



Smithsonian  
*National Zoological Park*

2013-2018  
OUR PLAN  
TO SAVE SPECIES

NOVEMBER 24, 2012

REVISIONS AS OF 18 JUNE 2013

## OUR MISSION (WHY WE EXIST)

We provide engaging experiences with animals and create and share knowledge to save wildlife and habitats

## OUR VISION (WHAT WE HOPE TO ACHIEVE)

WE SAVE SPECIES FROM EXTINCTION

## OUR VALUE PROPOSITION (WHAT ARE WE UNIQUELY POSITIONED TO DO)

### KEY AUDIENCES

#### Metro D.C. Area

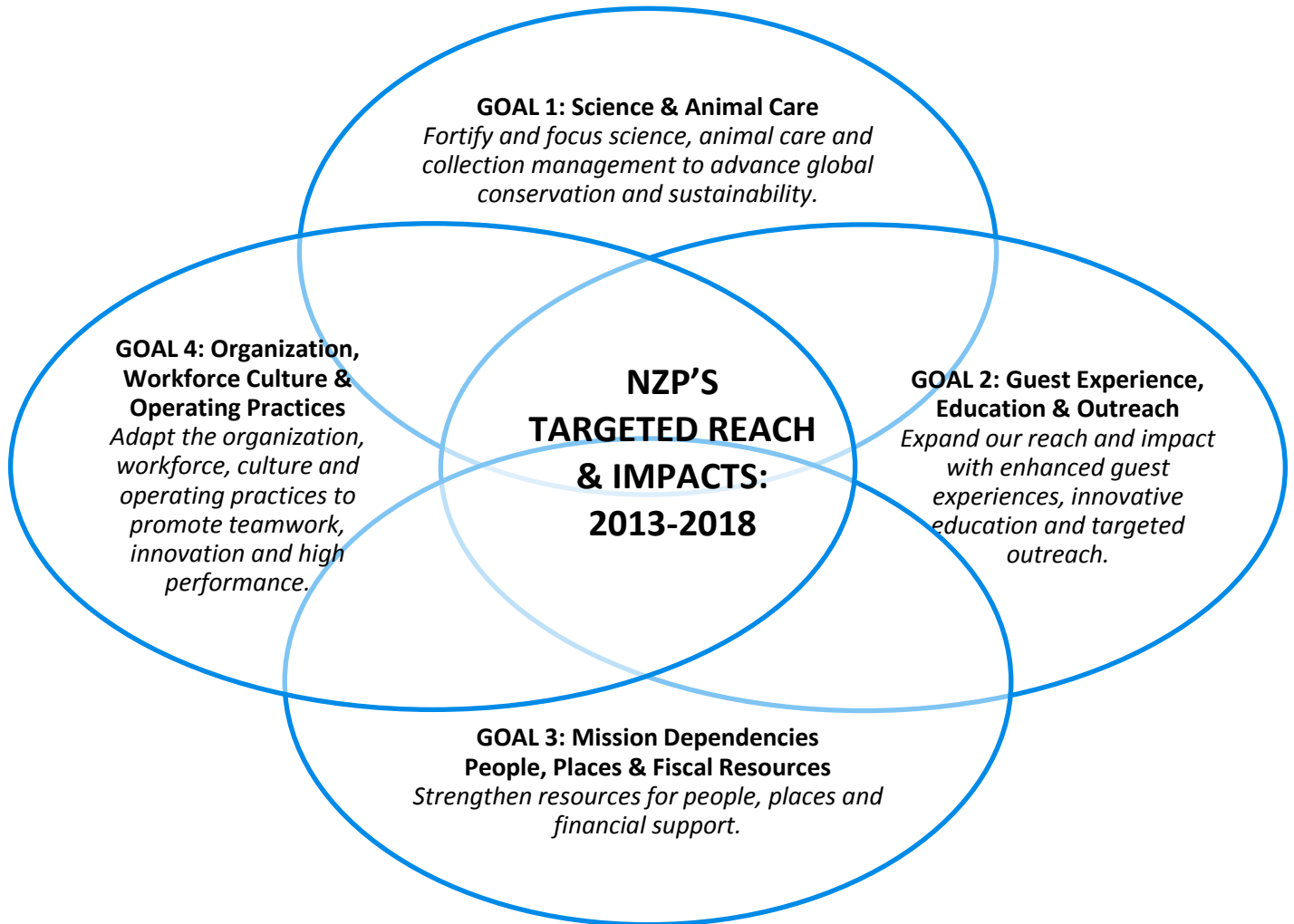
- Families
- Learners PreK-12

#### Nationally & Globally

- Visitors
- Conservation Practitioners
- Future generations of professionals
- U.S. and international policymakers
- Federal and State agencies

- Trusted Smithsonian brand and location influence*** – The Smithsonian brand as well as our technical expertise and location in the nation’s capital position us to influence the nation’s citizens and decision-makers to increase focus on the need for conservation and stewardship of wildlife and their habitats.
- Smithsonian depth and diversity of scientific assets*** – We have the capacity to access and provide a wealth of scientific research, collections and professional expertise across the entire Smithsonian Institution to understand and sustain a bio-diverse planet.
- Free, national asset and local attraction*** – Because we don’t charge admission fees and because we are both a national asset and local attraction with significant land holdings, infrastructure and base of Federal support, we provide unparalleled access to a huge, diverse constituency.
- Training successive generations*** We and our academic partners have a long history and strong capability for training the next generation of conservation biology and animal care undergraduate and graduate students as well as practicing professionals.
- Federal partnerships*** – Because of our status as a Trust instrumentality of the United States, we have unique opportunities to work with other federal agencies and leverage a broad array of Federal assets.
- International access*** – Because of our status as a Trust instrumentality of the United States, we have unique opportunities to work with other governments and leverage other international Federal assets.

## OUR 5-YEAR STRATEGIC ROADMAP GOALS



## 1.0 SCIENCE & ANIMAL CARE

**Fortify and focus science, animal care and collection management to advance global conservation and sustainability.**

### ADVANCE SCIENTIFIC RESEARCH IN CONSERVATION BIOLOGY

- 1.1 Increase scientific output for professional and lay audiences:
  - 1.1.1 Increase publications in “high impact” professional journals by 2% annually;
  - 1.1.1 Increase publications and presentations for lay audiences.
  
- 1.2 Sustain NZP as a global leader in scientific discovery and applied conservation research:
  - 1.2.1 **Wildlife Health and Emerging Diseases:** Establish an integrated Smithsonian Conservation Medicine Program that conducts innovative disease research and health monitoring for select species, and complete basic research on the ecology and impacts of emerging wildlife diseases;
  - 1.2.2 **Animal Movement and Migratory Connectivity:** Understand annual patterns of long-distance animal movements to develop and implement biologically meaningful conservation actions for highly-mobile species;
  - 1.2.3 **Biodiversity Genomics, Forensics & Evolutionary Genetics:** Develop and apply new genetic tools to address key research questions to secure information critical to the conservation, protection, and survival of wildlife populations;
  - 1.2.4 **Reproduction, Husbandry, and Welfare:** Conduct basic and applied research in reproduction, behavior, nutrition, husbandry, and animal care to ensure the health, well-being, and sustainability of wildlife species;
  - 1.2.5 **Endangered Species Conservation and Reintroduction:** Identify and ameliorate factors that limit wild populations or adversely affect translocation and/ or reintroduction success;
  - 1.2.6 **Biodiversity Monitoring and Assessment:** Establish monitoring and assessment programs in order to evaluate and identify land use, agroforestry, and development practices that sustain biodiversity;
  - 1.2.7 **Climate and Carbon Science:** Investigate the impacts of climate change and carbon science on forest health and invasive species.

### IMPROVE COLLECTIONS MANAGEMENT

- 1.3 Develop innovative and sustainable models for international animal loans and transfers that are directly tied to tangible, measurable in-situ conservation outcomes.
- 1.4 Implement the Zoological Information Management System (ZIMS) and NZP’s CARES system to improve record-keeping and data analyses.
- 1.5 Increase the effectiveness, speed, and transparency of decision-making processes in animal welfare, animal care, and collections management.
- 1.6 Manage NZP collections to provide increased diversity and numbers to support scientific, exhibit, and outreach objectives.
- 1.7 Prepare written policy for management of NZP living collections that meets the requirements of Smithsonian Directive 600, Collections Management Policy.
- 1.8 Create infrastructure, policies, and processes for improved management and curation of NZP’s non-living, biological collections focused on the milk, pathology, and gamete collections.

## **INCREASE PARTICIPATION IN NATIONAL AND GLOBAL CONSERVATION**

- 1.9 Increase collaboration with outside organizations on grants, research, and other conservation initiatives as appropriate.
- 1.10 Direct SI Conservation Council and expand Pan-Smithsonian partnerships in conservation biology.
- 1.11 Establish and maintain leadership positions within professional conservation organizations, including AZA, WAZA, and selected species and habitat focused organizations.
- 1.12 Increase the number and scope of national and international partnerships with government agencies and conservation organizations as necessary to support research and conservation missions.

## 2.0 GUEST EXPERIENCE, EDUCATION & STRATEGIC COMMUNICATIONS

**Expand our reach and impact with enhanced guest experiences, innovative education and strategic communications.**

### EXPANDED REACH: GROWTH

- 2.1 Grow attendance at Rock Creek by 5% Combined Annual Growth Rate (CAGR) from a 2.2 million base in FY 2012:
  - 2.1.1 Leverage changes in collection, including new acquisitions and births/hatchings, to provide a continued reason for visitors to return onsite or virtually;
  - 2.1.2 Increase percent of metropolitan area that understands that NZP is free and part of Smithsonian as measured in the Annual OP&S A&U Survey.
- 2.2 Create and implement a 5-year engagement growth plan for Front Royal visitation with a target of doubling annual visitation over 5 years.

### VISITOR EXPERIENCE

- 2.3 Meet or exceed visitor expectations in line with our mission, value proposition and positioning statement as measured by increasing Net Promoter Score in the Annual Morey Visitor Survey:
  - 2.3.1 Increase and enhance effectiveness of animal demonstrations and engagement opportunities between visitors, NZP personnel and animals by 10% over the plan period;
  - 2.3.2 Renew underused exhibit space by supplementing with active, visible animals;
  - 2.3.3 Expand close encounters with animals (eg., Meet a Kiwi).
- 2.4 Enhance visitor experience through multi-species exhibits, staff interactions and animal demonstrations.
- 2.5 Leverage the Strategic Master Plan in the development of new exhibits and infrastructure.
- 2.6 Develop an integrated public engagement plan and implement for all new exhibits, programs and upgrades.

### INFORMAL EDUCATION

- 2.4 Formalize and strengthen Zoo-wide public programs to align with SI and NZP's mission, value propositions, and vision:
  - 2.4.1 Ensure first impressions and signs convey appropriate conservation messaging;
  - 2.4.2 Create consistent visitor messages across educational platforms of exhibit interpretation, keeper demos, volunteer docents, web programming, and within concessions activities;
  - 2.4.3 Pilot and implement innovative ways to encourage conservation behavior among our audiences;
  - 2.4.4 Expand collaborative projects with other SI units, Federal, AZA and NGO partners.

## **SMITHSONIAN-MASON SCHOOL OF CONSERVATION (SMSC)**

- 2.5 Continue to train and develop the next generation of conservation biologists:
  - 2.5.1 Grow average annual Undergraduate enrollment to 55 students per semester by 2018;
  - 2.5.2 Grow graduate/professional enrollment in on-campus programs by 2018.

## **STRATEGIC COMMUNICATIONS**

- 2.6 Leverage traditional media, new media, technology and other strategic communication tools to enhance NZP/SCBI reputation; increase local, national, international awareness of and engagement in NZP programs and science; promote physical and virtual visitation; manage crisis communications; and generate increased revenue:
  - 2.6.1 Increase visibility of the NZP/SCBI as a part of the trusted Smithsonian brand and visibility, breadth or reach and understanding of SCBI programs and research as measured by the Annual OP&S A&U Survey;
  - 2.6.2 Grow social media audiences by 5% and using industry best practices, measure and evaluate engagement;
  - 2.6.3 Redesign the NZP website to incorporate a responsive design, a new content management system to reflect the full suite of assets of the National Zoo/SCBI/FONZ.

## **FORMAL EDUCATIONAL PROGRAMMING**

- 2.7 Grow volunteer hours for mission-critical programs by 5% annually from FY 2012 base of 66,288 hours to 88,833 hours:
- 2.8 Expand and formalize internship programs:
  - 2.8.1 Harmonize/Integrate NZP/SCBI internship program into Smithsonian internship program;
  - 2.8.2 Increase the number of fellows by 20% over 5 years.

### 3.0 MISSION DEPENDENCIES: PEOPLE, PLACES & FISCAL RESOURCES

**Strengthen core foundations of people, places, and fiscal resources for mission success.**

#### PEOPLE

- 3.1 Ensure hiring decisions and personnel growth opportunities are aligned with the Strategic Plan goals.
- 3.2 Apply creative staffing practices to fill critical strategic functions, including use of interns, residents, job-share programs, part-time workers and contract workers, while growing skills and capabilities of key Federal and Trust staff.
- 3.3 Ensure NZP remains competitive within the Smithsonian and AZA Zoo Community on salaries, job satisfaction, and training.

#### PLACES

- 3.4 Improve infrastructure and facilities to respond to current and emerging guest and program needs and priorities:
  - 3.4.1 Solidify programming, milestones, and schedule on the Bird House Renovation;
  - 3.4.2 Achieve planning, funding strategy, approvals, and construction strategy on the new Central Parking Facility;
  - 3.4.3 Achieve planning, funding strategy, approvals, and construction strategy on the Front Royal Slate Hill Conservation Area;
  - 3.4.4 Identify and renew underused exhibit and other visitor-amenity areas;
  - 3.4.5 Ensure all exhibit change opportunities align with 2012 Strategic Master Plan and animal collection plans.
- 3.5 Achieve budget, schedule, and programmatic goals for all infrastructure projects:
  - 3.5.1 Publish an annual calendar of Master Plan priorities, key dates and key players during July of each year for the following year.

#### FISCAL RESOURCES

- 3.6 Maintain or grow NZP direct appropriation focusing on Animal Welfare and Safety issues.
- 3.7 Maintain or grow levels of funding for SI support organizations including OPS and OFEO.
- 3.8 Grow by 10% CAGR (using FY12 as the base year) total earned revenue from visitor concessions (including food service, retail and parking operations, visitor amenities such as the Conservation Carousel, and onsite catered events).
- 3.9 Grow grants by 5% CAGR using FY12 as the base year.
- 3.10 Achieve philanthropy goals as articulated in the Capital Campaign.
- 3.11 Develop standardized monthly, quarterly and annual operating and financial reports, including the creation of a monthly and quarterly operating/financial dashboard for both NZP management and ZAB use by the beginning of FY 2014.
- 3.12 Retire outstanding debt as of October 1, 2012 by 2018, restoring and contributing to NZP's unrestricted endowment.



FY2013-2018 Financial INCOME Targets (In millions)					
	FY2013	FY2014	FY2015	FY2016	FY2017
<b>Visits (millions)</b>	<b>2.3</b>	<b>2.4</b>	<b>2.5</b>	<b>2.7</b>	<b>2.8</b>
<b>NZP Direct Appropriation</b>	\$23.3	\$24.0	\$24.9	\$25.1	\$25.3
<b>SI Federal Contributions</b>	\$17.4	17.6	17.7	17.9	18.1
<b>Rock Creek earned income</b>	\$4.2	4.6	5.1	5.6	6.1
<b>Philanthropy</b>					
<b>Program</b>	\$1.0	1.0	1.5	1.5	2.0
<b>Capital</b>	\$4.0	5.0	8.0	8.0	10.0
<b>Endowment</b>	-	4.5	3.0	4.0	8.5
<b>UR</b>	\$0.1	0.2	0.2	0.3	0.5
<b>Philanthropy TOTAL</b>	\$5.1	10.7	12.7	13.8	21.0
<b>Grants</b>	\$6.0	\$6.3	\$6.6	\$7.0	\$7.3
<b>TOTAL</b>	<b>\$56.0</b>	<b>\$63.1</b>	<b>\$67.0</b>	<b>\$69.4</b>	<b>\$77.9</b>

## 4. ORGANIZATION, WORKFORCE CULTURE & OPERATING PRACTICES

**Adapt the organization, workforce, culture and operating practices to promote teamwork, innovation and high performance.**

### ACCREDITATION

4.1 Meet or exceed AZA accreditation standards across the organization.

### DEVELOP STRONG PARTNERSHIPS WITH ONSITE ORGANIZATIONS

4.2 Implement a new ten-year partnership model delineating FONZ and NZP roles and responsibilities.

4.3 Strengthen working relationship with OFEO to smoothly execute projects and ensure work is aligned with priorities.

4.4 Strengthen working relationships with OPS.

### SUSTAINABILITY

4.5 Align facilities operations with conservation mission through sustainable practices:

4.5.1 Despite growth of visitation and collection, reduce or slow the growth in energy and water use;

4.5.2 Maintain active and involved Green Team that includes representatives from all NZP departments;

4.5.3 Increase production of native warm season grasses as food sources for various NZP species at Front Royal.

### SAFETY/SECURITY

4.6 Ensure periods of high visitation and public events are safe and free of security incidents.

4.7 Improve Staff Safety with the help of an engaged safety committee.

4.8 Improve visitor safety, by identifying, evaluating and addressing areas of highest risk.

### DIVERSITY

4.9 Recognize and celebrate diversity within the zoo community. Foster and leverage Smithsonian initiatives such as the YES! Program, Project Search, and the Office of Fellowships and Internships to increase diversity at NZP and in AZA.

### INVESTING IN PEOPLE

4.10 Ensure all eligible staff has access to existing Smithsonian training and development opportunities as well as AZA and other development opportunities such as the San Diego Academy.