

Strategic plan analysis



**ASSIGN
BUSTER**

While the animals are without a doubt the main attraction of the park, there is also a special point of interest for the history buff. Located by the parks entrance/exit gate are the Brown's Water Corn and Grist Mill. Built by Jeremiah Brown in 1734, the rustic structure is a novel glimpse into the past and was placed on the National Register of Historic Places in 1987. The zoo re-opened its gates on October twenty-third 2010, under new ownership and management. The management team and numerous volunteers have worked tirelessly to repair and correct all violations cited in the USDA report and has begun the healing process.

This strategic plan describes Plumpest Park Zoo's aspirations and will serve as a road map for achieving them; providing a framework for advancing the vision and mission through tactical decisions and setting strategic priorities. Strategic Planning Context During our strategic planning process, we solicited input over a 30 day period from a variety of stakeholders, including the owners, volunteers, individual donors, marketing staff and the community. Our Vision: Inspiring passion for nature and conserving wildlife for future generations.

Our Mission: The mission of the Plumpest Park Zoo is dedicated to roving an enjoyable family experience which fosters understanding, respect, and appreciation for wildlife; focusing on the conservation of animals and their habitats, through research, recreation, animal management and educational programs that encourage support and enrich the experience of the public. Everyone's favorite giraffe, " Jimmie", is out to say hi to the crowd. Core Values – Our core values are critical to our success and are the foundation of our organization.

They influence our vision of the future and guide our daily decisions, actions, and behaviors. They reflect what is most vital to us as an organization, and they establish a common understanding of what we expect from each other. We live by them. These are not values that change from time to time, situation to situation, or from person to person. They are the reinforcement of our organization's culture. Our strategic vision, compelling mission, and shared values are why people are proud of and want to be a part of what we do.

By maintaining these core values, we preserve and reinforce what we believe in, what makes us unique, and what makes us successful in achieving our important conservation session. Stewardship – We take personal responsibility for all resources we use and all animals in our care. Integrity – We are fair, reliable, honest and sincere. We are trustworthy and value the trust of our community. Honor – We strive for excellence in everything we do. We treat our animals, the public, staff and volunteers with respect. We conduct ourselves with integrity.

Engage – We connect people with animals and create defining moments to inspire everyone to value, respect and care for the natural world. Serve – We provide exceptional service to our animals, our guests and en another. We are a trusted resource for our community and provide services and programs that make meaningful contributions to one's daily life. Jimmie is out exploring his brand new fence, compliments of a crew of dedicated volunteers. From 5, 205 in 1996. One in four mammals, one in eight birds, and one in three amphibians face a high risk of extinction in the near future. 7? International union for Conservation of Nature, 2007. The total number of

threatened animal species is 8, 462, up Strategic Analysis: The Plumpest Park Zoo is a private company categorized under Botanical and Zoological Gardens and located in Rising Sun, Maryland. The zoo has been open since 1986. The company has an annual revenue of approximately \$500, 000.

Internal factors that directly affect the operations of the zoo include adequate staffing, facilities available and financial stability. External factors that impact the zoo include economic conditions, weather conditions, school holidays, competitors and the population.

Internal Factors: The zoo's facilities are declining and after numerous USDA violations cited earlier this year the zoo has made a complete turnaround. Staffing, facilities and financial stability are at the heart of what we do. Renovations, space utilization, habitat enhancements, enrichment, creation of new exhibits or environments are all currently underway. Additionally, coeducation, Tuning Ana sustainability are Important considerations In ten implementation of our strategic priorities. Staffing Currently the zoo employs four full time and four part-time employees.

Others contribute countless hours without pay; these are the volunteers. The Plumpest Park Zoo has a long history of providing meaningful opportunities through volunteer service. Zoo volunteers are families, adults, youth and students, seniors, corporate and community groups, and more people Just like you! Every year, many volunteers donate countless hours of time and effort to fulfill the Zoos mission of education, conservation, and recreation. Volunteers help with everything “ Zoo,” from education and special events to horticulture and animal care.

The Zoo offers volunteer positions for people with all types of schedules and interests. The Plumpest Park Zoo offers an internship program to high school, college students and/or qualified applicants pursuing careers in animal care, tertiary medicine, zoology, biology, wildlife management, conservation and other related fields. Renovations The renovations will be a collaborative effort with input from management, animal keepers, ground management crew and select volunteer committee members. Consistent with most major undertakings, the zoo renovations, will be done in phases over the course of several years.

Phases will begin as funding allows. There are renovations underway that include but are not limited to: new fencing and housing structures constructed for animals to take refuge from the elements as winter approaches. The Giraffe habitat has been enlarged and the fencing has been replaced. Space Utilization Currently Plumpest Park Zoo is utilizing 12 of its 117-acres. There are plans for expansion but these plans are on hold until all habitats are repaired, replaced or enhanced. Safety and security go without saying. The overall approach to the expansion will focus on using the land in its current state.

Existing fencing, current landscape, felled trees, low areas and other natural elements will be incorporated into the renovations, to be used by the animals. An example would be to utilize the existing in ground pool on the property as a habitat for the prairie dogs. This approach would also help to control costs. Habitat Enhancement/Enrichment The living space for the animals should be maximized. This would mean minimizing the area for

visitors. Paths should be designed to segregate and possibly “enclose” visitors, rather than animals.

A more stimulating atmosphere was created for the giraffe “Jimmie” with feeding racks high on the fence to create a foraging atmosphere. Plans include enlarging the enclosure for the giraffe to create an inside viewing area and potentially take in another giraffe for companionship. Large animals such as the Waits have been relocated to new habitats that are far more enriching and suitable than the previous location. New Exhibits One of the new exhibits being planned for is a new and improved primate enclosure. An exhibit that will provide a stimulating environment for the primates to swing from trees and forage for food.

A second new exhibit, which is under construction currently, is a new and improved reptile house. The residents of the reptile house include; a boa constrictor, land tortoise, iguanas, frogs, spiders and turtles. This exhibit is open to guests, but it is under construction. Education A focus on coeducation is also one of our strategic priorities. Detailed signage in Trout AT every animal’s habitat, indicating where the animal is from and detailed information of migration patterns with a map of the area, is one form of education we are hoping to achieve.

Interactive guided tours, presented by knowledgeable individuals for school trips or large groups, is another opportunity we are considering. Programs for boy and girl scouts giving them the ability to earn merit badges is yet another educational avenue. Communication Communication is imperative to increase attendance at the zoo. The Zoo’s website now has a “Zoo News”

section to communicate programs, events and activities being offered each weekend at the zoo. Additionally, a mailing list was created to keep those who register for email alerts of upcoming activities.

The events, activities and programs being offered and communicated to the public are all in a hope to increase attendance and repeat visitors. Family Friendly The Zoo must present a family friendly atmosphere. It should be handicap accessible, and the existing playground needs to be redone.

Improvements to the current concession stand/gift shop may be required.

Admissions pricing may need to be re-evaluated. Handicap access:

Consideration must be made for the handicapped. Pathways must be suitable for wheelchairs and small motorized vehicles.

Playground: The playground area will need to be re-worked and should be incorporated as a part of the re-design. Kids often recall the “ best part” of a trip as something that enabled them to be active. A zoo-theme would prevail (I. E. A slide shaped like a giraffe, monkey bars with monkey images etc.).

Gift Shop/Concession Stand: The gift store is run by the zoo volunteers. All gifts have a wildlife theme and include small animal tastes, framed pictures and posters, tee shirts, many with the Plumpest Park Zoo insignia and logo.

The concession stand offers beverages, snacks and ice cream. Animals: The animals in the care of Plumpest Park Zoo currently include: (2) Bacteria Camels (9) Bison (4) Alpacas (2) Goats (4) Miniature donkeys (8) Turkeys (1) Siberian Tiger (1) Bear (1) Giraffe (2) Timber Wolves (1) Lion (1) Cougar (1) Lynx (1) Bobcat (1) Silver Fox (2) Arctic Fox (1) Owl (2) Monkeys (4) Prairie Dogs (15) Peacocks (1) Waits Admissions General admission to the Plumpest

Park Zoo will be as follows: Adults \$10.00 seniors \$8.00 Children (Ages 4 – 12) \$6.00 Children (Ages 3 & under) FREE Limitations Animals were relocated due to the violations cited by the USDA and the zoo has made plans where possible to locate and re-obtain some of those original animals. However, it is the goal of the zoo only to bring back an animal or invite an animal when the habitat and environment they have to offer it is better than where it is currently. There is a lack of signage and information about the animals.

The facilities are old and financial investment has been insufficient for years, and the operating budget is lean, resulting in a decline in the numbers of animals and in the jack AT silence Ana conservation satellites reenacted In ten senseless. Inner are a variety of limitations that are encountered but top on the list is funding. Financial/ Fundraising Most zoos have to face the real world, and be self financing. The Plumpest Park Zoo is no exception. Non-profit status does not exempt an organization from the need to make money and a balance must be found between income and expenses.

A successful zoo will carry 80% of its costs and is often subsidized by other funding sources which include corporate and private donations, bequests, membership fees, grants, and revenue from the concession stand and gift shop. If we take a conservative estimate of the number of visitors to be 50% of the current population or 52 thousand per year, and a conservative estimate of the admission price of \$8, our annual revenue is approximately \$416,000. That puts us about \$85,000 shy to manage the facility using admissions alone.

Therefore our income will need to be supplemented by grants, donations, programs/campaigns, fundraising, and annual memberships. Fundraising and donations, whether in the form of money or supplies, are going to play a major role in implementing our strategic priorities. Identifying prominent individuals and philanthropists, who have demonstrated an interest in animals and wildlife will be of utmost importance. External Factors Did you know ...? More people visit zoos in this country than all of professional sporting events combined? “ successful” museum or science center realizes 10% local attendance; a “ successful” zoo achieves over 50% local attendance? The external factors that impact the zoo include economic conditions, weather conditions, school holidays, competitors and the population. The Plumpest Park Zoo is classified as a place of entertainment, and given that is in amongst a number of efferent places for entertainment in the general area, the zoo has many tough competitors. It is safe to say that nearly everyone enjoys going to a zoo and seeing live animals.

Nearly every child in Cecil County will visit Plumpest Park Zoo along with their families, in all likelihood, several times, over the years! Competition:
 ACTIVITY Plumpest Park Zoo Elk Lanes Bowling Aberdeen Ironwoods
 Brandywine Zoo Salisbury Zoo Delaware State Park Fairchild Nature Center
 COST (FAMILY OF 4) \$27 \$37 \$32 \$16 \$28 In-state \$2. 50, out-of-state \$5. 00
 \$35 Population: As of 2010, Cecil County population, including municipalities, is estimated at approximately 103, 800, an eight percent increase over the County population of 96, 195 in 2005 (Table 2.). This number is projected to increase to approximately 1 54, 900 by 2030, or 49 percent. As of 2010, Cecil County has approximately 40, 600 housing units. This number would

increase to approximately 62, 400 by 2030. The number of households in the County also would increase, from approximately 3 u l en rates AT growth Ana geographic breakdown of the change are similar to the rates of population change. This all meaner a lot of potential for new customers and sustainable growth for the zoo.

Summary of Strategic Priorities As a result of the planning process we have identified four strategic priorities that will serve as the foundation for achieving our vision and mission over the term of the strategic plan .

Enrichment- Enhance the over-all captive animal's welfare, providing the highest quality animal care available, and appropriate physical, social and environmental conditions and stimuli. Educate – Teach and inspire people about wildlife and native habitats through engaging, interactive zoo programs.

Share our knowledge with the intention to strengthen the human-animal-earth bond. Financial Strength – Enhance the Zoo's potential to generate self-supporting funds for research activities, conservation, renovations and operating needs. Sustainability – Ensure a sustainable future, achieving a sustainable attendance growth, offering programs to attract young families.

Strategic Priority: Enrichment Discussion: Institutions accredited by the Association of Zoos and Aquariums (AZ) are required to embrace enrichment as part of normal animal care.

As Plumpest Park Zoo strives for AZ accreditation, it will enhance its habitats to include enriching environments. Enrichment can be simply an object or opportunity that encourages exercise, promotes mental stimulation or

pleasure, or provides a new sensory experience. Examples include toys; scents or sounds; new or different foods or treats; and nesting material, to name a few. Enrichment is a means to enhance an animal's curiosity and species-typical behaviors, such as nest-building or foraging for food and is also entertaining and fun for the animals.

Strategic Priority: Enrichment – enhance the over-all captive animal's welfare, providing the highest quality animal care available, and appropriate physical, social and environmental conditions and stimuli. Objectives: What (Action) Develop a comprehensive plan for facilities repairs and improvements to modernize the campus. Build or enhance one new enriching exhibit a quarter. Introduce new activities to six existing animal habitats to stimulate the animals. Who Management Team Management Team Management Team When IQ, 2011 Ongoing IQ, 2012 Bruno our African Waits, moved into his new habitat on November 13, 2010.

The new habitat is much larger and offers a more enriching environment for Bruno as he now has full view of the deer and giraffe, animals he would encounter in the wild. Strategic Priority: Educate Discussion: Developing an appreciation for wild animals is an essential part AT a zoos coeducation program. Increasing environmental awareness and gaining support for worldwide conservation. Conservation is a significant theme in zoo education. It is generally incorporated in programs on vanishing species, as well as in a variety of other ways, to increase public environmental awareness.

One important manner that zoo educators use to increase public appreciation of and respect for nature is by giving zoo visitors a personal experience with living animals. Connections between people and animals in zoos commonly include; adoption programs and naming individual animals as well as behind the scenes visits. The goal is to connect people to animals and the environment, inspire respect and appreciation of the natural world, and empower people to make informed conservation choices.

We must make others aware of the issues and threats to wild animals and to encourage a respect for all life and the world which we share. Strategic Objective: Educate – Teach and inspire people about wildlife and native habitats through engaging, interactive zoo programs. Share our knowledge with the intention to strengthen the human-animal-earth bond. Objectives: What (Action) Engage visitors daily with innovative experiences that blend education with entertainment. (e. G. Guided tours) Use market research to maximize our guests experience around existing and new animal habitats.

Develop a monthly learning experience that focuses on the Zoo's varied conservation activities and results in specific changes in our guest's knowledge, actions and attitudes about wildlife conservation. Who Education Director (Volunteer) Marketing Manager (Adam Haycocks) Education Director (Volunteer) When 2011 Ongoing Ongoing Q, 2011 Strategic Priority: Financial Base Discussion: The Zoo will require financial investment in order to support itself. Zoos are funded in various ways. In the United States most zoos are supported partially or wholly out of public funds by the town, city, or state in which they are located.

However, this funding will need to be supplemented by grants, donations, programs/campaigns, fundraising, annual memberships and visitor attendance. Strategic Objective: Financial Base – Enhance the Zoo’s potential to generate silhouetting funds for conservation, research activities, renovations and operating needs. What (Action) Actively recruit 2-3 oleanders with experience in grant writing to assist management in securing grants. Investigate Grant opportunities for small zoos through the National Zoological Society. Explore the feasibility of launching a Foundation to support the zoo’s fundraising initiative.

Cultivate individual donors through an “ adopt an animal” campaign. Develop 2 new programs that drive membership, daily attendance and revenue. Who CUFF and volunteers Chief Financial Officer CUFF CUFF, Marketing MGM. Marketing MGM. When IQ 2011 Q 2011 IQ 2011 Q 2011 IQ 2011 Thro, one of our two new endangered Bacteria camels, shows off on opening day for the guests. A discussion was held in front of the camel habitat to educate guests on the differences between African and Asian camels. The biggest difference is that Bacteria camel is a cold weather camel and has two humps instead of one.

Strategic Priority: Sustainability Discussion: To ensure a sustainable future for the Plumpest Park Zoo, there must be adequate infrastructure, attendance and institutional financial strength and performance. Operating revenues will need to be increased each year. Building financial reserves is imperative and will allow for much needed capital projects, deferred maintenance activities and fund any new initiatives n the horizon. Keeping the interest of our visitors and members with new exhibits and events is

critical to our mission. Strategic Objective: Ensure a sustainable future, families.

What (Action) Continue to grow attendance through an innovative mix of marketing strategies. Create a long-term revenue stream to build support through expansion of the Zoo's membership and loyalty programs Create an engaging and visitor-friendly culture that encourages repeat visitation and support. Increase the Zoo's earned revenues through careful cultivation of audiences and creation of appropriate new experiences and products. Increase the level of private humanitarian support to meet the Strategic Plan's capital and operating needs.