 - 710 wellness animals

- Coquerel's sifaka*
- Crab spider
- Crested tinamou
- Fig beetle
- Guira cuckoo
- Hyacinth macaw
- Mexican wolf*
- Prevost's squirrel
- Red footed tortoise
- Salvin's amazon
- Spix guan
- Yellow millipede

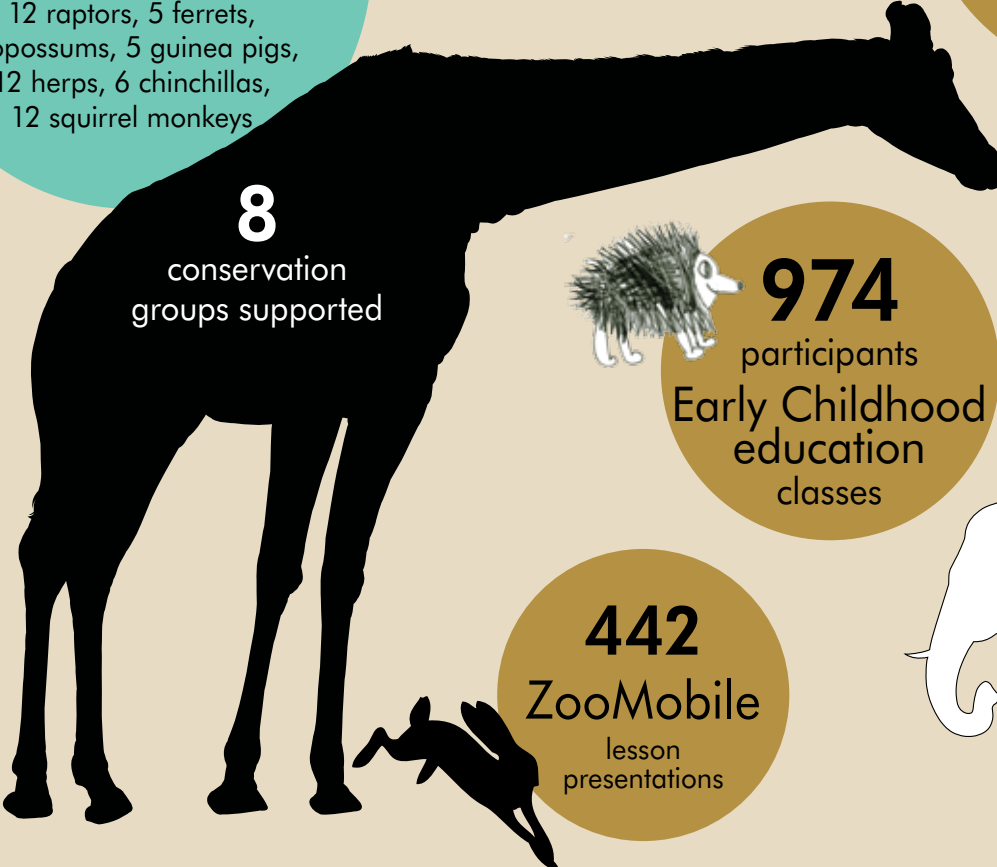
11 births (excludes insects)

- African lion
- Blue-bellied roller
- Curl crested aracari
- Giant anteater
- Guanaco
- Hadada ibis
- Howler monkey
- Magellanic penguin- 2
- Patas monkey
- Reticulated giraffe
- Tragopan

515 animal wellness reviews to determine current health status, treatments, body weight, diet and visual exam

930 physical exams with hands-on examination and diagnostic testing

800 tadpoles reared



8 conservation groups supported

974 participants Early Childhood education classes

40 YEARS OF NATURE TRAIL
2500 alumni in the program

442 ZooMobile lesson presentations

more than **1500** signatures for the anti-ivory pledge

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President and Executive Director

Joe Fitting,
Deputy Director

Vincent Grubbs, ***
Chief Financial Officer

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Christopher Connors,
Vice President of Operations

Bob Cooney,
Vice President of Guest Experiences

Graham Crawford, DVM, MPVM
Chief of Vet Services

Steven Haines,
Vice President of Strategic Planning & Marketing

David McGee,
Vice President of Human Resources

Jason Watters, Ph.D.
Vice President of Wellness and Animal Behavior

Robin Wu,
Vice President of Education & Community Engagement

Timothy Wu, Esq.
Vice President of Philanthropy

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+ *Past Chair*
+++ *Zoo II President*

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Sandra Cooper Woodson

William Zellerbach

* *Former Board Chair*

San Francisco Zoological Society Auxiliary

The San Francisco Zoological Society Auxiliary women's group hosted the "Birds of a Feather" luncheon and KidsFest 2016, drawing attention to the Zoo's conservation, education, and capital projects while raising \$88,000 to support the Zoo.

Lori Shigekane, *President*
Michelle Molfino, *Vice President*
Francis Hochschild, *Treasurer*
Amanda Sargisson, *Secretary*

Members
Jennifer Abernathy
Dorene Abt
Cecilia Aviles
Jessica Melman Bhatia, VMD
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Marie Crouch
Shelley Daza
Christine M. DeSanze
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Corey Hyde
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Jennifer Nelson
Paige Olson
Michelle Pender
Sheree Pirie
Tanya Marietta Powell
Anita Motwani
Amanda Sargisson
Lori Shigekane
Lisa Spencer
Lori Stein
Joanna Steckler Goldman

Alessandra Taboni
Ayanna Jenkins Toney
Teresa Wong-Jones
Carla Wytmar
Charley Zeches

ZOO II

Zoo II's young professionals raised \$83,300 to benefit the San Francisco Zoo during Fiscal Year 2015-16. Zoo II also expanded conservation and environmental awareness while connecting members through "Urban Safari" social hours and their signature fundraising event, Fur Ball.

William Andereck, *President*
Willa Moore, *Fur Ball Chair*
Art Svidler, *Secretary*
Erin Toth, *Cultivation*
John Motlow, *Marketing*

Fur Ball Committee
Maggie Beckham
Nicole Imhof
Mandi Jacobs
Mia Marino
Lauren McCreery
Mark Melnyk
Aly Spradlin

DOCENTS

The San Francisco Zoo's docent program included 60 volunteer guides who served as the Zoo's educational ambassadors, leading 40 tours for some 1,800 students. Docents offered diverse, grade-appropriate topics from animal adaptation to habitats and environments, and used biofacts to teach about African animals and primates.

Ardene Anderson*
Beth Anderson
Nancy Atkinson
Susan Balthazor
Krista Barnard
Bill Beech
Erin Blackwell
Kat Brunner
Ann Clemenza
Ken Combes
Becky Cunningham
Terry Davidson
Christine Fong
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Joan McClain
Moira McLeod
Donna Mollenhauer
Shay Morris
Steven Mulford-Vargas
Donna Mumford
Nancy Murphy
Susan Musser
Patricia O'Brien
Rockey Oakley
Betty Oryall
Kathy Pattison
Olivia Pellicer
Valeria Pellicer
Allan Ridley
Liz Rogers*
Diane Rykken
Maureen Rylance*
Dawn Salazar
Misael Saldana
Juanita Schroder
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Sandra Shure*
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Mary Sutton
Erin Thomas
Adriana Thumm
Jill Toth
Carole Turner
Georgeanne Wedergren*
Gerry Wright*
Akiyo Yokoi

* *Served on the Docent Executive Committee*

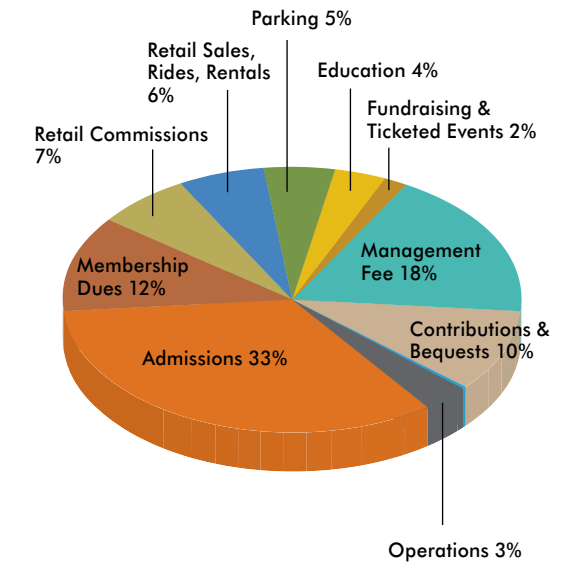
Statement of Financial Position June 30, 2016 and 2015

	2016	2015
CURRENT ASSETS		
Cash and Cash Equivalents	\$ 3,860,339	\$ 4,335,240
Contributions Receivable	503,502	1,103,502
Bequests and Other Receivables	498,741	223,762
Prepaid Expenses	<u>222,527</u>	<u>250,421</u>
Total Current Assets	5,085,109	5,912,925
INVESTMENTS	6,835,960	7,128,175
PROPERTY AND EQUIPMENT, NET	<u>611,825</u>	<u>596,610</u>
TOTAL ASSETS	\$ 12,532,894	\$ 13,637,710
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts Payable	\$ 860,919	\$ 1,600,473
Accrued Expenses	1,312,021	1,381,092
Deferred Revenue	1,292,197	1,192,734
Current Portion of Long-Term Debt	166,887	247,082
Due to the City and County of San Francisco	<u>235,022</u>	<u>219,232</u>
Total Current Liabilities	3,867,046	4,640,613
Long-Term Debt, Net	<u>148,482</u>	<u>315,366</u>
Total Liabilities	4,015,528	4,955,979
NET ASSETS		
Unrestricted	2,356,412	2,640,875
Temporarily Restricted	1,913,906	1,808,808
Permanently Restricted	<u>4,247,048</u>	<u>4,232,048</u>
Total Net Assets	8,517,366	8,681,731
TOTAL LIABILITIES AND NET ASSETS	\$ 12,532,894	\$ 13,637,710

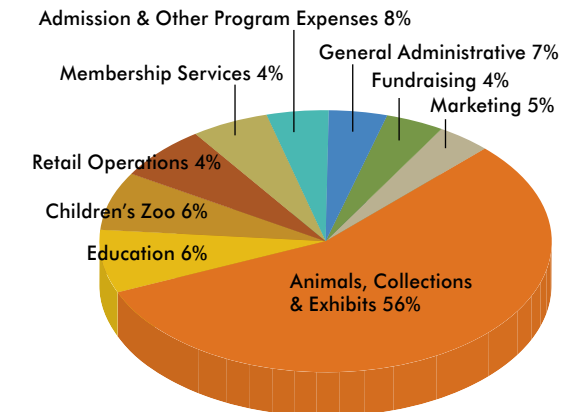
Statement of Activities Years Ended June 30, 2016 and 2015

	2016	2015
UNRESTRICTED NET ASSETS		
REVENUES AND SUPPORT		
Program Revenues:		
Admissions	\$ 7,672,298	\$ 7,069,718
Membership Dues	2,683,210	2,736,933
Retail Commissions	1,496,768	1,579,388
Retail Sales, Rides and Rentals	1,415,994	1,143,772
Parking	1,121,094	1,044,675
Education	809,356	697,293
Fundraising and Ticketed Events		
(Net of direct benefit to donors of \$360,461 in 2016 and \$444,793 in 2015)	375,172	381,839
Children's Zoo	<u>26,141</u>	<u>35,542</u>
Total Program Revenue	15,600,033	14,689,160
Other Support:		
Management Fee	4,120,000	4,120,000
Contributions and Bequests	2,284,125	2,581,566
Other Income	10,121	25,922
Satisfaction of Restrictions, Operations	<u>751,208</u>	<u>256,783</u>
Total Revenues and Support	22,765,487	21,673,431
OPERATING EXPENSES:		
Program Services:		
Animals, Collections and Exhibits	12,703,275	11,821,926
Education	1,458,446	1,338,504
Children's Zoo	1,276,574	1,196,171
Retail Operations	921,615	913,267
Membership Services	911,086	886,313
Admissions and Other Program Expenses	<u>1,734,819</u>	<u>1,621,100</u>
Total Program Services	19,005,815	17,777,281
Supporting Services:		
General and Administrative	1,637,396	1,818,024
Marketing	<u>1,021,933</u>	<u>1,024,759</u>
Fundraising	870,684	877,824
Total Supporting Services	3,530,013	3,720,607
Total Operating Expenses	22,535,828	21,497,888
INCOME FROM OPERATIONS	\$ 229,659	\$ 175,543
Investment Income (loss)	(340,506)	173,888
Depreciation Expense	(173,616)	(142,469)
Capital Expenditures to be Gifted to the City and County of San Francisco	(1,525,275)	(6,970,440)
Other Capital Expenditures	(127,519)	(574,814)
Satisfaction of Restrictions, Capital	<u>1,652,794</u>	<u>3,643,363</u>
DECREASE IN UNRESTRICTED NET ASSETS	(284,463)	(3,694,929)
TEMPORARILY RESTRICTED NET ASSETS		
Contributions	2,478,642	2,188,960
Investment Income	30,458	29,120
Satisfaction of Restrictions, Operations	(751,208)	(256,783)
Satisfaction of Restrictions, Capital	<u>(1,652,794)</u>	<u>(3,643,363)</u>
INCREASE (DECREASE) IN TEMPORARILY RESTRICTED NET ASSETS	105,098	(1,682,066)
PERMANENTLY RESTRICTED NET ASSETS		
Contributions	<u>15,000</u>	<u>20,154</u>
DECREASE IN NET ASSETS	(164,365)	(5,356,841)
NET ASSETS, Beginning of Year	8,681,731	14,038,572
NET ASSETS, End of Year	\$ 8,517,366	\$ 8,681,731

REVENUES AND SUPPORT



OPERATING EXPENSES



Annual & Capital Acknowledgements

We gratefully acknowledge the following for their generous contributions received July 1, 2015 through June 30, 2016 to support our mission to connect people with wildlife, inspire caring for nature and advance conservation action.

INDIVIDUAL GIFTS

\$200,000 & ABOVE

Anonymous
Lynne and Marc Benioff
William Patrick Byrnes Trust
Estate of Ruth M. Jenkins
Rupert H. Johnson, Jr. Foundation
Barry and Marie Lipman
Mr. and Mrs. George M. Marcus
The George & Judy Marcus Family Foundation
Schwab Charitable Fund

\$100,000 - \$199,999

Anonymous
Koret Foundation
Wells Fargo Foundation
Mrs. Diane B. Wilsey

\$50,000 - \$99,999

Coca Cola Refreshments
Fidelity Charitable Gift Fund
Antoinette and Stephen Krajcar
Mrs. Margaret Hauben
Mr. and Mrs. George F. Jewett III
George Frederick Jewett Foundation
Mr. and Mrs. Mark B. Roberts
Mr. and Mrs. James Rothschild
Ms. Nancy Ruskin
Mr. and Mrs. Edward T. Sichel IV
The Frederick Stroh Memorial Foundation

\$25,000 - \$49,999

Bank of America
Frank & Eva Buck Foundation
City and County of San Francisco
Thelma Doelger Charitable Trust
Estate of Warren I. Cassidy
Janie and Donny Friend
Mr. and Mrs. John Goldman
John and Marcia Goldman Foundation
IFOnly
Jewish Community Endowment Fund
Lakeside Foundation
Mr. and Mrs. Gregory Malin
Ms. Marissa Mayer and Mr. Zachary Bogue
Michele and John McNellis
Helen and Thomas Merigan Charitable Trust

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Mr. and Mrs. Robert Pedrero
Elizabeth and Stephen Revetria
Mr. and Mrs. George R. Roberts
S & P Company
Salesforce.com Foundation
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Dianne and Tad Taube
Mr. and Mrs. David Traitel
Transamerican Life Insurance Company
United States Department of the Interior
The Frederick and Margaret L. Weyerhaeuser Foundation
Mr. Michael Woodward and Ms. Sandy Perego

\$10,000 - \$24,999

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Ms. Maria Alvarez
Mr. William L. Andereck
Association of Zoos & Aquariums
Ms. Rosemary B. Baker
Edward D. Baker Foundation
Estate of Diane Lorraine Baldwin
William and Susan Beech
Bruce and Kelly Bligh
Brewster West Foundation
The Campbell Foundation
Frank A. Campini Foundation
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Clancy's Christmas Trees
Mr. and Mrs. Matthew Cook
Mr. and Mrs. David L. Dixon
DM Trust
Dodge & Cox
Mr. and Mrs. Alex Doll
Elite Island Resorts
Mr. and Mrs. Robert L. Emery
Mr. and Mrs. Miguel Espinosa
Mrs. Marion Euphrat
Experiment.com
Fontana Foundation
Mr. and Mrs. Tim Gallagher
Ms. Sarah Gammill
Goldman Sachs Philanthropy Fund
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Mr. and Mrs. Sidney Goodwill
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Ms. Nora Gibson and Mr. William Hudson
Mr. and Mrs. Arthur K. Humphrey
Hurlbut-Johnson Charitable Trust
James Irvine Foundation

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Mr. and Mrs. Michael Kahn
Reiko and Yasunobu Kyogoku
Mr. and Mrs. Bo Lasater
Mr. and Ms. Richard F. Lawson, Jr.
Ms. Joan M. Murphy and Mr. Mark LeVine
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Mr. and Mrs. Kevin Marchetti
Marin Community Foundation
McKinsey & Company
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Moody's Foundation
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Dr. Bettina Steffen and Mr. Scott Setrakian
Mrs. Callista Shepherd Smith and Mr. Scott Smith
Mr. and Mrs. Todd Shigekane
Silicon Valley Community Foundation
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St. Jude Children's Research Hospital
Mr. David Stanton and Ms. Shanna McBurney
Mr. and Mrs. Les Steinhoff
Biz and Livia Stone
Taube Family Foundation
Wallis Foundation
Ms. Marion Weinreb
Wells Fargo Corporate Community Development Group
Mr. and Mrs. Nazar Yasin
The Zeches Family
Monica and Alan Zimmerman

\$2,500 - \$4,999

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Chris and Vanessa Aycock
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Pat and Armand Camarena
Mr. Wallace Chin and Mrs. Carol A. Lem Chin
Community Foundation of Santa Cruz County
Constellation Brands, Inc.
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Jacqueline and Christian P. Erdman
Mr. John J. Garthoeffner
Golden Gate Scenic Steamship Corp.
Google Matching Gifts Program
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Mr. and Mrs. Tim Heidmann
Dr. Elizabeth Hume and Dr. Jay Jacobs
Mr. and Mrs. Robert G. Hunter, Jr.
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The Kinnoull Foundation
Lail Vineyards
Lynmar Estate
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MKG

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Clinton Walker Family Foundation
Mr. Ryan Cody
Diageo
Mr. David D. Enos and Mrs. Mary Ann W. Enos
Ernst & Young
Mr. and Mrs. James T. Farrell
Mrs. Doris Fisher
Giants Enterprises
Goldman Sachs & Co.

Goodyear Peterson Hayward & Associates
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Mrs. Kathleen Jaure
Connie and Robert Lurie
Connie & Bob Lurie Foundation
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Robert & Lolita Oates Charitable Trust
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Ms. Katherine Pattison
Mrs. Marianne H. Peterson
PGA Tour, Inc.
Mr. and Mrs. William Rempfer
San Francisco Foundation
Dr. and Mrs. Joseph Spinelli
Mr. and Mrs. Paul Summers
Sylvanus Charitable Trust
The Estate of Doris E. Hernried
Ms. Terri L. Tienken
Tomfoolery
Uvas Foundation
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Mr. and Mrs. Donald Carlson
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Dr. and Mrs. Jon W. Churnin
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THE SAN FRANCISCO ZOOLOGICAL SOCIETY & GARDENS HAS RECEIVED THE **ASSOCIATION OF ZOOS AND AQUARIUMS (AZA) ACCREDITATION** AND THE NEW **QUARTER CENTURY AWARD** THAT RECOGNIZES 25 YEARS OF OR MORE OF CONTINUOUS ACCREDITATION.

