



Minnesota State Zoological Board.
Zoo-Related Organizations Files.

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American Association of Zoological Parks and Aquariums

Dear Member:

In 1987 the Board of Directors approved the Association's first five-year plan. That plan included the development of a Public Relations and Development study (Hill & Knowlton), and establishment of a Conservation Center in the Washington DC area with offices for Public Relations, Development, Conservation, Legislation and Education. As of this year, these objectives have been realized. In addition, this plan generated revenue primarily through increased dues and fees to accomplish these objectives.

Realizing that the Association needs a new plan, Past-presidents Krantz and Hoessle and current President Zucconi began the process of data collecting and membership input. On March 1 and 2, 1989, an AAZPA Planning Workshop was held in Kansas City. Members of the Board of Directors, AAZPA staff, as well as a select group representing a cross-section of the membership were in attendance to discuss the future of AAZPA. President Krantz and Jon Coe facilitated the meeting. The workshop verified a need for a far more extensive strategic planning process.

Early in 1990, President Hoessle appointed President-elect Zucconi to chair the Long Range Planning Committee. In addition, Bob Smith of Strategies and Teams, Inc. was hired to assist with the planning process. The process involved a six person advisory committee and a sixteen person Nucleus Planning Group. The Nucleus Planning Group was carefully formulated to include both American and Canadian members, some Board members, large and small zoos, aquariums, as well as representatives of other interests within our profession. This Planning Group met on three separate occasions: in Washington on March 16, 1990, in Denver on April 16-17, 1990 and in Tulsa on June 18-19, 1990. The members of this Planning Group were:

David Zucconi, Chair, Tulsa Zoo
Charles Hoessle, St. Louis Zoo
Linda Boyd, AAZPA
William Dennler, Toledo Zoo
Jim Doherty, New York Zoological Society
Don Farst, DVM, Gladys Porter Zoo
Lou Garibaldi, New York Aquarium
David Jenkins, AAZPA
Palmer Krantz, Riverbanks Zoo
Jerry Lentz, Busch Gardens
Jeff Marliave, Ph.D., Vancouver Aquarium
Doug Myers, San Diego Zoo
Bruce Read, St. Louis Zoo
Kathryn Roberts, Minnesota Zoo
Gail Schneider, Dreher Park Zoo
Ulle Seal, Ph.D., Veterans Hospital
Steve Taylor, Cleveland Metroparks Zoo
Robert Wagner, AAZPA
Steve Wylie, Oklahoma City Zoo.

A draft document has now been produced and circulated to the Board of Directors. In addition, input has been received from staff and various committees with direct relationships to the direction of the plan, i.e., Legislation, WCMC, Membership, Public Relations, and Public Education. President Zucconi appointed a Long Range Planning Committee headed by Kathryn Roberts to further review the plan.

The new Five-year Plan for AAZPA includes a new mission statement and four Key Result Areas (KRAs), both attached. Each of the KRAs has 3-5 Objectives which we hope to accomplish in the next five years.

This new Plan has been a huge undertaking by many people, but the real work is yet to be done. We have accomplished so much in our first twenty years:

- implemented an accreditation program;
- developed an ethics code;
- developed and continued to expand the Species Survival Plan;
- created a conservation endowment fund of over 1.7 million dollars;
- established and continued to expand our Washington, DC area Conservation Center currently with eleven full-time employees.

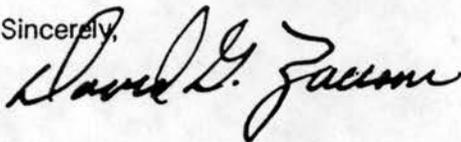
Clearly, these are positive trends and give our Association a good basis for future improvement and expansion of programs benefiting the membership. AAZPA has choices to make in the next five years. We can remain status quo and continue our accomplishments at the current level or we can aggressively proceed with our new Plan and achieve a great deal more.

If we adopt our new Plan, we must:

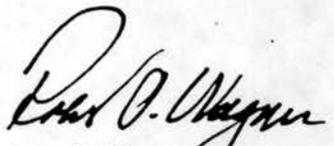
- Improve our Development efforts to raise considerably more funds annually,
- Expand staff and office space slowly as funding is available, but realizing to accomplish most of the Plan, we will need 10-13 additional full-time employees,
- Increase fees and dues to keep up with inflation and continue to increase membership between 5-10% annually,
- Adhere to the Plan and not allow fragmentation or change of direction without a clear consensus of the Board of Directors.

It is our intention to have the Board of Directors adopt this plan at the August 1991 meeting. We seek input from the membership as the Plan will only succeed if the membership is clearly committed to its completion.

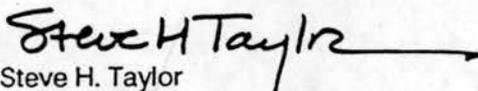
Sincerely,



David Zucconi
President



Robert O. Wagner
Executive Director



Steve H. Taylor
President-Elect



Kathryn R. Roberts, Chair
1991 Long Range Planning Committee

Attachments

AAZPA

MISSION & VALUES

MISSION

The mission of the American Association of Zoological Parks and Aquariums is to foster and support excellence in the purposes of zoological parks and aquariums.

VALUES

Cooperation – working with each other to further our professional goals.

Commitment to Community – encouraging excellence in recreational and cultural events and programs which strengthen our institutions' positions in their communities.

Commitment to Conservation – encouraging the coordination of animal management programs, both in captivity and in the wild. Conservation, education and research are integral components of these programs.

Self-Regulating – embracing the Code of Professional Ethics and Accreditation which ensure high professional standards and behaviors.

Advocacy – representing its members' interests in legislative bodies, governmental agencies and others will result in furthering the mission of zoological parks and aquariums.

Information Management and Communication – developing and managing data bases relevant to our mission and the timely distribution of current information to our members.

ACTION PLANS

Key Result Area I Expand and Improve Membership Services.

All membership surveys including the one by Hill & Knowlton clearly have indicated that the overwhelming majority of our members place a high value on achievements and established services of the Association and, while the membership supports expanded conservation programs, they do not want these increased programs to distract from membership services.

Therefore, although we see the Association expanding its conservation and legislative programs during the implementation of the plan, it will not do so at the expenses of its present and expanded membership services.

- Objective 1 Report recommendations on AAZPA publications to AAZPA Board by August 1992.
- Objective 2 Establish an expanded zoo and aquarium data base on computer disk by 1 September 1992.
- Objective 3 Create development opportunities, including promotions, fund raising and grants that would at least double existing development income to AAZPA and its members institutions by 1 January 1995.
- Objective 4 Create a written public relations crisis management plan to address key issues currently impacting on zoos and aquariums, for presentation and/or demonstration at the 1992 conference.

Key Result Area II Enhance our Image as Leaders in Environmental and Wildlife Conservation.

It is of very high importance that the AAZPA be recognized as a professional organization whose members are committed leaders in environmental and wildlife conservation issues. In order to achieve the recognition we desire, we must first have an easily identifiable and recognizable name. We need to understand our audiences and the issues they regard as important for us to address. Finally, we must capitalize on our strengths by developing and carrying out a strong public relations plan which is the vehicle to carry our mission.

- Objective 1 Develop an easily recognizable identity to improve name recognition by September 1991.
- Objective 2 Conduct market research to determine our audiences and issues by January 1991.
- Objective 3 Develop a public relations plan based on existing market research to determine our message by September 1991.

Key Result Area III Expand and Improve our Conservation Programs.

The highest priority of the AAZPA and its members institutions is conservation. Over the next five years, in order to expand and improve conservation programs, we must fully integrate captive breeding programs with other global efforts; expand species survival plans in both terrestrial and aquatic realms through training and increased efficiency; encourage research in support of these programs; encourage conservation, education and habitat preservation at all levels; and finally, promote internal resource conservation within all member institutions.

- Objective 1 Integrate AAZPA programs with global captive breeding and other conservation programs by 1993.
- Objective 2 Expand and improve SSP and other conservation programs, with a target goal of 100 SSP programs by 1995.
- Objective 3 Provide increased scientific support for SSP and conservation programs.
- Objective 4 Encourage and expand conservation education activities.
- Objective 5 Promote conservation of resources in AAZPA institutions.

Key Result Area IV Develop and Enhance an Effective Legislative Plan.

The legislative and regulatory issues facing the Association and its members are increasing in intensity, complexity and scope. The conservation, education and research programs supported by these institutions are being jeopardized. Therefore, the AAZPA and its members must assume a leadership role in refining and unifying the efforts made to address these issues.

- Objective 1 Identify legislative and regulatory priorities and initiatives by January 1991.
- Objective 2 Reduce institutional reaction time associated with high priority legislative and regulatory issues.
- Objective 3 Expand the professional base in order to be more proactive across a broader range of issues than is presently possible.
- Objective 4 Increase association member participation in legislative challenges and process.

7/2/92

TO: Linda Boyd, AAZPA Executive Office
Barbara Robinson, AAZPA Conservation Center

FROM: Ginny Bender, Minnesota Zoo

RE: AAZPA Long Range Plan Document

Enclosed is a copy of the retyped Long Range Plan -- it turned out beautifully on the Ami Pro 2.0 program I use. The manual said I could export in WordPerfect 5.1 format -- which I did, but I couldn't get it to look right on the screen when I tried on someone's else's.

Anyway, the enclosed disk has a file called LRP, which supposedly is in WP5.1 format, and then a copy of my file in the Ami Pro 2.0 format -- so you can experiment in importing it yourself. It's the best I could do.

Kathryn Roberts told me she was not aware that Steve was going to be giving her the changes to be made, but if she does get them, I'll make them. If you can get the document to print (I use a OkiLaser 400, which emulates a HPLaser II) in the right format, I'll send changes. I do hope you can make it work -- it seems senseless to have an AAZPA document on a computer in Minnesota!

TO: Steve Taylor

FROM: Karen Asis

DATE: June 12, 1992

RE: Updating of Long-range Plan

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Rather than simply make notations on the public relations portions of the long-range plan, I've chosen to go into a bit more detail; many of the action steps need more than date changes.

KRA-I, Objective 4, Strategy I (Page 7)

A general crisis management plan has been developed by the Public Relations Committee and included in the AAZPA Public Relations Workbook. However, it is a generic document that focuses on day-to-day operations and crises that could occur at institutions. While a number of the principles in that document could apply to the AAZPA, it is not written primarily for on-site facilities. Objective 4 states that "key issues currently impacting on zoos and aquariums should be incorporated." As was discussed at the Board meeting in March, we are not ready to address a number of issues until the Board and/or membership take positions. Once that has taken place, I can draft statements and other materials that can be used on a regular basis by both the AAZPA and its members. In summary, we have gone as far as we can with this portion of the long-range plan--as it currently exists. However, I have a proposal to modify it:

I am currently working on developing curriculum for a two-day crisis media course for zoo and aquarium professionals. I propose to test it on a pilot group later this fall, eliminate the glitches and take the show on the road during the regionals next spring. However, the course would not be available to everyone at that time. I would train "trainers" to use the materials. They, in turn, would conduct courses for zoo and aquarium professionals in their areas. In other words, the program would have an exponential effect. The time line would be as follows:

Action Steps	Who Respons.	Starting Date	Completion Date
1. Develop crisis media curriculum	PR Director	7/92	10/92
2. Conduct pilot seminar	PR Director	11/9	
3. Conduct regional "trainer" seminars	PR Director & select trainers	3/93	5/93
4. Coordinate area training sessions	PR Director & trainers	6/93	indef.

KRA-II, Objective 1, Strategy 1 (Page 8)

It has been suggested that, in addition to the expense of designing a new logo, the cost of reprinting new publications and other materials would be prohibitive. As a result, neither the PR Committee nor I have pursued this. Should we?

I should mention that I am in the process of working with a designer to produce media materials (press kit, press release stationary, Rolodex cards, etc.) that will reflect a consistent, professional image. The designer, a highly regarded artist who does a good deal of work for the Smithsonian, is working on developing a "look" for us. I see this as the start of a larger image program. Depending on what she develops, we may be able to gradually phase out the old logo through material attrition.

KRA-II, Objective 2, Strategy 2 (Page 9)

Market research plans are very expensive. We desperately need data, but until money is budgeted for this project, it cannot be done.

KRA-III, Objective 3, Strategy 1 (Page 10)

Since there is little market research available, it is virtually impossible to write a PR plan based on nonexistent data. However, the PR Committee is in the process of putting together a PR Plan, based on available resources. The first draft should be ready at the September meeting in Toronto.

KRA-III, Objective 3, Strategy 2 (Page 10)

This has been accomplished through the AAZPA PR Newsletter.

I have reviewed these comments with both Kathryn Roberts and Catherine Belden, and they share my thoughts. Please give me a call if you would like me to elaborate further.

cc: Catherine Belden
Kathryn Roberts
Kris Vehrs
Sidney Butler

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

Steve Taylor
Cleveland Metroparks Zoo

You should have received my comments on the Long Range Plan. We just noticed that some dates on the plan presented to the board were changed in the abbreviated form which you sent out in November 1991 to AAZPA members.

Changes were made to KRA II:

Objective 1:...by September 1992.

Objective 2:...by January 1992.

Objective 3:...by September 1993.

DEPARTMENT **Minnesota Zoo**

DATE: June 9, 1992

TO: Steve Taylor

FROM: Kathryn R. Roberts

PHONE: 431-9299

SUBJECT: **REVISIONS TO AAZPA STRATEGIC PLAN**

I have made only minor revisions to the document -- adding dates and making only a few comments. The one thing that most of the Development Committee goals depend upon is the hiring of the Development Director, which I'm hopeful will be in the near future. Judging by Michael Hutchins letter of April 30 to Dr. Steven Thompson, that will be done, and we can move forward.

Just in reading through the plan again, it's interesting to see how much has been accomplished -- the Zoo Act task force has completed its report; the survey on publications was done; a new survey of education and conservation projects was completed, etc. I'd say we're right on track!

By the way, thanks for the article you sent from Fortune magazine. I was sent a copy by one of my board members, and I had already routed it to staff along with a letter from Myers to Seal regretting that budget cutbacks prevented his participation in a Parrot CAMP project.

Enc.



American Association of Zoological Parks and Aquariums

AAZPA

1991 - 1996 STRATEGIC PLAN

Presented to Board August 1991

AAZPA

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Information Management and Communication -- developing and managing data bases relevant to our mission and the timely distribution of current information to our members.

ACTION PLANS

Key Result Area I Expand and improve membership services.

- Objective 1 Report recommendations on AAZPA publications to AAZPA Board by August 1992.
- Objective 2 Establish an expanded zoo and aquarium data base on computer disk by 1 September 1992.
- Objective 3 Create development opportunities, including promotions, fund raising and grants that would at least double existing development income to AAZPA and its members institutions by 1 January 1995.
- Objective 4 Create a written public relations crisis management plan to address key issues currently impacting on zoos and aquariums, for presentation and/or demonstration at the 1992 conference. *In the next year*

Key Result Area II Enhance our image as leaders in environmental and wildlife conservation.

- Objective 1 Develop an easily recognizable identity to improve name recognition by September 1991. *1992*
- Objective 2 Conduct market research to determine our audiences and issues by January 1991. *1992*
- Objective 3 Develop a public relations plan based on existing market research to determine our message by September 1991. *1993*

Key Result Area III Expand and improve our conservation programs.

- Objective 1 Integrate AAZPA programs with global captive breeding and other conservation programs by 1993.
- Objective 2 Expand and improve SSP and other conservation programs, with a target goal of 100 SSP programs by 1995.
- Objective 3 Provide increased scientific support for SSP and conservation programs.
- Objective 4 Encourage and expand conservation education activities.
- Objective 5 Promote conservation of resources in AAZPA institutions.

Key Result Area IV Develop and enhance an effective legislative plan.

- Objective 1 Identify legislative and regulatory priorities and initiatives by January 1991.
- Objective 2 Reduce institutional reaction time associated with high priority legislative and regulatory issues.
- Objective 3 Expand the professional base in order to be more proactive across a broader range of issues than is presently possible.
- Objective 4 Increase association member participation in legislative challenges and process.

ACTION PLANS

KEY RESULT AREA I - EXPAND AND IMPROVE MEMBERSHIP SERVICES.

(Planning Leader: Steve Taylor)

Preamble: All membership surveys including the one by Hill & Knowlton clearly have indicated that the overwhelming majority of our members place a high value on achievements and established services of the Association and, while the membership supports expanded conservation programs, they do not want these increased programs to distract from membership services.

Therefore, although we see the Association expanding its conservation and legislative programs during the implementation of the plan, it will not do so at the expense of its present and expanded membership services. The following objectives for membership services are essential to the well being of our Association.

Objective 1: Report recommendations on AAZPA publications to AAZPA Board by August 1992.

Strategy 1: Examine the costs, feasibility and quality of existing publications and the need for new publications.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Assemble a report on existing publications.	Exec. Office Admin. Asst.	7/90	11/90		This would include: costs, number printed, comments from membership, funding of publications. NOTE: Task Force should attempt to obtain expert advice from other professional publications.
2. Establish a task force.	AAZPA President		8/90		
3. Meeting of Task Force	Task Force Chair		9/90		
4. Preliminary report to the board.	Task Force	9/90	8/91		
5. Final report to Board.	Task Force	8/91	8/92		

Handwritten notes:
 for subject
 publications committee
 category for
 submitting them
 available for
 (no \$ figure)
 those resources
 that are
 publications, etc

KEY RESULT AREA I - EXPAND AND IMPROVE MEMBERSHIP SERVICES.

Objective 2: Establish an expanded zoo and aquarium database on computer disk by 1 September 1992.

Strategy 1: Continue to establish and expand the database.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Put existing data on disk and make available to membership.	Exec. Office Admin. Asst.	7/90	1/91		Information already contained in new 1990 directory.
2. Determine additional data and methodology (software) needed.	AAZPA Dep. Dir.	10/90	8/91		Work with survey experts.
3. Create, mail and tabulate new data surveys in education PR, research & conservation.	AAZPA Dep. Dir.	9/90	5/91		
4. Incorporate expanded data into existing database.	AAZPA Staff	5/91	8/91		
5. Make expanded data on disk available to membership.	Exec. Office	8/91	9/92		

Objective 3: Create development opportunities, including promotions, fund raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 1: Complete staff and committee assignments.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Activate development task force.	AAZPA President		8/90	11/90	
2. Development task force reviews existing policies and determines guidelines for future development initiatives.	Task Force Chair	9/90	8/91	11/91	
3. Determine responsibilities of new development position and hire appropriate personnel.	AAZPA Exec. Dir.	10/90	8/91		Draft position description completed by Dev Comm.
4. Appoint Development Committee to act as Advisors to Development Officer & Board.	AAZPA President	8/91	9/91	9/91	Hiring ??
5. Review development policies and report to Board.	Development Committee	9/91	9/92	3/92	

KEY RESULT AREA I - EXPAND AND IMPROVE MEMBERSHIP SERVICES.

Objective 3: Create development opportunities, including promotions, fund raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 2: Increase income.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Develop plan of action with financial objectives and targets for all areas of development.	Development Committee	9/91	9/92		Note #1: Estimated AAZPA development income for last 4-5 years is \$700,000.
2. Implement plan.	Development Off. & Comm.	9/91 9/92*	1/95		Note #2: This plan would require about \$2.7 million additional plus inflationary to be accomplished completely over the next 5 years.
3. Make a recommendation to the AAZPA Board on the concept of creating a development advisory board of corporate and foundation executives.	Development Committee	9/91	9/92 8/92		Will be discussed at 9/92 meeting
4. If recommended, create a Development Board.	Development Committee	9/92	9/93		

**Contingent upon hiring staff Development Director,*

Objective 3: Create development opportunities, including promotions, fund raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 3: Measure success.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Prepare annual breakdown of funds received and anticipated through all areas of development.	Development Officer	8/91	Aug. annual mtg. starting 1992		
2. Survey institutional membership at least biannually to determine the amount of income they have received through AAZPA development.	Development Officer	<u>8/92</u>	8/95		Will be on 9/92 committee mtg. agenda

KEY RESULT AREA I -EXPAND AND IMPROVE MEMBERSHIP SERVICES.

Objective 4: Create a written public relations crisis management plan to address key issues currently impacting on zoos and aquariums, for presentation and/or demonstration at 1992 annual conference.

Strategy 1: Develop plan.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Initial discussion with Public Relations committee at 1990 conference.	AAZPA PR Officer		9/91		Note: Four case studies will be presented at 1990 conference as well as a session working with the media.
2. Develop a preliminary plan to present to the Board.	PR Committee Chair	10/90	8/92		Note: Staff will help determine the timeline for this plan.
3. Workshop at annual conference.	PR Dir. & Committee	10/90	9/92		Consult with AAM and other organizations that may have similar plans. A cost/benefit analysis will be done for a crisis management seminar for members.
4. Finalize plan.	PR Dir. & Committee		8/93		Note: Legal counsel (K. Vehrs) should be consulted during this process before plan is finalized.
5. Final plan presented at annual conference.	PR Committee Chair	8/92	9/93		

KEY RESULT AREA II - ENHANCE OUR IMAGE AS LEADERS IN ENVIRONMENTAL AND WILDLIFE CONSERVATION.

(Planning Leader: Kathryn Roberts)

Preamble: It is of very high importance that the AAZPA be recognized as a professional organization whose members are committed leaders in environmental and wildlife conservation issues. In order to achieve the recognition we desire, we must first have an easily identifiable and recognizable name. We need to understand our audiences and the issues they regard as important for us to address. Finally, we must capitalize on our strengths by developing and carrying out a strong public relations plan which is the vehicle to carry our mission.

Objective 1: Develop an easily recognizable identity to improve name recognition by September 1991, 1990

Strategy 1: Contract with professionals for input, concurrence and development.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Investigate need for new name and/or logo, and if deemed appropriate, ask membership for comments.	PR Committee & PR Dir.	6/91	3/92		In newsletter -- open to everyone.
2. Create review team if new name/logo is deemed desirable.	PR Committee	3/92	8/92		
3. Ask members for ideas for new name and/or logo.	PR Committee	3/92	8/92		
4. Research field for appropriate logos.	AAZPA PR Dir.	8/92	3/93		Concurrent with Task 3. Would prefer professional.
5. If appropriate, review member suggestions for new name, make interim recommendation.			8/93		

KEY RESULT AREA II - ENHANCE OUR IMAGE AS LEADERS IN ENVIRONMENTAL AND WILDLIFE CONSERVATION.

Objective 2: Conduct market research to determine our audiences and issues by January 1992.

Strategy 1: Review Hill and Knowlton report and determine methodology.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Statistical and methodological review of Hill & Knowlton.	LRP Committee	6/90	8/90	8/90	Done.
2. Recommend methodology.	LRP Committee	6/90	10/90	10/90	Including new questions and statistical criteria.
3. Approve recommended methodology.	1991 LRP Chair		8/91		Report to Board.

Objective 2: Conduct market research to determine our audiences and issues by January 1992.

Strategy 2: Implement, assess and communicate the results.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Enlist institutions who can include items in upcoming, planned survey instruments.	LRP Chair		Complete	6/90	St. Louis Zoo, Minnesota Zoo, Busch Gardens, San Diego Zoo (and possibly Calgary Zoo and Metro-Toronto).
2. Conduct the surveys.		8/90	8/91	8/91	Same participants as above.
3. Compilation and analysis of results.		9/91	12/91	12/91	
4. Communicate results through COMMUNIQUE, Regional, National and Board meetings.	AAZPA PR Committee	1/91	6/91		

KEY RESULT AREA II - ENHANCE OUR IMAGE AS LEADERS IN ENVIRONMENTAL AND WILDLIFE CONSERVATION.

Objective 3: Develop a public relations plan based on existing market research to determine our message by September 1992.

Strategy 1: Create a team to develop an Implementation Plan.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify team members to be added to PR Committee if appropriate.	AAZPA President	6/91	8/92		This will be in coordination with PR Officer.
2. Give assignment to Committee.	AAZPA President	8/91	8/91		
3. Assign tasks to committee.	PR Chair & PR Officer	2/91	9/91		
4. Complete development of PR plan which may include a PR campaign.	PR Committee	9/91	8/92		
5. Carry out plan that may include major PR campaign.	PR Officer & Committee	4/91	Annual review from 9/92		
6. Monitor and evaluate progress and results of the plan.	PR Comm. & PR Officer	8/92	Annual review from 8/92		
7. Review and report at all board meetings and through COMMUNIQUE.	PR Comm. & PR Officer	8/92	Annual review from 8/92		Perhaps quarterly via self-reporting mechanism.

Objective 3: Develop a public relations plan based on existing market research to determine our message by September 1992.

Strategy 2: Coordinate PR skills and information within member institutions.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify which institutions currently have PR staff and/or capabilities.	AAZPA PR Dir.	10/91	11/91		Probably already knows.
2. Secure willingness to cooperate by sharing instruments, results and ideas.	AAZPA PR Dir. & Comm.	11/91	1/92		
3. Develop mechanisms for sharing information.	AAZPA PR Dir. & Comm.	1/92	7/92		
4. Implement ongoing sharing and cooperation.	AAZPA PR Dir.	8/92	Annual update starting 8/92		

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

(Planning Leader: Bruce Read)

Preamble: The highest priority of the AAZPA and its member institutions is conservation. Over the next five years, in order to expand and improve conservation programs, we must fully integrate captive breeding programs with other global efforts; expand species survival plans in both terrestrial and aquatic realms through training and increased efficiency; encourage research in support of these programs; encourage conservation, education and habitat preservation at all levels; and finally, promote internal resource conservation within all member institutions.

Objective 1: Integrate AAZPA programs with global captive breeding and other conservation programs by 1993.

Strategy 1: Coordinate planning to determine resources, species prioritization and more efficient means of animal exchanges internationally.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop protocols of cooperation with IUCN, SSC, CBSG. capabilities.	Conservation Director	8/90	11/90	Completed	IUCN; SSC, CBSG, other specialist groups.
2. Develop a continuing and efficient liaison and communication system with international and regional conservation organizations with similar objectives.	AAZPA President	8/90	Ongoing with annual review from 8/91		ISIS EEP Programs IUDZG Above are closest organizations but associations of private holders or fanciers may be important for coverage of several major animal groups.
3. Participate in global heritage programs.	Conservation Director	8/90	Ongoing with annual review from 8/91		SSC directed initiative in cooperation with IUDZG, CBSG prospectively will assemble biological information for program targets.
4. Develop an annual report on AAZPA and members' conservation efforts globally.	Conservation Director	12/90	12/91		
5. Propose a program to appropriate government agencies, congressional committees to facilitate transfer of genetic material between animal populations internationally.	WCMC Chair	1991	1992		AAZV is a natural allied organization. It will require a coordinated effort to plan and perhaps exertion of the lobbying capacity of AAZPA members to effect.

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 1: Integrate AAZPA programs with global captive breeding and other conservation programs by 1993.

Strategy 2: Increase participation in species restoration programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Participate in state-of-the-art workshops on a regional basis.	Conservation Director	1/91	Ongoing with annual review from 8/91		In cooperation with CBSG, government agencies and others.
2. Further development of consortium programs in developing countries.	WCMC & Conservation Director	1/91	Ongoing with annual review from 8/91		Institutions representatives from AAZPA member zoos and aquariums will be central to this program. Collaboration with international organizations is essential.
3. Workshop on disease in captive animals and potential effect on reintroductions.	WCMC & Conservation Director	9/91	9/92		

Objective 2: Expand and improve the SSP and other conservation programs, with a target goal of 100 SSP programs by 1995.

Strategy 1: Develop more effective and efficient procedures for SSP and other conservation programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Streamline meeting and travel needs.	Conservation Director	9/90	9/92		
2. Participate in developing user friendly software.	ISIS & Cons. Dir.	3/91	12/92		AAZPA to provide funding for program development.
3. Develop a more efficient communication system including publication of research.	WCMC Vice Chair - Research	10/90	12/93		
4. Evaluation of programs.	WCMC	12/90	Annual review from 12/91		

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 2: Expand and improve the SSP and other conservation programs with a target goal of 100 SSP programs by 1995.

Strategy 2: Seek and procure political and financial support for conservation programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Review policy and goals for CEF Fund	AAZPA President & Board	8/90	8/91		
2. Prepare project menu for development purposes.	WCMC & Cons. Dir.	10/90	8/91		
3. Seek financial support for conservation programs.	Development Office	1/91	1/95		At least double current monies available for SSP programs (see KRA I). <i>Contingent upon hiring Dev. Dir.</i>
4. Develop a process to communicate and facilitate political support at all levels (board, local and national).	AAZPA Staff	1/91	Annual review from 8/91		
5. Move forward on political front to develop increased governmental funding for zoo/aquarium conservation.	Gov. Affairs Officer, Staff & Board	1992	Annual Review		Task Force on "Zoo Act" established in 1991.

Objective 2: Expand and improve the SSP and other conservation programs with a target goal of 100 SSP programs by 1995.

Strategy 3: Educate and recruit people to manage SSP, studbook and Taxon Advisory Groups.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Appoint a task force to establish an AAZPA Conservation Academy.	AAZPA President	8/90	8/90	8/90	
2. Establish a pilot program.	WCMC Chair	9/90	3/91	3/91	
3. Establish a self-sustaining program.	AAZPA Board	8/91	3/92		AAZPA Development Officer to help to procure grants to partially underwrite the program. (Cost estimate \$25,000 per year -- 1991 funds from CEF.)

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 1: Determine the research priorities for SSP and conservation programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. The formation of WCMC scientific advisory committee.	WCMC	8/90	9/90		
2. Encourage and assist the WCMC committee in the identification of critical research priorities.	WCMC V.Chr. — Research	1/91	8/91 with annual update		

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 2: Facilitate the development and implementation of research on aquariums and zoos.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a model research advisory committee.	Conservation Director	1/91	12/92		The university community needs a clear understanding of the nature and limits of research in a zoo and aquarium setting.
2. Create a means of recognition for outstanding research.	Chair, Honors & Awards Committee	9/91	9/92		

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 3: Encourage the recruitment and training of new scientists, educators, and other staff for zoos and aquariums.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a national fellowship program wherein Ph.D. students are trained in our zoological parks and aquariums while doing their research using the zoological collection while receiving a stipend from the fellowship program.	AAZPA President Director	1991	1993		This program is to recruit scientists, educators early in their development and infuse them into captive zoological community as well as train them to function within AAZPA systems.
2. Advertise advanced positions in other professional journals to bring trained professionals to the zoological profession.	Individual Institutions	1991	Ongoing		This will expand the number of professionals to solicit for our job market.
3. Define guidelines for the the level of expertise needed to function in our job levels within the zoological profession.	AAZPA Exec. Sec.	1991	Ongoing		This will add some uniformity in the goal of the fellowship and how we approach the other professional journals.

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 4: Encourage the development of graduate programs in zoo and aquarium conservation biology.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a curriculum with 1-3 universities that will meet the academic needs of the schools and practical needs of zoos and aquariums.	AAZPA Office & Education Coord. & Comm.	Mid 1991	1993		The AAZPA has not defined what is needed, as educational background and training for an individual to be hired directly out of a scholastic program. This program will give future definition to the application of science within our profession.

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 4: Encourage and expand conservation education activities.

Strategy 1: Compile and disseminate information on conservation education activities.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. As part of AAZPA database, determine the scope of existing conservation programs.	AAZPA Deputy Dir.	1/90	9/91		Some data is already in existence, but much of it is not in an easily analyzable form.
2. Compile an easy access information system on outstanding conservation education programs and publications within our own or related institutions.	Education Coordinator	6/91	7/92		To be updated annually thereafter.
3. Develop a generic, easily-adapted series of aquarium and zoo graphics, video and traveling exhibitions, to demonstrate our role in conservation to the public.	Public Education Committee	6/91	12/93		Initial materials; more to follow on an annual basis.

Objective 4: Encourage and expand conservation education activities.

Strategy 2: Enter into national and global conservation. education programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify appropriate governmental programs and opportunities.	Education Coordinator	3/91	12/91		
2. Identify appropriate potential partnerships.	Education Coordinator	6/91	12/91		
3. Enter into at least one major program each year. (Example: the Rhino Walk and Conservation Day.)	Conservation Center & Educ. Coord.	1/91	12/95		

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 4: Encourage and expand conservation education activities.

Strategy 3: Provide necessary staff and funding.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required).
1. Hire AAZPA Education coordinator.	AAZPA Dep. Dir.	1/91	6/91	5/91	The education coordinator, working with the P.E. Committee will develop a list of potentially fundable programs. Task Force appointed in 1991 for national Zoo Act.
2. Hire AAZPA Grants & Development Officer.	AAZPA Dep. Dir.	1/91	9/91		
3. Seek and obtain national funding for conservation programs (government and corporate funding).	Development	3/91	Ongoing with annual review from 12/91-		

Objective 4: Encourage and expand conservation education activities.

Strategy 4: Coordinate efforts of AAZPA institutions in educating the public as to the importance of zoos and aquariums in wildlife conservation and education.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required).
1. Inform PEC and PR Committees of this task.	AAZPA President	8/91	9/91		This is in response to misinformation on zoos and aquariums available to schools from certain animal "rights" groups.
2. Committee discussion and plan.	PR & PEC Committees	9/91	3/92		
3. Recommendation & report to the board.	PR & PEC Committees	3/92	3/92		
4. Implementation of project/program.		3/92	9/92		

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

Objective 5: Promote conservation of resources in AAZPA institutions.

Strategy 1: Obtain and disseminate information on wise resource management.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Establish a task force in PEC to collect and communicate information on zoo and aquarium operations.	PEC Chair	3/91	8/91		Important to image and effectiveness in lobbying. Topics to cover include water usage, waste management, material, recycling, energy conservation. Data should be in AAZPA database center. Comparisons with other professional associations desirable. Will involve management and operations personnel in AAZPA institutions who otherwise might not be in the conservation picture.
2. Report to Board.	PEC Chair	9/91	8/92		
3. Produce resource manual.	PEC Chair & Staff	9/92	3/93		
4. Incorporate task force data into AAZPA database.	AAZPA Dep. Dir.	3/93	8/93		
5. Establish awards for resource accomplishments and innovations.	Task Force & Chr. Honors/ Awards Comm.	3/93	8/93		

KEY RESULT AREA IV - DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

(Planning Leader: Steve Wylie)

Preamble: The legislative and regulatory issues facing the Association and its members are increasing in intensity, complexity and scope. The conservation, education and research programs supported by these institutions are being jeopardized. Therefore, the AAZPA and its members must assume a leadership role in refining and unifying the efforts made to address these issues.

Objective 1: Identify legislative and regulatory priorities and initiatives by January 1991.

Strategy 1: Appropriate staff and association members with knowledge of legislative and regulatory history and challenges should establish priorities.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. At 1990 Annual Conference, Legislative Committee to discuss means of establishing priorities.	Leg. Comm. Chair	9/90	9/90		Government Affairs Officer and committee to assist.
2. Prepare document identifying priorities.	Gov. Aff. Officer	10/90	11/90		
3. Distribute document to board.	Leg. Comm. Chr. & Gov. Aff. Officer		3/91		
4. Distribute document to institutional CEOs for their information.	Gov. Affairs Officer	3/90	1/91		
5. Evaluate both the document and its effectiveness on an annual basis.	Gov. Affairs Officer		Annual Bd. Mtg.		

KEY RESULT AREA IV - DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

Objective 1: Identify legislative and regulatory priorities and initiatives.

Strategy 2: Design and distribute a survey to institutional CEOs that will solicit comments and concerns on institutional positions relative to legislative and regulatory questions.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Formulate and distribute surveys.	Gov. Affairs Officer	7/90	9/90	8/90	
2. Collate survey response and publish results in COMMUNIQUE.	Gov. Affairs Officer	9/90	10/90		Preliminary data to be used for input into priority meeting of 9/23/90.
3. Obtain names of key contact individuals from CEOs (other than CEOs).	Gov. Affairs Officer	3/91	9/91		
4. Evaluate and continue if successful.	Committee & Gov. Affairs Officer		Annual		May use annual Director's meeting as forum.

Objective 2: Reduce institutional reaction time associated with high priority legislative and regulatory issues.

Strategy 1: Develop a decision making process which ensures timely response.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a step-by-step process that will result in timely responses.	Gov. Affairs Officer	8/90	12/90	3/91	
2. Report to Board.	Gov. Affairs Officer	8/90	3/91	3/91	

KEY RESULT AREA IV - DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

Objective 2: Reduce institutional reaction time associated with legislative and regulatory issues.

Strategy 2: Develop a phone/FAX/mailing network.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop phone/FAX/mailing system that is topic-related, fast and efficient.	AAZPA Staff	7/90	9/90	10/90	Better utilization of existing commercial networks. Dependent on zoo & aquarium computerization and willingness to utilize for this function.
2. Make system topic-related.	Gov. Affairs Officer		8/91		
3. Develop a computer billboard.	Gov. Affairs Officer		8/92		

Objective 3: Expand the professional base in order to be more pro-active across a broader range of issues than presently possible.

Strategy 1: Form coalitions with other conservation organizations.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify appropriate organizations.	AAZPA Exec. Dir.	10/90	12/91		AAZPA Board and Executive Director to assist.
2. Select appropriate organizations.	AAZPA Board	12/91	3/92		
3. Identify and assign AAZPA professional members to selected groups and coalitions.	AAZPA President	4/91	9/92		
4. Evaluate the effect of each coalition.	Exec. Dir. & Board		Annual		

KEY RESULT AREA IV - DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

Objective 3: Expand the professional base in order to be more pro-active across a broader range of issues than presently possible.

Strategy 2: Hire an outside firm or legislative specialist who will supplement the Association's professional legislative staff.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify agencies that can be of assistance to us.	Gov. Affairs Officer	10/90	8/91	3/92	
2. When required, develop and distribute requests for proposals from these agencies.	Gov. Affairs Officer	Ongoing			
3. Select appropriate outside assistance for specific topics.	AAZPA Board	Ongoing			Staff to make recommendations.

Objective 4: Increase association member participation in legislative challenges and process.

Strategy 1: Inform institutional members of their respective legislators and on which committee they serve.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a list of legislators and committees on which they serve.	Gov. Affairs Officer	7/90	3/91	3/91	
2. Distribute the list to institutional members.	Gov. Affairs Officer	9/90	10/90	3/91	Link to phone/FAX/mailing system.
3. Distribute governmental guide.	Gov. Affairs Officer		12/91	3/92	
4. Keep list current.	Gov. Affairs Officer		Bi-annual		

KEY RESULT AREA IV - DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

Objective 4: Increase association member participation in legislative challenges and process.

Strategy 2: Formulate a plan for categorizing severities of legislative issues and methods of how to respond to each.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Formulate a plan for identifying and categorizing severities and methods to respond.	Gov. Affairs Officer	7/90	1/92	3/91	
2. Committee to draft plan and present to Board.	Gov. Affairs Officer & Leg. Comm.	8/91	3/91	3/91	
3. Revise plan with membership input and get final Board approval.	Gov. Affairs Officer & Leg. Comm.	3/91	3/92		
4. Distribute final plan to institutional members.	Gov. Affairs Officer	1/92	4/92		
5. Make presentations or conduct workshops explaining plan.	Gov. Affairs Officer	3/92	9/92		

**AAZPA LONG RANGE PLAN 1991-1995
MAJOR FINANCIAL IMPACTS**

	1990	1991	1992	1993	1994	1995
KRA I						
Crisis Management			\$80,000			
Executive Secretary			\$37,500	\$37,500	\$37,500	\$37,500
Business Mgr. & Sec.				\$65,000	\$65,000	\$65,000
Publ. Editor & Sec.				\$62,000	\$62,000	\$62,000
Equipment			\$15,000		\$15,000	
Exec. Office Expansion				\$50,000		
KRA II						
Recognition/Logo			\$40,000			
Major PR				\$400,000		
KRA III						
Conservation Biologist			\$37,500	\$37,500	\$37,500	\$37,500
Assistant Director				\$50,000	\$50,000	\$50,000
Administrative Asst.					\$35,000	\$35,000
Research Coordinator						\$50,000
Disease Seminar/Reintro.			\$40,000			
Conservation Education		\$160,000				
Conserv. Ctr. Expansion						\$750,000
KRA IV						
Legal Fund			\$50,000		\$50,000	
Assistant #1 & Sec.				\$80,000	\$80,000	\$80,000
Staff Atty. & Sec.					\$85,000	\$85,000
Base	\$1,015,470	\$1,286,500	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000
Plus unshaded amounts			\$125,000	\$332,000	\$502,000	\$502,000
Subtotal	\$1,015,470	\$1,286,500	\$1,425,000	\$1,632,000	\$1,802,000	\$1,802,000
Plus shaded amounts		\$160,000	\$175,000	\$450,000	\$15,000	\$750,000
GRAND TOTAL	\$1,015,470	\$1,446,500	\$1,600,000	\$2,082,000	\$1,817,000	\$2,552,000

Notes:

1. Does not include inflationary increases.
2. 1991 Base Budget includes Education and Development Director.
3. Shaded areas represent one-time expenses.
4. Unshaded amounts include increased staff and legal fees.
5. Some items may be funded from Conservation Endowment Fund.



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆

May 4, 1992

OFFICERS

President
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President-Elect
STEPHEN R. WYLIE

Vice President
DENNIS A. MERITT, Jr., Ph.D.

Immediate Past President
DAVID G. ZUCCONI

Executive Director
ROBERT O. WAGNER

TO: Kathryn Roberts, Development Committee Chair
Bruce Read, WCMC Chair
Gail Schneider, Publications Task Force Chair
Catherine Belden, PR Committee Chair
Roy Shea, Government Affairs Committee Chair
Bob Wagner, Executive Director
Linda Boyd, Director/Administration
Kris Vehrs, Director, Government Affairs
Michael Hutchins, Ph.D., Director, Conservation and Science
Karen Asis, Director, Public Affairs
Executive Committee

FROM: Steve H. Taylor, President *STW*

SUBJECT: Updating of Long-range Plan

Linda and I will attempt to update the Long-range Plan by our Board meeting in August.

Please review your section of the Plan (or other sections, if so inclined) and make appropriate changes. I will attempt to edit all changes into one document.

Primarily, I am looking for changes in dates and who is responsible (no names - titles). Also, add dates if some tasks are completed.

Michael and Bruce have already done considerable work, but this needs to be reduced to the format of the Plan. In other words, cross out certain items and add corrections or new items.

Please write on the photocopy of the Plan. If lengthy explanations are needed, write a note on the plan and then attach a narrative.

Please feel free to suggest deletion of items no longer important.

I do not anticipate changing the mission or the KRAs unless there is a strong consensus. Some changes may be acceptable to the objectives and I anticipate many changes in the Action Steps.

Have I left anyone out? Education? Please feel free to talk to anyone who can contribute.

Have all suggested changes to me no later than June 15.

Thank you.

ST/ms

Enclosure



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**AMERICAN ASSOCIATION OF
ZOOLOGICAL PARKS AND
AQUARIUMS**

LONG-RANGE PLAN

1991-1995



ADVISORY COMMITTEE

Charles Hoessle, St. Louis Zoological Park, Chairman

William Conway, New York Zoological Park
Clayton Freiheit, Denver Zoological Gardens
Palmer Krantz, Riverbanks Zoological Park
George Rabb, Chicago Zoological Park
David Zucconi, Tulsa Zoological Park

NUCLEUS PLANNING GROUP

David Zucconi, Tulsa Zoological Park, Chairman
Linda Boyd, AAZPA, Coordinator

William Dennler, Toledo Zoological Gardens
James Doherty, New York Zoological Park
Don Farst, Gladys Porter Zoo
Louis Garibaldi, New York Aquarium
Charles Hoessle, St. Louis Zoological Park
David Jenkins, AAZPA
Palmer Krantz, Riverbanks Zoological Park
Gerald Lentz, Busch Gardens, Tampa
Jeffrey Marlave, Vancouver Public Aquarium
Douglas Myers, San Diego Zoological Society
Bruce Read, St. Louis Zoological Park
Kathryn Roberts, Minnesota Zoological Garden
Gail Schneider, Dreher Park Zoo
Ulysses Seal, CBSG
Steve Taylor, Cleveland Metroparks Zoological Park
Robert Wagner, AAZPA
Stephen Wylie, Oklahoma City Zoological Park

KEY RESULT AREA I - EXPAND AND IMPROVE MEMBERSHIP SERVICES.

(Planning Leader: Steve Taylor)

Preamble: All membership surveys, including the one by Hill and Knowlton, Inc., clearly have indicated that the overwhelming majority of our members place a high value on achievements and established services of the Association; and while the membership supports expanded conservation programs, they do not want these increased programs to distract from membership services.

Therefore, although we see the Association **expanding its conservation and legislative programs** during the implementation of the plan, **it will not do so at the expense of its present and expanded membership services.** The following objectives for membership services are essential to the well-being of our Association.

Objective 1: Report recommendations on AAZPA publications to AAZPA Board by August 1992.

Strategy 1: Examine the costs, feasibility, and quality of existing publications and the need for new publications.

Objective 2: Establish an expanded zoo and aquarium database on computer disk by 1 September 1992.

Strategy 1: Continue to establish and expand the database.

Objective 3: Create development opportunities, including promotions, fund-raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 1: Complete staff and committee assignments.

Strategy 2: Increase income.

Strategy 3: Measure success.

Objective 4: Create a written public relations crisis management plan to address key issues currently impacting on zoos and aquariums, for presentation and/or demonstration at 1992 annual conference.

Strategy 1: Develop plan.

KEY RESULT AREA II - ENHANCE OUR IMAGE AS LEADERS IN ENVIRONMENTAL AND WILDLIFE CONSERVATION.

(Planning Leader: Kathryn Roberts)

Preamble: It is of very high importance that the AAZPA be recognized as a professional organization whose members are committed leaders in environmental and wildlife conservation issues. In order to achieve the recognition we desire, we must first have **an easily identifiable and recognizable name**. We need to **understand our audiences and the issues they regard as important for us to address**. Finally, we must capitalize on our strengths by **developing and carrying out a strong public relations plan**, which is the vehicle to carry our mission.

Objective 1: Develop an easily recognizable identity to improve name recognition by September 1992.

Strategy 1: Contract with professionals for input, concurrence, and development.

Objective 2: Conduct market research to determine our audiences and issues by January 1992.

Strategy 1: Review Hill and Knowlton report and determine methodology.

Strategy 2: Implement, assess, and communicate the results.

Objective 3: Develop a public relations plan based on existing market research to determine our message by September 1993.

Strategy 1: Create a team to develop an Implementation Plan.

Strategy 2: Coordinate PR skills and information within member institutions.

KEY RESULT AREA III - EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

(Planning Leader: Bruce Read)

Preamble: The highest priority of the AAZPA and its member institutions is conservation. Over the next five years, in order to expand and improve conservation programs, we must fully **integrate captive breeding programs** with other global efforts; **expand species survival plans** in both terrestrial and aquatic realms through training and increased efficiency; **encourage research** in support of these programs; **encourage conservation, education, and habitat preservation** at all levels; and finally, **promote internal resource conservation** within all member institutions.

Objective 1: Integrate AAZPA programs with global captive breeding and other conservation programs by 1993.

Strategy 1: Coordinate planning to determine resources, species prioritization, and more efficient means of animal exchanges internationally.

Strategy 2: Increase participation in species restoration programs.

Objective 2: Expand and improve the SSP and other conservation programs, with a target goal of 100 SSP programs by 1995.

Strategy 1: Develop more effective and efficient procedures for SSP and other conservation programs.

Strategy 2: Seek and procure political and financial support for conservation programs.

Strategy 3: Educate and recruit people to manage SSP, studbooks, and Taxon Advisory Groups.

Objective 3: Provide increased scientific support for SSP and other conservation programs.

- Strategy 1: Determine the research priorities for SSP and other conservation programs.
- Strategy 2: Facilitate the development and implementation of research in aquariums and zoos.
- Strategy 3: Encourage the recruitment and training of new scientists, educators, and other staff for zoos and aquariums.
- Strategy 4: Encourage the development of graduate programs in zoo and aquarium conservation biology.

Objective 4: Encourage and expand conservation education activities.

- Strategy 1: Compile and disseminate information on conservation education activities.
- Strategy 2: Enter into national and global conservation education programs.
- Strategy 3: Provide necessary staff and funding.
- Strategy 4: Coordinate efforts of AAZPA institutions in educating the public as to the importance of zoos and aquariums in wildlife conservation and education.

Objective 5: Promote conservation of resources in AAZPA institutions.

- Strategy 1: Obtain and disseminate information on wise resource management.

KEY RESULT AREA IV - DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

(Planning Leader: Steve Wylie)

Preamble: The legislative and regulatory issues facing the Association and its members are increasing in intensity, complexity, and scope. The conservation, education, and research programs supported by these institutions are being jeopardized. Therefore, the AAZPA and its members must assume a leadership role in refining and unifying the efforts made to address these issues.

Objective 1: Identify legislative and regulatory priorities and initiatives by January 1992.

- Strategy 1: Appropriate staff and Association members with knowledge of legislative and regulatory history and challenges should establish priorities.

Strategy 2: Design and distribute a survey to institutional CEOs that will solicit comments and concerns on institutional positions relative to legislative and regulatory questions.

Objective 2: Reduce institutional reaction time associated with high priority legislative and regulatory issues.

Strategy 1: Develop a decision-making process which ensures timely response.

Strategy 2: Develop a phone/FAX/ mailing network.

Objective 3: Expand the professional base in order to be more pro-active across a broader range of issues than presently possible.

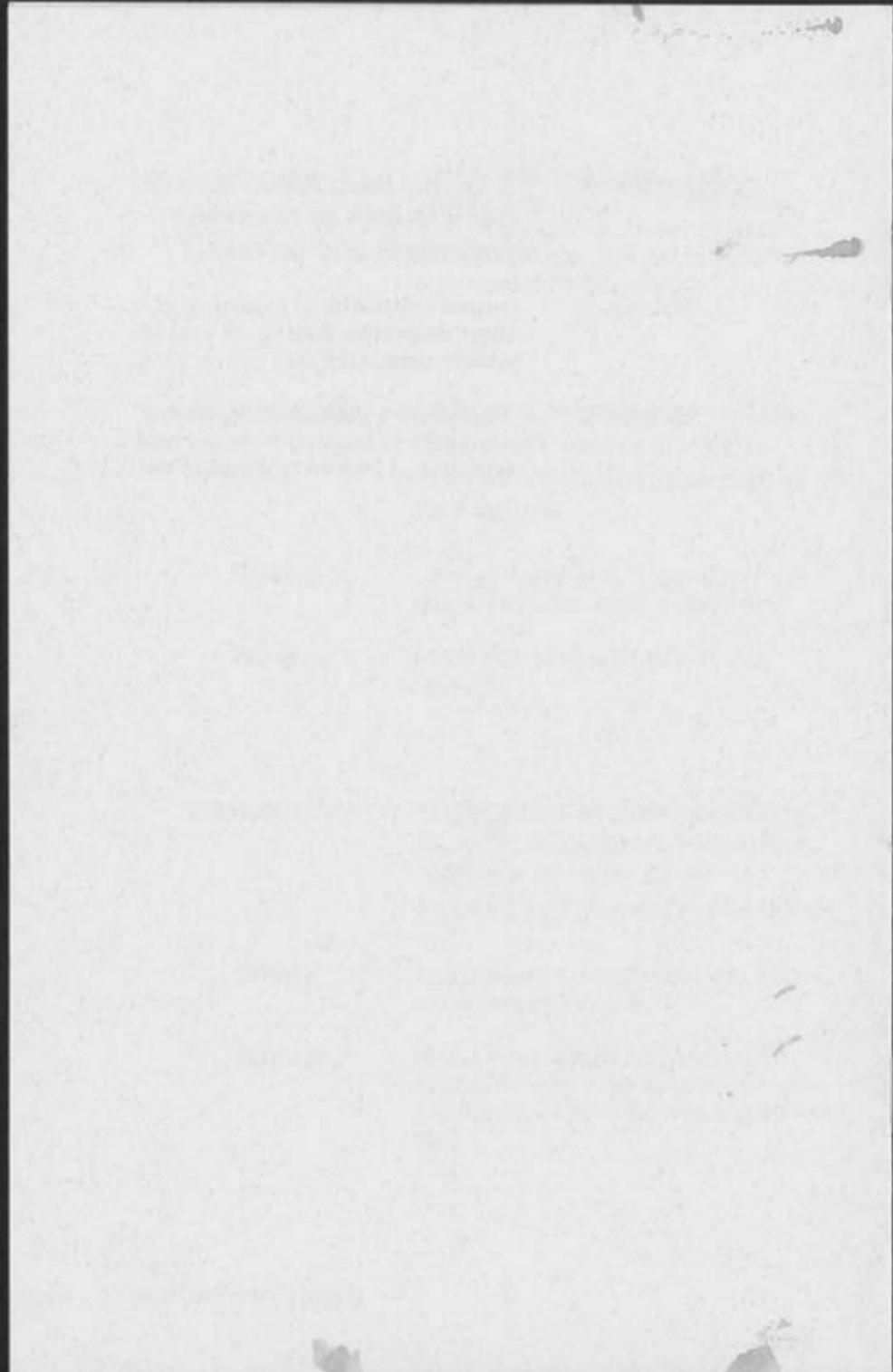
Strategy 1: Form coalitions with other conservation organizations.

Strategy 2: Hire an outside firm or legislative specialist who will supplement the Association's professional legislative staff.

Objective 4: Increase Association member participation in legislative challenges and process.

Strategy 1: Inform institutional members of their respective legislators and on which committee they serve.

Strategy 2: Formulate a plan for categorizing severities of legislative issues and methods of how to respond to each.





American Association of Zoological Parks and Aquariums

DATE: June 28, 1991
REPLY TO: Kathryn R. Roberts, Chair
Long Range Planning Committee
Minnesota Zoo
Apple Valley, MN 55124

TO: President Dave Zucconi

RE: **Long Range Planning Committee Annual Activity Report**

The Long Range Plan which was approved by the Board in March was presented at all Regional meetings. Comments were received and changes made. The revised document is attached.

The committee recommendation is that the Long Range Planning Committee be disbanded and that the board and staff take over responsibility for monitoring progress towards objectives.

I would like to take this opportunity to thank all involved in this project. I think it is a plan about which we can be proud.

Respectfully submitted,

cc: Bill Conway, Board Liaison
Steve Taylor
Bruce Reed
Steve Wylie
Bill Dennler
Dave Jenkins



American Association of Zoological Parks and Aquariums

AAZPA

1991 - 1996 STRATEGIC PLAN

Presented to Board August 1991

Coral Reef/Sharks at the Minnesota Zoo

April 11, 1991

Mr. Steve H. Taylor
AAZPA President-Elect
Cleveland Metroparks Zoo
3900 Brookside Park Drive
Cleveland, OH 44109

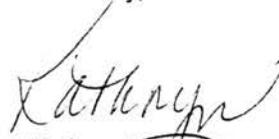
Dear Steve:

This letter serves the dual purpose of advising you of my willingness to serve on AAZPA committees and to serve as my evaluation of committee members on the Long Range Planning Committee.

First of all, regarding my own interest in serving, I certainly hope to continue as Chair of the Long Range Committee, but I would like to resign from the Charter and Bylaws Committee. To be honest, my interest is really not with structural detail. I know it is important and I know there are people that will have far more energy serving on this committee than I do. I would like to see someone who would enjoy the task have the opportunity to serve on this committee.

Regarding the evaluation of the Long Range Plan Committee members, I cannot make many recommendations. As you well know, we decided earlier that a smaller group would work together in formulating the KRA's and seeing the plan through to its completion. Once the plan is formally approved, we would then involve the rest of the members of the committee. I would certainly recommend that the committee members on the attached list be reappointed if they are still interested in serving. I would also recommend that you consider incorporating Bruce Read, who was on the small group, into the LRP group to give some added continuity.

Sincerely,



Kathryn R. Roberts
General Director

KRR/gb

Attachment

LONG-RANGE PLANNING - Conway (Board Liaison)

Kathryn Roberts, Chairman
Stephen Wylie, V-C

Nicholas Brown
William Conway
William Dennler
Susan Engfer
Charles Hoessle
Michael Robinson
Steve Taylor

Advisors

Linda Boyd
Palmer Krantz



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698

(304) 242-2160 Fax: 304-242-2283

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆

5 April 1991

Kathryn Roberts, Ph.D., Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124

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R. GREGORY TARRY

WILLIAM P. BRAKER

WILLIAM G. CONWAY

J. STEPHEN McCUSKER

Dear Kathryn:

Now that we have issued our "call for service," which appeared in the APRIL edition of COMMUNIQUE, I am asking all current chairmen to carefully evaluate the members and advisors on their committees. As the chairman of your committee, you are the best person to advise me of the effectiveness of those serving with you.

Attached is a list of those serving on your committee. All are subject to being replaced if their service has not been productive. As incoming President, I will be appointing approximately one-third of the members of a committee, as well as the chairman and vice-chairman. Please help me to ensure active, capable committees by commenting on all of your members and advisors and noting either "very productive" or "productive" by each name. For those who are only slightly productive or nonproductive, either make comment to that effect or nothing at all. Except for Bob Wagner and your Board Liaison Representative, your comments will be kept in confidence.

Also, I will appreciate your suggestions for potential candidates from our membership, especially those who have either offered service to your committee or who have demonstrated expertise that relates to it.

Please submit your response by 30 May. I hope to begin committee assignments soon after that date and will need your input to make the best selections possible. By virtue of receiving a copy of this letter, I am also asking that your Board Liaison Representative provide me with an evaluation of the committee and its members. Thanks, and I look forward to working with you during the coming year.

Best regards,

Steve
Steve Taylor
AAZPA President-Elect

Copies to: Bob Wagner, AAZPA Executive Director
Board Liaison Representative

Reply to: Cleveland Metroparks Zoological Park, 3900 Brookside Drive
Cleveland, OH 44109

Enclosure

ROW/br

sent to Boyd

Cultural Characteristics of the AAZPA

1. We are dedicated to the preservation of flora and fauna, both in the natural and captive state. We are conservationists by nature.
2. Many of us, (perhaps because of our backgrounds) seem to prefer work with animal related problems and issues rather than people related problems and issues.
3. We do not easily welcome people who have different, or non-animal training. Our language reflects this feeling. We call people who are strong members of the zoo family, but not "animal people" "special interest groups." They are made separate by our language.
4. We act as if we do not value people who work in or issues that affect aquariums.
5. We are cautious about letting new-comers into our ranks. They must prove themselves before they are accepted.
6. We deal with our membership in a caste system. We classify all of our members in levels, assign name tag colors for levels of members, allow differing levels of power to different levels etc.
7. We are passionate and intense about our profession.
8. While we are a group of well-educated, well traveled and knowledgeable about conservation and biology related topics, we are not worldly about issues that we think are unrelated to our profession. We may have some tunnel vision.
9. We are a Good Old Boys organization. There is a relatively small group of people who control a very large group and look out for each other. This group has been generally been together for a relatively long time.
10. Women have not been encouraged or supported in efforts to become part of the leadership of the organization. This posture is considered to be acceptable within AAZPA. It is a group that feels it is OK to treat women differently than men.
11. We are a group that values tradition. Our meetings have repetitive formats, written materials are consistent etc.
12. We value rituals. We like to have award presentations, big banquets and speeches.
13. We don't like to be regulated or governed by others, particularly when it comes to matters we strongly believe in.
14. We are cautious about announcing up to the minute news. Our conference requires that papers be submitted months before presentations. Our news comes through a formal written communique which comes on a monthly basis.
15. We tend not to always be savvy in our approach to issues.
16. We are slow to change.
17. We are not particularly formal. We tend to be casual in our appearance (dress) and manner.
18. We seems not to be particularly religious.
19. We love to gossip.

Cultural Characteristics of the AAZPA

Zoo/Aquarium Specific

1. We are dedicated to the responsible stewardship of flora and fauna, both in the natural and captive state. We are conservationists by nature.
2. Many of us (perhaps because of our backgrounds) seem to prefer work with animal-related problems and issues rather than people-related problems and issues.
3. We do not easily welcome people who have different, or non-animal training. Our language reflects this feeling. We call people who are strong members of the zoo family but not "animal people", "special interest groups." They are made separate by our language.
4. We act as if we do not value people who work in or on issues that affect aquariums.
5. We deal with our membership in a caste system. We classify all of our members in levels, assign name tag colors for levels of members, allow differing levels of power to different levels etc.
6. We tend to perceive the world as split into two groups: Pro conservation/zoological interests and anti conservation/big money-industrial type interests. We tend to forget (and thus forget to communicate with) people who are neither pro or anti, who are either apathetic or ignorant of the problem. These people are voters, consumers, potential zoo goers, parents and even legislators. We tend to "play to" other zoologists instead of these people who are a part of our culture.

General

7. We are cautious about letting new-comers into our ranks. They must prove themselves before they are accepted.
8. We are passionate and intense about our profession.
9. While we are a group of well-educated, well traveled and knowledgeable about conservation and biology related topics, we are not worldly about issues that we think are unrelated to our profession. We may have some tunnel vision.
10. We are a Good Old Boys organization. There is a relatively small group of people who control a very large group and look out for each other. This group has generally been together for a relatively long time. Rather than encouraging a broad participation in committee activities, some individuals sit on several committees which limits opportunities for committee service to fewer individuals.
11. AAZPA does not put forth an affirmative action stance with regard to encouragement and support of women and minorities assuming organizational leadership roles. There are noticeably small numbers of female and/or racial minority individuals in leadership roles. AAZPA has no plans to change.
12. We are a group that values tradition. Our meetings have repetitive formats, written materials are consistent etc.
13. We value rituals. We like to have award presentations, big banquets and speeches.
14. We don't like to be regulated or governed by others, particularly when it comes to matters we strongly believe in.
15. We are cautious about announcing up to the minute news. Our conference requires that papers be submitted months before presentations. Our news comes through a formal written communique which comes on a monthly basis.

16. We tend not to always be savvy in our approach to issues.
17. We are slow to change.
18. We are not particularly formal. We tend to be casual in our appearance (dress) and manner.
19. We love to gossip.
20. We are a congenial and social group; we work hard and play hard; an association of friends. We tend toward workaholism, which comes from dealing with animals that need need care 24 hours a day/7 days a week.

1991/92 AAZPA COMMITTEES

ACCREDITATION
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David Anderson
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Hayes Caldwell
Susan Engfer
Nancy Falasco
Clayton Freiheit
Stephen McCusker

Advisor
Joyce Wolen

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Theodore Reed

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Advisors
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Olav Oftedahl
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Timothy Gunther
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Thomas Foose
Sue Mainka
Ulysses Seal

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George Schaller

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Robert Jenkins
Gerald Lentz
Kenneth Nieland
Ken Redman
Brian Rutledge
William Zeigler

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Warren Thomas
Kris Vehrs

Leg. Manual Advisors
Alan Shoemaker
Kristin Vehrs

Marine Mammal Advisor
Brad Andrews

Advisors
Barbara Heffernan
Frederik Zeehandelaar

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Peter Shannon
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Ulysses Seal
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Cynthia Vernon
Cherle Williams

Docent Advisor
Agnes Spurlock
Advisor
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Jacqueline Hill
Hannah Jennings
Brenda Stringer

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Linda Boyd
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Les Schobert (Permits)
Chris Wemmer (Research)
William Zeigler (Studbooks)

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Bruce Bohmke
Edward Diebold
Jack Grisham
Lawrence Killmar
Jeff Marlave
Robert Reece
Randy Rockwell
Danny Wharton

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George Rabb
Studbook Advisor
Alan Shoemaker
Advisors
Brad Andrews
Karen Asis
Donald Bruning
David Rabb
EPP Representative
Michael Hutchins

PRESIDENTIAL ADVISORS

Brad Andrews, Marine
Mammals
Oliver Claffey, AAZK Liaison
Nathan Flesness, ISIS
Ulysses Seal, CBSG

*Board Liaison



MOVING?

The AAZPA Executive Office has been unable to comply with several requests for replacements of COMMUNIQUE not received due to members' address changes. Therefore, if you are moving, notify us as soon as possible so that COMMUNIQUE service can continue uninterrupted. **Please send your old label and new address, along with any zoological-related employment change, if appropriate.** COMMUNIQUE is mailed Third Class.

***AMERICAN ASSOCIATION OF
ZOOLOGICAL PARKS AND AQUARIUMS***

LONG-RANGE PLAN

1991 - 1995

AAZPA

MISSION & VALUES

MISSION

The mission of the American Association of Zoological Parks and Aquariums is to foster and support excellence in the purposes of zoological parks and aquariums.

VALUES

Cooperation — working with each other to further our professional goals.

Commitment to Community — encouraging excellence in recreational and cultural events and programs which strengthen our institutions' positions in their communities.

Commitment to Conservation — encouraging the coordination of animal management programs, both in captivity and in the wild. Conservation, education and research are integral components of these programs.

Self-Regulating — embracing the Code of Professional Ethics and Accreditation which ensure high professional standards and behaviors.

Advocacy — representing its members' interests in legislative bodies, governmental agencies and others will result in furthering the mission of zoological parks and aquariums.

Information Management and Communication — developing and managing data bases relevant to our mission and the timely distribution of current information to our members.

ACTION PLANS

Key Result Area I Expand and improve membership services.

- Objective 1 Report recommendations on AAZPA publications to AAZPA Board by August 1992.
- Objective 2 Establish an expanded zoo and aquarium data base on computer disk by 1 September 1992.
- Objective 3 Create development opportunities, including promotions, fund raising and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.
- Objective 4 Create a written public relations crisis management plan to address key issues currently impacting on zoos and aquariums, for presentation and/or demonstration at the 1992 conference.

Key Result Area II Enhance our image as leaders in environmental and wildlife conservation.

- Objective 1 Develop an easily recognizable identity to improve name recognition by September 1992.
- Objective 2 Conduct market research to determine our audiences and issues by January 1992.
- Objective 3 Develop a public relations plan based on existing market research to determine our message by September 1993.

Key Result Area III Expand and improve our conservation programs.

- Objective 1 Integrate AAZPA programs with global captive breeding and other conservation programs by 1993.
- Objective 2 Expand and improve SSP and other conservation programs, with a target goal of 100 SSP programs by 1995.
- Objective 3 Provide increased scientific support for SSP and conservation programs.
- Objective 4 Encourage and expand conservation education activities.
- Objective 5 Promote conservation of resources in AAZPA institutions.

Key Result Area IV Develop and enhance an effective legislative plan.

- Objective 1 Identify legislative and regulatory priorities and initiatives by January 1991.
- Objective 2 Reduce institutional reaction time associated with high priority legislative and regulatory issues.
- Objective 3 Expand the professional base in order to be more proactive across a broader range of issues than is presently possible.
- Objective 4 Increase association member participation in legislative challenges and process.

KEY RESULT AREA I — EXPAND AND IMPROVE MEMBERSHIP SERVICES.

(Planning Leader: Steve Taylor)

Preamble: All membership surveys including the one by Hill & Knowlton clearly have indicated that the overwhelming majority of our members place a high value on achievements and established services of the Association and, while the membership supports expanded conservation programs, they do not want these increased programs to distract from membership services.

Therefore, although we see the Association *expanding its conservation and legislative programs* during the implementation of the plan, *it will not do so at the expense of its present and expanded membership services. The following objectives for membership services are essential to the well being of our Association.*

Objective 1: Report recommendations on AAZPA publications to AAZPA Board by August 1992.

Strategy 1: *Examine the costs, feasibility and quality of existing publications and the need for new publications.*

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Assemble a report on existing publications.	Exec. Office Adm. Asst.	7/90	11/90		This would include costs, number printed, comments from membership, funding of publications.
2. Establish a task force.	AAZPA President		8/90		
3. Meeting of Task Force.	Task Force Chair		9/90		
4. Preliminary report to the board.	Task Force	9/90	8/91		Note: Task Force should attempt to obtain expert advice from other professional publications.
5. Final report to board.	Task Force	8/91	8/92		

Objective 2: Establish an expanded zoo and aquarium database on computer disk by 1 September 1992.

Strategy 1: Continue to establish and expand the database.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Put existing data on disk and make available to membership.	Exec. Office Adm. Asst.	7/90	1/91		Information already contained in the 1990 directory.
2. Determine additional data and methodology (software) needed.	AAZPA Dep. Dir.	10/90	8/91		Work with survey experts.
3. Create, mail and tabulate new data surveys in education, PR, research & conservation.	AAZPA Dep. Dir.	9/90	5/91		
4. Incorporate expanded data into existing database.	AAZPA Staff	5/91	8/91		
5. Make expanded data on disk available to membership.	Exec. Office	8/91	9/92		

Objective 3: Create development opportunities, including promotions, fund raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 1: Complete staff and committee assignments.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Activate development task force.	AAZPA President		8/90		
2. Development task force reviews existing policies and determines guidelines for future development initiatives.	Task Force Chair	9/90	8/91		
3. Determine responsibilities of new development position and hire appropriate personnel.	AAZPA Exec. Dir.	10/90	8/91		
4. Appoint Development Committee to act as advisors to Development Officer & board.	AAZPA Pres.	8/91	9/91		
5. Review development policies and report to board.	Development Committee	9/91	9/92		

Objective 3: Create development opportunities, including promotions, fund raising and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 2: Increase income.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop plan of action with financial objectives and targets for all areas of development.	Development Committee	9/91	9/92		Note #1: Estimated AAZPA development income for last 4-5 years is \$700,000.
2. Implement plan.	Development Officer & Committee	9/91	1/95		
3. Make a recommendation to the Board on the concept of creating a development advisory board of corporate /foundation executives.	Development Committee	9/91	9/92		Note #2: This plan would require about \$2.7 million additional plus inflationary to be accomplished completely over the next 5 years.
4. If recommended create a Development Board.	Development Committee	9/92	9/93		

Objective 3: Create development opportunities, including promotions, fund raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 3: Measure success.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Prepare annual breakdown of funds received and anticipated through all areas of development.	Development Officer	8/91	Aug. annual mtg. starting 1992		
2. Survey institutional membership at least biannually to determine the amount of income they have received through AAZPA development.	Development Officer	8/92	8/95		

Objective 4: Create a written public relations crisis management plan to address key issues currently impacting on zoos and aquariums, for presentation and/or demonstration at 1992 annual conference.

Strategy 1: *Develop plan.*

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Initial discussion with Public Relations Committee at 1990 conference.	AAZPA PR Officer		9/91		Note: Four case studies will be presented at 1990 conference as well as a session working with the media.
2. Develop a preliminary plan to present to the board.	PR Comm. Chair	10/90	8/92		Note: Staff will help determine the timeline for this plan.
3. Workshop at annual conference.	PR Dir. & Committee	10/90	9/92		Consult with AAM and other organizations that may have similar plans. A cost/benefit analysis will be done for a crisis management seminar for members.
4. Finalize plan.	PR Dir. & Committee		8/93		Legal counsel (K. Vehrs) should be consulted before plan is finalized.
5. Final plan presented at annual conference.	PR Committee Chair	8/92	9/93		

KEY RESULT AREA II — ENHANCE OUR IMAGE AS LEADERS IN ENVIRONMENTAL AND WILDLIFE CONSERVATION.

(Planning Leader: Kathryn Roberts)

Preamble: It is of very high importance that the AAZPA be recognized as a professional organization whose members are committed leaders in environmental and wildlife conservation issues. In order to achieve the recognition we desire, we must first have *an easily identifiable and recognizable name*. We need to *understand our audiences and the issues they regard as important for us to address*. Finally, we must capitalize on our strengths by *developing and carrying out a strong public relations plan* which is the vehicle to carry our mission.

Objective 1: **Develop an easily recognizable identity to improve name recognition by September 1992.**

Strategy 1: *Contract with professionals for input, concurrence and development.*

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Investigate need for new name and/or log, and if deemed appropriate, ask membership for comments.	PR Committee & PR Dir.	6/91	3/92		
2. Create review team if new name/logo is deemed desirable.	PR Committee	3/92	8/92		
3. Ask members for ideas for new name and/or logo.	PR Committee	3/920	8/92		
4. Research field for appropriate logos.	AAZPA PR Dir.	8/92	3/93		Concurrent with Task 3. Would prefer professional.
5. If appropriate, review member suggestions for new name, make interim recommendation.			8/93		

Objective 2: Conduct market research to determine our audiences and issues by January 1992.

Strategy 1: Review Hill and Knowlton report and determine methodology.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required).
1. Statistical and methodological review of Hill & Knowlton.	LRP Committee	6/90	8/90	8/90	Done
2. Recommend methodology.	LRP Committee	6/90	10/90	10/90	Including new questions and statistical criteria.
3. Approve recommended methodology.	1991 LRP Chair		8/91		Report to board.

Objective 2: Conduct market research to determine our audiences and issues by January 1992.

Strategy 2: Implement, assess and communicate the results.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required).
1. Enlist institutions who can include items in upcoming, planned survey instruments.	LRP Chair		Complete	6/90	St. Louis Zoo, Minnesota Zoo, Busch Gardens, San Diego Zoo (and possible Calgary Zoo and Metro Toronto)
2. Conduct the surveys.		8/90	8/91		Same participants as above.
3. Compilation and analysis of results.		9/910	12/91	12/91	
4. Communicate results through COMMUNIQUE, regional, national and board meetings.	AAZPA PR Committee	1/91	6/91		

Objective 3: Develop a public relations plan based on existing market research to determine our message by September 1992.

Strategy 1: Create a team to develop an Implementation Plan.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify team members to be added to PR Committee if appropriate.	AAZPA President	6/91	8/92		This will be in coordination with PR Officer.
2. Give assignment to Committee.	AAZPA President	8/91	8/91		
3. Assign tasks to committee.	PR Chair & PR Officer	9/91	8/92		
4. Complete development of PR plan which may include a PR campaign.	PR Committee	9/91	8/92		
5. Carry out plan that may include major PR campaign.	PR Officer & Comm.	4/91	Annual review from 8/92		
6. Monitor and evaluate progress and results of the plan.	PR Comm./ PR Officer	8/92	Annually from 8/92		
7. Review and report at all board meetings and through <i>Communique</i> .	PR Comm./ PR Officer	8/92	Beginning 8/92		Perhaps quarterly via self-reporting mechanism.

Objective 3: Develop a public relations plan based on existing market research to determine our message by September 1992.

Strategy 2: Coordinate PR skills and information within member institutions.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify which institutions currently have PR staff capabilities.	AAZPA PR Dir.	10/91	11/91		Probably already knows.
2. Secure willingness to cooperate by sharing instruments, results and ideas.	AAZPA PR Dir. & Comm.	11/91	1/92		
3. Develop mechanisms for sharing information.	AAZPA PR Dir./Comm.	1/92	7/92		
4. Implement ongoing sharing and cooperation.	AAZPA PR Dir.	8/92	Annual update starting 8/92		

KEY RESULT AREA III — EXPAND AND IMPROVE OUR CONSERVATION PROGRAMS.

(Planning Leader: Bruce Read)

Preamble: The highest priority of the AAZPA and its member institutions is conservation. Over the next five years, in order to expand and improve conservation programs, we must fully *integrate captive breeding programs* with other global efforts; *expand species survival plans* in both terrestrial and aquatic realms through training and increased efficiency; *encourage research* in support of these programs; *encourage conservation, education and habitat preservation* at all levels; and finally, *promote internal resource conservation* within all member institutions.

Objective 1: Integrate AAZPA programs with global captive breeding and other conservation programs by 1993.

Strategy 1: *Coordinate planning to determine resources, species prioritization and more efficient means of animal exchanges internationally.*

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop protocols of cooperation with IUCN, SSC, CBSG capabilities.	Conservation Director	8/90	11/90	Completed	IUCN, SSC, CBSG, other specialist groups.
2. Develop a continuing and efficient liaison and communication system with international and regional conservation organizations with similar objectives.	AAZPA President	8/90	Ongoing with annual review from 8/91		ISIS, EEP programs, IUDZG are closest organizations but associations of private holders or fanciers may be important for coverage of several major animal groups.
3. Participate in global heritage programs.	Conservation Director	8/900	Ongoing with annual review from 8/91		SSC directed initiative in cooperation with IUDZG, CBSG prospectively will assemble biological information for program targets.
4. Develop an annual report on AAZPA and members' conservation efforts globally.	Conservation Director	12/90	12/91		
5. Propose a program to appropriate government agencies, congressional committees to facilitate transfer of genetic material between animal populations internationally.	WCMC Chair	1991	1992		AAZV is a natural allied organization. It will require a coordinated effort to plan, and perhaps exertion of the lobbying capacity of AAZPA members to effect.

Objective 1: Integrate AAZPA programs with global captive breeding and other conservation programs by 1993.

Strategy 2: Increase participation in species restoration programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Participate in state-of-the-art workshops on a regional basis.	Conservation Director	1/91	Ongoing with annual review from 8/91		In cooperation with CBSG, government agencies and others.
2. Further development of consortium programs in developing countries.	WCMC & Conservation Director	1/91	Ongoing with annual review from 8/91		Institution representatives from AAZPA member zoos and aquariums will be central to this program. Collaboration with international organizations is essential.
3. Workshop on disease in captive animals and potential effect on reintroductions.	WCMC & Conservation Director	9/91	9/92		

Objective 2: Expand and improve the SSP and other conservation programs, with a target goal of 100 SSP programs by 1995.

Strategy 1: Develop more effective and efficient procedures for SSP and other conservation programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Streamline meeting and travel needs.	Conservation Director	9/90	9/92		
2. Participate in developing user friendly software.	ISIS & Cons. Director	3/91	12/92		
3. Develop a more efficient communication system including publication of research.	WCMC Vice Chair — Research	10/90	12/93		
4. Evaluation of programs.	WCMC	12/90	Annual review from 12/91		

Objective 2: Expand and improve the SSP and other conservation programs with a target goal of 100 SSP programs by 1995.

Strategy 2: Seek and procure political and financial support for conservation programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required).
1. Review policy and goals for CEF Fund.	AAZPA President & Board	8/90	8/91		
2. Prepare project menu for development purposes.	WCMC & Cons. Dir.	10/90	8/91		
3. Seek financial support from conservation programs.	Development Officer	1/910	1/95		At least double current monies available for SSP programs (see KRA I).
4. Develop a process to communicate and facilitate political support at all levels (board, local and national).	AAZPA Staff	1/91	Annual review from 8/91		
5. Move forward on political front to develop increased governmental funding for zoo/aquarium conservation.	Gov. Affairs Officer, Staff & Board	1992	Annual Review		Task Force on "Zoo Act" established in 1991.

Objective 2: Expand and improve the SSP and other conservation programs with a target goal of 100 SSP programs by 1995.

Strategy 3: Educate and recruit people to manage SSP, studbook and Taxon Advisory Groups.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required).
1. Appoint a task force to establish an AAZPA Conservation Academy.	AAZPA President	8/90	8/90	8/90	
2. Establish a pilot program.	WCMC Chair	9/90	3/91	3/91	
3. Establish a self-sustaining program.	AAZPA Board	8/91	3/92		AAZPA Development Officer to help procure grants to partially underwrite the program. (Cost estimate \$25,000 per year — 1991 funds from CEF).

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 1: Determine the research priorities for SSP and conservation programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. The formation of WCMC scientific advisory committee.	WCMC	8/90	9/90		
2. Encourage and assist the WCMC committee in the identification of critical research priorities.	WCMC V.Chr. — Research	1/91	8/91 with annual update		

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 2: Facilitate the development and implementation of research on aquariums and zoos.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a model research advisory committee.	Conservation Director	1/91	12/92		The university community needs a clear understanding of the nature and limits of research in a zoo and aquarium setting.
2. Create a means of recognition for outstanding research.	Chair, Honors & Awards Committee	9/91	9/92		

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 3: Encourage the recruitment and training of new scientists, educators, and other staff for zoos and aquariums.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a national fellowship program wherein Ph.D students are trained in our zoological parks and aquariums while doing their research using the zoological collection while receiving a stipend from the fellowship program.	AAZPA President	1991	1993/90		This program is to recruit scientists, educators early in their development and infuse them into captive zoological community as well as train them to function within AAZPA systems.
2. Advertise advanced positions in other professional journals to bring trained professionals to the zoological profession.	Individual institutions	1991	Ongoing		
3. Determine responsibilities of new development position and hire appropriate personnel.	AAZPA Exec. Dir.	10/90	8/91		

Objective 3: Provide increased scientific support for SSP and conservation programs.

Strategy 4: Encourage the development of graduate programs in zoo and aquarium conservation biology.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a curriculum with 1-3 universities that will meet the academic needs of the schools and practical needs of zoos and aquariums.	AAZPA Office & Education Officer & Comm.	Mid 1991	1993		The AAZPA has not defined what is needed, as educational background and training for an individual to be hired directly out of a scholastic program. This program will give future definition to the application of science within our profession.

Objective 4: Encourage and expand conservation education activities.

Strategy 1: Compile and disseminate information on conservation education activities.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. As part of AAZPA database, determine the scope of existing conservation programs.	AAZPA Deputy Dir.	1/90	9/91		Some data already exists, but much of it is not in an easily analyzable form.
2. Compile an easy access information system on outstanding conservation education programs and publications within our own or related institutions.	Education Coordinator	6/91	7/92		To be updated annually thereafter.
3. Develop a generic, easily-adapted series of aquarium and zoo graphics, video and traveling exhibitions, to demonstrate our role in conservation to the public.	Public Education Committee	6/910	12/93		Initial materials; more to follow on an annual basis.

Objective 4: Encourage and expand conservation education activities.

Strategy 2: Enter into national and global conservation education programs.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Identify appropriate governmental programs and opportunities.	Education Coordinator	3/91	12/91		
2. Identify appropriate potential partnerships.	Education Coordinator	6/91	12/91		
3. Enter into at least one major program each year. (Example: the Rhino Walk and Conservation Day.)	Conservation Center & Education Coordinator	1/910	1/95		

Objective 4: Encourage and expand conservation education activities.

Strategy 3: Provide necessary staff and funding.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Hire AAZPA Education coordinator.	AAZPA Dep. Dir.	1/91	6/91	5/91	
2. Hire AAZPA Grants & Development Officer.	AAZPA Dep. Dir.	1/91	9/91		The education coordinator, working with the Public Education Committee will develop a list of potentially fundable programs.
3. Seek and obtain national funding for conservation programs (government and corporate funding).	Development Officer	3/910	Ongoing with annual review from 12/91		Task Force appointed in 1991 for national Zoo Act.

Objective 4: Encourage and expand conservation education activities.

Strategy 4: Coordinate efforts of AAZPA institutions in educating the public as to the importance of zoos and aquariums in wildlife conservation and education.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Inform PEC and PR Committees of this task.	AAZPA President	8/91	9/91		
2. Committee discussion and plan.	PR & PEC Committees	9/91	3/92		
3. Recommendation and report to the board.	PR & PEC Committees	9/91	3/92		
4. Implementation of project/ program.	PR & PEC Committees	3/92	9/92		

Objective 5: Promote conservation of resources in AAZPA institutions.

Strategy 1: Obtain and disseminate information on wise resource management.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Establish a task force in PEC to collect and communicate information on zoo and aquarium operations.	PEC Chair	3/91	8/91		Important to image and effectiveness in lobbying. Topics to cover include water usage, waste management, material recycling, energy conservation. Data should be in AAZPA database center.
2. Report to board.	PEC Chair	9/91	8/92		
3. Produce resource manual.	PEC Chair & Staff	9/92	3/93		
4. Incorporate task force data into AAZPA database.	AAZPA Dep. Dir.	3/93	8/93		
5. Establish awards for resource accomplishments and innovations.	Task Force & Chr. Honors/Awards Comm.	3/93	8/93		Comparisons with other professional associations desirable. Will involve management and operations personnel in AAZPA institutions who otherwise might not be in the conservation picture.

KEY RESULT AREA IV — DEVELOP AND ENHANCE AN EFFECTIVE LEGISLATIVE PLAN.

(Planning Leader: Steve Wylie)

Preamble: The legislative and regulatory issues facing the Association and its members are increasing in intensity, complexity and scope. The conservation, education and research programs supported by these institutions are being jeopardized. Therefore, the AAZPA and its members must assume a leadership role in refining and unifying the efforts made to address these issues.

Objective 1: Identify legislative and regulatory priorities and initiatives by January 1992.

Strategy 1: *Appropriate staff and association members with knowledge of legislative and regulatory history and challenges should establish priorities.*

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. At 1990 Annual Conference, Legislative Committee to discuss means of establishing priorities.	Leg. Comm. Chair	9/90	9/90		Government Affairs Officer and committee to assist.
2. Prepare document identifying priorities.	Gov. Aff. Officer	10/90	11/90		
3. Distribute document to board.	Leg. Comm. Chr. & Gov. Affairs Officer	10/90	3/91		
4. Distribute document to institutional CEOs for their information.	Gov. Affairs Officer	3/90	1/91		
5. Evaluate both the document and its effectiveness on an annual basis.	Gov. Affairs Officer	9/91	Annual board meeting		

Objective 1: Identify legislative and regulatory priorities and initiatives.

Strategy 2: *Design and distribute a survey to institutional CEOs that will solicit comments and concerns on institutional positions relative to legislative and regulatory questions.*

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Formulate and distribute surveys.	Gov. Affairs Officer	7/90	9/90	8/90	
2. Collate survey response and publish results in <i>Communique</i> .	Gov. Affairs Officer	9/90	10/90		Preliminary data to be used for input into priority meeting of 9/23/90.
3. Obtain names of Key contact individuals from CEOs (other than CEOs).	Gov. Affairs Officer	3/91	9/91		
4. Evaluate and continue if successful.	Committee & Gov. Affairs Off.		Annual		May use annual Director's meeting as forum.

Objective 2: Reduce institutional reaction time associated with high priority legislative and regulatory issues.

Strategy 1: *Develop a decision making process which ensures timely response.*

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop a step-by-step process that will result in timely responses.	Gov. Affairs Officer	8/90	12/90	3/91	
2. Report to board.	Gov. Affairs Officer	8/90	3/91	3/91	

Objective 2: Reduce institutional reaction time associated with legislative and regulatory issues.

Strategy 2: Develop a phone/FAX/mailing network.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Develop phone/FAX/mailing system that is topic-related, fast and efficient.	AAZPA Staff	7/90	9/90	10/90	Better utilization of existing commercial networks.
2. Make system topic-related.	Gov. Affairs Officer		8/91		
3. Develop a computer billboard.	Gov. Affairs Officer		8/92		Dependent on zoo and aquarium computerization and willingness to utilize for this function.

Objective 3: Expand the professional base in order to be more pro-active across a broader range of issues than presently possible.

Strategy 1: Form coalitions with other conservation organizations.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.)
1. Identify appropriate organizations.	AAZPA Exec. Dir.	10/90	12/91		
2. Select appropriate organizations.	AAZPA Board	12/91	3/92		
3. Identify and assign AAZPA professional members to selected groups and coalitions.	AAZPA President	4/91	9/92		AAZPA Board and Executive Director to assist.
4. Evaluate the effect of each coalition.	Exec. Dir. & Board		Annual		

Objective 3: Expand the professional base in order to be more pro-active across a broader range of issues than presently possible.

Strategy 2: Hire an outside firm or legislative specialist who will supplement the Association's professional legislative staff.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required).
1. Identify agencies that can be of assistance to us.	Gov. Affairs Officer	10/90	8/918/90	3/92	
2. When required, develop and distribute requests for proposals from these agencies.	Gov. Affairs Officer	Ongoing			
3. Select appropriate outside assistance for specific topics.	AAZPA Board	Ongoing			Staff to make recommendations.

Objective 4: Increase association member participation in legislative challenges and process.

Strategy 1: Inform institutional members of their respective legislators and on which committee they serve.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required).
1. Develop a list of legislators and committees on which they serve.	Gov. Affairs Officer	7/90	3/91	3/91	
2. Distribute the list to institutional members.	Gov. Affairs Officer	9/90	10/90	3/91	Link to phone/FAX/ mailing system.
3. Distribute governmental guide.	Gov. Affairs Officer		12/91	3/92	
4. Keep list current.	Gov. Affairs Officer		Bi-annual		

Objective 1: Increase association member participation in legislative challenges and process.

Strategy 2: *Formulate a plan for categorizing severities of legislative issues and methods of how to respond to each.*

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Formulate a plan for identifying and categorizing severities and methods to respond.	Gov. Affairs Officer	7/90	1/92	3/91	
2. Committee to draft plan and present to Board.	Gov. Affairs Officer & Leg. Comm.	8/90	3/91	3/91	
3. Revise plan with membership input and get final board approval.	Gov. Affairs Officer & Leg. Comm.	3/91	3/92		
4. Distribute final plan to institutional members.	Gov. Affairs Officer	1/92	4/92		
5. Make presentations of conduct workshops explaining plan.	Gov. Affairs Officer	3/92	9/92		

**AAZPA LONG RANGE PLAN 1991-1995
MAJOR FINANCIAL IMPACTS**

	1990	1991	1992	1993	1994	1995
KRA 1						
Crisis Management			\$80,000			
Executive Secretary			\$37,500	\$37,500	\$37,500	\$37,500
Business Manager & Secretary				\$65,000	\$65,000	\$65,000
Publications Editor & Secretary				\$62,000	\$62,000	\$62,000
Equipment			\$15,000		\$15,000	
Executive Office Expansion				\$50,000		
KRA 2						
Recognition/Logo			\$40,000			
Major PR				\$400,000		
KRA 3						
Conservation Biologist			\$37,500	\$37,500	\$37,500	\$37,500
Assistant Director				\$50,000	\$50,000	\$50,000
Administrative Assistant					\$35,000	\$35,000
Research Coordinator						\$50,000
Disease Seminar/Reintroduction			\$40,000			
Conservation Education		\$160,000				
Conservation Center Expansion						\$750,000
KRA 4						
Legal Fund			\$50,000		\$50,000	
Assistant #1 & Secretary				\$80,000	\$80,000	\$80,000
Staff Attorney & Secretary					\$85,000	\$85,000
Base	\$1,015,470	\$1,286,500	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000
Plus unshaded amounts			\$125,000	\$332,000	\$502,000	\$502,000
Subtotal	\$1,015,470	\$1,286,500	\$1,425,000	\$1,632,000	\$1,802,000	\$1,802,000
Plus shaded amounts		\$160,000	\$175,000	\$450,000	\$15,000	\$750,000
GRAND TOTAL	\$1,015,470	\$1,446,500	\$1,600,000	\$2,082,000	\$1,817,000	\$2,552,000

Notes:

1. Does not include inflationary increases
2. 1991 Base Budget includes Education and Development Director.
3. Shaded areas represent one-time expenses.
4. Unshaded amounts include increased staff and legal fees.
5. Some items may be funded from Conservation Endowment Fund.



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆

7 June 1991

MEMO TO: AAZPA COMMITTEE CHAIRMEN, ADVISORS, ASIS, HUTCHINS, JENKINS
ROBBINS, and VEHRIS

OFFICERS

President
DAVID G. ZUCCONI

President-Elect
STEVE H. TAYLOR

Vice President
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Immediate Past President
CHARLES H. HOESSLE

Executive Director
ROBERT O. WAGNER

FROM: ROBERT WAGNER, EXECUTIVE DIRECTOR *R. Wagner.*

SUBJECT: ANNUAL ACTIVITY REPORTS

President David Zucconi has requested that I inform you the annual activity reports are due in the Wheeling Executive Office no later than 5 July. Please submit the original and 22 copies. It would be helpful if you had your report typed single spaced, copied on both sides where possible, and paper clipped rather than stapled. Do not mail copies to Board members. However, please send a copy of the report to your Board liaison and those serving on your committee.

Please conclude your report by making any specific requests or recommendations to the Board. I will finalize the 1992 general operating budget on 8 July and must have any requests for AAZPA financial assistance by 5 July. Formal Board action directs that financial requests received after that date will not be considered. President Zucconi does not plan to conduct a Board meeting in San Diego. Therefore, it is imperative that we receive your reports in a timely fashion so that we can provide them to the Board.

The Board meetings will be held at The Nature Place in Florissant, Colorado, from 4-6 August. If you feel it is necessary for you to personally address the Board, please contact President Zucconi immediately so that he can arrange for your accommodations at The Nature Place.

On behalf of President Zucconi, the Board of Directors, and our membership, I take this opportunity to thank you for your dedicated service to the Association.

DIRECTORS

TED A. BEATTIE

DENNIS A. MERITT, JR., Ph.D.

CHRISTEN M. WEMMER, Ph.D.

CLAUDIA E. COLLIER

ROY A. SHEA

R. GREGORY TARRY

WILLIAM P. BRAKER

WILLIAM G. CONWAY

J. STEPHEN McCUSKER

ROW/ljb

Copies to: AAZPA Board of Directors



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆

2 July 1991

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Ms. Ginny Bender
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124-8199

Dear Ginny:

Per your letter of 28 June, it would be helpful for us to have the long-range (strategic) plan on a disk for future changes and updates.

We utilize Word Perfect 5.1, MultiMate II, and Lotus 1-2-3, version 2.2 with Allways. It would be preferred if you could provide us with 5¼-inch floppy disks in MultiMate and Lotus 1-2-3.

Thank you for your assistance in this matter.

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All best,

AMERICAN ASSOCIATION OF
ZOOLOGICAL PARKS AND AQUARIUMS

Linda J. Boyd
Administrative Assistant

/ljb

Copies to: Steve Taylor
David Zucconi

**Coral Reef/ Sharks
at the
Minnesota Zoo**



June 17, 1991

Steve Taylor, Director
Cleveland Metroparks Zoological Park
3900 Brookside Park Drive
Cleveland, OH 44109

Dear Steve:

Attached is a copy of the Long Range Plan with revisions you requested. If we missed something here, let me know as soon as possible.

I assume the next step is to make the 22 double-sided copies for the Executive Office, the board liaison and our abbreviated committee. (Should I send a copy of your revisions to the committee people as a courtesy since it has changed from what they last saw?)

Should my report to the board which accompanies the plan state that the committee will be disbanded next year? Can I assume that the actual completion dates for the action plan will be monitored by AAZPA Staff? Is the plan to print the entire document for all AAZPA members after the Board approves it in early August? If so, need I submit a request for printing costs, or will this be a function of the Executive Office?

Let me know how I should proceed.

Sincerely,

Kathryn R. Roberts
General Director

KRR/gb

Enc.

VANCOUVER PUBLIC AQUARIUM

In Stanley Park, P.O. Box 3232, Vancouver, B.C., Canada V6B 3X8, (604) 685-3364, Fax (604) 631-2529

October 15, 1990

Dr. Kathryn Roberts, Director
Minnesota Zoological Garden
Apple Valley, Minnesota 55124

Dear Kathryn:

Enclosed is a copy of a letter to Barbara Birney of the Brookfield Zoo. I decided on the spot while listening to her in Indianapolis that she really should be solicited for input on the survey questions.

If you have any possibility for incorporating these questions in your own institution's survey, please carry forward. I doubt whether there will be too much change. The Metro Toronto survey may have gone ahead with the first question (HK #5) in open-ended format. Will pursue Toronto and St. Louis for results. Gerry Lentz gave me a name to contact directly at Busch Gardens.

Sincerely,


Jeff Marliave

enclosures (2)



VANCOUVER PUBLIC AQUARIUM

In Stanley Park, P.O. Box 3232, Vancouver, B.C., Canada V6B 3X8, (604) 685-3364, Fax (604) 631-2529

October 12, 1990

Dr. Barbara Birney
Education Research
Chicago Zoological Park
3300 Golf Road
Brooksfield, IL 60513
U.S.A.

Dear Dr. Birney:

I was duly impressed with your presentation at the Indianapolis AAZPA meeting and felt chagrined about my qualifications for a task I had accepted on behalf of the AAZPA Nucleus Planning Group (NPG). I told George Rabb that it appeared obvious that you could easily give quick, expert advice on the suggestions I have developed, before I passed them on. George felt you "would be delighted to help" and I hope this delightful request will not prove too great a nuisance.

In the NPG which George and I have been working for, one key response area concerned our conservation image. One action plan objective involved market research to determine our audience and issues, specifically to review certain Hill and Knowlton (1987) survey questions, along the lines of the 1988 AAZPA P.R. plan. I agreed to conduct a statistical and methodological review of these questions, then recommend methodology for repeating these selected questions in surveys by member institutions.

Briefly, I never procured raw data for analysis, so had little to offer regarding any review. Thus far, Metro Toronto and St. Louis have undertaken to incorporate the enclosed questions in their own surveys. One obvious problem with Q5 is that the original wording is open-ended, so I am recommending a switch to multiple-choice, as appended to the enclosed original questions. The only other problem is with Q29, for which the 1988 committee targeted a goal of a 10% improvement in the approval rating for AAZPA.

It is hard to say without raw data, but an arbitrary goal of 10% increase where the entire range (61-83%) was 22% may be unreasonable, since 10% would put AAZPA at the top of the range, even with SPCA. SPCA enjoyed

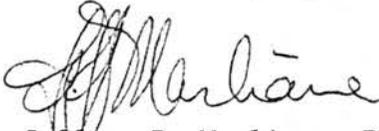
.....2



an outlier score on recognition, which may correlate with approval. In any case, I suggested that data variance might be maximized by appending Animal Liberation Front to the end of the list, and I am guessing that 3-5% increase in mean approval of AAZPA would likely be significant. Your comments on this question (summary data appended) would be particularly helpful.

Any suggestions would be greatly appreciated. If you prefer the phone, my direct number is (604) 631-2526. I am already overdue on submitting these revisions, but will await your response since actual undertaking of market surveys is proving to be quite spread out.

Yours sincerely,



Jeffrey B. Marliave, Ph.D.
Resident Scientist

c.c. Kathryn Roberts

encls.

JBM/jfs

Revised Hill & Knowlton Survey Questions
(for inclusion in AAZPA member institution surveys)

A (HK Q5). In your opinion, which of the following is the most important purpose for zoos and aquariums these days?

1. education
2. entertainment
3. conservation
4. other
5. don't know/no answer

B (HK Q6). As far as you know, do the zoos and aquariums have educational programs to teach local students about animals, or is that something they leave up to the schools?

1. have education programs
2. leave up to schools
3. don't know/no answer

C (HK Q7). As far as you know, are the zoos and aquariums involved in programs to save animals from extinction, or is that something they leave for other organizations?

1. have programs
2. leave to others
3. don't know/no answer

D. (HK Q8a). Have you heard or read anything about zoos or aquariums trying to save animals from extinction or helping endangered species?

1. have heard or read
2. have not
3. don't know/no answer

E (HK Q29). Think of a thermometer on which zero means you feel very **un**supportive and cold toward something, and 10 means you feel very supportive and warm toward it. As I read this list of organizations, please tell me if you have ever heard of each one, and if you have, where would you put your feelings on the thermometer, zero to ten.

1. Society for Prevention of Cruelty to Animals
2. National Wildlife Federation
3. World Wildlife Fund
4. Cousteau Society
5. American Association of Zoological Parks and Aquariums
6. Audubon Society
7. Nature Conservancy
8. Greenpeace
9. Sierra Club
10. Animal Liberation Front.