

# **Louisville Zoological Garden**

## **6 Year Strategic Plan**



**FY13-FY19**

### **Message to Our Staff**

The Zoo profession has existed for thousands of years. Throughout this history, Zoos have been centers for science and conservation education, helping save species such as the critically endangered American Bison in the early 1900s. But like most of the world, our Profession has experienced changes unimaginable even 30 years ago. It wasn't until the late 1970s that zoos truly began to realize that the responsibility they held was far greater than managing independent displays of rare creatures sourced by an endless supply from the wild.

As technology advanced, along with an increasing human population, a "wild" untouched by civilization began to vanish. In fact, wild places were disappearing at rates never before experienced. It was then that zoos realized the need to globally manage species populations and increase understanding of animals and their wild habitats at all levels.

Our Zoo has benefited by existing for most of its institutional life amid this era of professional enlightenment. We have grown successfully – contributing to the enhancement of our profession as well as receiving national and world-wide recognition for exhibit innovations, husbandry methods, conservation efforts and unparalleled education programs.

The Louisville Zoo's business strategy since opening in the late 1960s has been one of exhibit-based growth. We have benefited from this philosophy as evidenced by a steady increase in attendance and memberships. As we plan for the future, we face a challenging economy and the most critical environmental issues of our time. We view these challenges as opportunities. Further, we believe there has never been a more important time for the mission of the modern Zoo and we re-commit ourselves to "bettering the bond between people and our planet."

As students, teachers and the public at large seek objective, scientific information regarding the pressures facing our planet, we recognize and embrace the essential nature of our role in providing such information. It is simply our responsibility to do so. Therefore instead of focusing solely upon exhibit-based growth it is now time to expand our attention to growing the Zoo's relevance and essentiality in the lives of all our stakeholders.

We must strive to be the region's;

- o Family destination of choice for quality entertainment infused with educational value
- o Trusted resource for animal welfare and environmental awareness
- o Leading organization for conservation education
- o Model of sustainable practices

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**While enhancing our entrepreneurial efforts and economic efficiencies at every opportunity, we must become an essential part of our stakeholders' lives.**

**Every day we do thousands of complicated and conscientious tasks to make our Zoo a safe and trusted institution. We do this so that our guests may revel in childlike amazement as they look into the eyes of some of the world's most fascinating creatures. These meaningful moments create wonderful memories and add quality to their lives. Through active engagement with zookeepers, educators, volunteers and staff it is our goal to transform this sense of wonder and amazement into caring, understanding and conservation action. We do this to help conserve these precious creatures and their dwindling habitats. I thank you, our incredibly dedicated and passionate staff and volunteers, for your tireless efforts that make our Zoo the award-winning success that it is. You function as an amazing team 24 hours a day, 365 days a year with excellence and devotion "To Better the Bond between People and Our Planet." Thank You!**

**In just a little more than 40 years we have grown from a small zoo to the # 1 non-profit attraction in the region and one of the larger and best Zoos in the nation. We must now tread new ground and advance beyond stable physical growth into a new strategy of increasing our importance to our community and beyond.**

**We must provide the resources necessary so that we continue to excel at exhibiting and caring for a diverse collection of animals and plants for the purposes of conservation, education, scientific study and recreation. But we must reach farther. To continue to remain essential in the hearts and minds of our constituents we must use "hands-on" fun experiences to create connections between people and our planet thereby fostering the feelings of caring that inspires conservation action.**

**"In the end, we will conserve only what we love,  
we will love only what we understand  
and we will understand only what we are taught."  
- BABA DIOUM, Senegalese Conservationist**

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### **Overview of Sections**

#### **Vision for Louisville**

The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

#### **Mission**

Why the department exists within Metro and for the community.

#### **Core Services/Programs**

What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance “Quality of Place”; Create plans for a vibrant future.*

#### **Objectives**

Louisville Metro Government objectives are the five strategic outcomes the Fischer Administration is driving towards. While every department strives to achieve the 5 objectives for Louisville Metro Government, each has its own functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

#### **Goals**

Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), mid (2-4yr) and long (4-6yr) term strategic goals.

Short term goals (and midterm if feasible) should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long term goals may be more broad and less “SMART”.

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The “Lead” column refers to who has ownership over the goal; however various individuals may lead supporting initiatives to the goal. The “Why” column describes why the goal is important to the department and the residents of Louisville.

The “Initiatives” column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid and long term goals.

The “How” column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

#### **Louisville Metro Planning Cycle & Calendar**

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

### **Purpose and Vision of Louisville Metro Government**

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

*“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”*

### **Louisville Metro Government Objectives**

*These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.*

- 1. Deliver Excellent City Services.** *We strive to be the best city government in America and will use a robust measurement system to track our results.*
- 2. Solve Systemic Budget Issues.** *We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.*
- 3. Take Job Creation To The Next Level.** *We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.*
- 4. Invest In Our People And Neighborhoods, Advance “Quality Of Place”.** *We will build on Louisville’s unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.*

- 5. Create Plans For A Vibrant Future.** *We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.*

**Louisville Zoological Garden**

**Vision**

To be the region's essential zoological and botanical resource for conservation, education and scientific study and the top choice for quality, family fun.

**Louisville Zoological Garden**

**Mission**

To better the bond between people and our planet.

**Core Services/Programs**

*The Louisville Zoological Gardens, a non-profit organization and state zoo of Kentucky, is dedicated to its mission to “Better the Bond Between People and Our Planet” by providing excellent care for animals, a great experience for visitors, and leadership in conservation education. The Zoo’s collections which include botanical gardens are accredited by the Association of Zoos and Aquariums (AZA) and the American Alliance of Museums (AAM). In the pursuit of our Mission we commit to continue to foster an entrepreneurial spirit, search for and implement operational efficiencies, expand our economic impact and job creation, and remain a key contributor to “quality of place” in Louisville.*

- ❖ *Exhibiting and Maintaining a Diverse Collection of Animals and Plants*
  - *State-of-the art animal exhibitory*
  - *Exceptional animal health care*
  - *Innovative training and enrichment*
  - *Providing the defining standards of animal welfare*
- ❖ *Providing a Quality Family Recreational Attraction*
  - *Immersive and Innovative Educational Exhibits*
  - *Unique Animal Interactions*
  - *Rides and Attractions*
  - *Special Events*
- ❖ *Being a Resource for Conservation Information and a Model for Sustainable Practices*
  - *Zookeeper presentations*
  - *Green Practices*
  - *Conservation Biologist presentations*
  - *Conservation Partnerships and in situ Field Support*
  - *Species Rescue and Recovery Support*



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- ❖ *Offering Conservation Education Programming Based on National and Regional Standards*
  - *Early childhood and family experiences*
  - *School group programs*
  - *Post-secondary programs and courses*
  - *Camps, Night Safaris, Girl and Boy Scout programs*
  - *Self-guided field trips*
  - *Adult and Teen programs*
  - *Teacher professional development training*
  - *State and regional outreach “Zoo to You”*
  - *“School at the Zoo” – comprehensive weeklong program*
  - *Job shadowing*
- ❖ *Research*
  - *Material and Data Support to Species Survival Plans and other Programs*
  - *Behavioral and Operant Conditioning Programs*
  - *Veterinary Science*
- ❖ *Economic Development and Career Mentorship*
  - *University of Louisville Economic Impact Analysis*
  - *Boma Petting Zoo Internship / JCTCS Partnership*
  - *Polar Bears International Leadership Programs*
  - *Professional Internships (Administration, Marketing, Event Management ,Veterinary Science, Animal Management)*

**Department Objectives**

*The functional objectives/ high-level accomplishments the department strives to achieve through its efforts or work.*

1. **BRAND:** Establish and communicate our brand promise to all our constituents, increasing our relevance to the community and clearly differentiating ourselves from other education/entertainment venues.
2. **EDUCATION:** To be an essential science education resource that provides leadership in creating and delivering innovative, fun learning experiences that connect people with nature and encourage conservation action.
3. **EXHIBITS AND FACILITIES:** Improve our existing physical assets and create unique and innovative new exhibits and facilities that make our Brand come to life.
4. **FUNDING AND FINANCIAL VIABILITY:** Enhance the financial stability, fundraising excellence and innovation needed to support the Zoo's mission critical objectives and capital priorities.
5. **HUMAN RESOURCES / ORGANIZATIONAL EFFECTIVENESS:** Attract, retain and develop highly engaged staff, volunteers and boards in order to build an effective organization to bring our Strategic Plan to life.
6. **ANIMAL CARE AND WELFARE / BOTANICAL COLLECTION:** Provide exceptional care for our animals, ensure their welfare and inspire public confidence in our expertise; provide and expand a quality botanical experience for the community.
7. **GUEST SERVICE:** Deliver our brand promise through outstanding guest service and experiences.
8. **CONSERVATION:** Be a leader in wildlife and ecosystem conservation, emphasizing action, education and partnerships.

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**Short Term Goals (1-2yr)**

*The goals listed below detail what the department will accomplish over the next 1-2 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.*

	Goal	Department Objective	Mayor's Objective	Why	Initiatives
1	<b>Exceed safety, regulatory compliance, accreditation and species specific standards (i.e. Manitoba Standards) in all exhibits and facilities. Ongoing</b>	1,3,6 & 7	1 & 4	The Zoo should be a model for safety, animal welfare, code and accessibility standards and progress in balance with its environment.	<ul style="list-style-type: none"> <li>• Work with AZA Safety Committee to operate above continually enhanced safety standards.</li> <li>• Continually provide and upgrade staff safety training.</li> <li>• Continue to improve wastewater systems to ensure regulatory compliance.</li> </ul>
2	<b>Increase guest satisfaction by 5% by June 2015</b>	1,4 ,5 & 7	1	Excellent guest service is the foundation of any successful attraction. As we must increase fees to meet rising operational costs, we must continually strive to exceed guest expectations.	<ul style="list-style-type: none"> <li>• Establish guest satisfaction baseline.</li> <li>• Interview all permanent and 10% of seasonal guest services staff to help determine guest service opportunities and needs.</li> <li>• Continue &amp; grow FISH training initiative</li> </ul>
3	<b>Design the next capital campaign by May 2013</b>	3,4 & 6	3,4,5	We must renovate and replace several exhibits to maintain accreditation standards. We must create new attractions to sustain attendance and business.	<ul style="list-style-type: none"> <li>• Retain design firm.</li> <li>• Determine projects to be included and prepare program, budget and concept renderings.</li> </ul>
4	<b>Create revenue streams to</b>	1,3 & 4	3 & 4	A recent facilities review	<ul style="list-style-type: none"> <li>• Finalize and implement either paid</li> </ul>

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	<b>support Capital maintenance needs @ \$500,000 /year</b>			indicates \$35 million in needed capital improvements. If the Zoo is not maintained business will decrease.	parking or per capita surcharge options. <ul style="list-style-type: none"> <li>• Purchase &amp; install a ropes course utilizing Metro loan.</li> <li>• Expand fiber cabling and POS sites to remote attractions, 4-D, ropes course, etc.</li> </ul>
<b>5</b>	<b>Increase programs that reach out to underserved audiences by 10%, in 2015</b>	2,5,8	3,4,5	Expanding Zoo education programs help make it possible for schools in Kentuckiana to meet state education mandates supporting student achievement, reducing the achievement gap, and helping prepare students to be active and responsible citizens.	<ul style="list-style-type: none"> <li>• Determine programming and physical needs to support the increase.</li> <li>• Seek granting to fund program needs and capital gifts for physical needs.</li> <li>• Increase program capacity.</li> <li>• Build physical resources.</li> </ul>
<b>6</b>	<b>Continually Improve business performance by implementing key performance Indicators by December 2013</b>	4 & 5	1 & 2	To help better illustrate business trends and improve performance.	<ul style="list-style-type: none"> <li>• Develop financial tracking tools.</li> <li>• Learn and develop Zoo participation in Louistat, Winter/Spring 2013.</li> <li>• Develop and implement corresponding key performance indicators.</li> </ul>
<b>7</b>	<b>Increase reliability of keeper presentations occurring to 90% by 2013</b>	1,2,3,5, 6,7 & 8	1 & 4	Keeper presentations are the most engaging and effective delivery system for our mission driven educational messaging.	<ul style="list-style-type: none"> <li>• Evaluate and update all keeper presentations for content.</li> <li>• Design daily reporting system to track program delivery.</li> <li>• Inspire culture to make these programs a top priority immediately following safety and animal welfare.</li> </ul>

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8	<b>Double annual fund contributions by December 2013</b>	4	2 & 4	To help drive the Zoo's self-sustaining effort, increase operational reserve and restore mission critical staff.	<ul style="list-style-type: none"> <li>• Increase calls and tours to upper level members.</li> <li>• Expand outreach to Capital Campaign donors.</li> <li>• Update donor intelligence data.</li> </ul>
9	<b>Improve safety by reducing accidents 20% by June 2014</b>	1, 3,5 & 7	1 & 4	The Zoo must strive to constantly improve safety and reduce the potential for accidents.	<ul style="list-style-type: none"> <li>• Orientation of new Assistant Director.</li> <li>• Reinvigorate safety committee and review system.</li> <li>• Perform review with Metro OSHA and Risk Management.</li> </ul>
10	<b>Bring the new trains and ropes course into operation by spring 2013 with 100% safety success</b>	1,3 & 7	1 & 4	The community has told us they want the trains back in operation and we will return this attraction with confidence in its safe operation. The ropes course helps us expand the family audience into the early teen years.	<ul style="list-style-type: none"> <li>• Complete track renewal.</li> <li>• Conduct staff training with Severn – Lamb staff as they commission the trains.</li> <li>• Update and implement all training and safety procedures.</li> </ul>
11	<b>Conduct guest service research within and beyond regional market to determine expectations and next projects by June 2013</b>	1, 3, & 7	1, 3 & 4	We must determine guest expectations to build experiences that exceed expectations.	<ul style="list-style-type: none"> <li>• Work with marketing firm to design research.</li> <li>• Conduct qualitative work this winter/spring.</li> </ul>
12	<b>Re-commission Zoo master plan by June 2014</b>	1,2,3,4 & 6	1,2,3,4,5	Our master plan was last re-commissioned in 1999 and needs to be reevaluated to provide the best resource for our community's future. We must design exhibits and facilities that will provide: the	<ul style="list-style-type: none"> <li>• Conduct workshops to design the plan in synchrony with community resource and development potential.</li> <li>• Evaluate collection plan for strategic opportunities.</li> <li>• Incorporate updated botanical development plan into master plan.</li> </ul>

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				most innovate and enriching homes for their inhabitants, engaging guest experiences that inspire conservation education and action, business opportunities and financial security for the Zoo and continue our role as a leader in the zoological profession.	<ul style="list-style-type: none"> <li>• Create an arrival experience to better serve members and all guests.</li> <li>• Develop plan for African Savannah, including elephant exhibit.</li> <li>• Consider new hospital and research facilities to complement state and local university partnerships and meet the needs of the growing collection.</li> </ul>
13	<b>Develop a comprehensive business plan and related financial plan to guide the next five years by December 2013</b>	4,5 & 6	2	We must design a business plan that coordinates all plans within our strategy to manage the Zoo with a balanced budget.	<ul style="list-style-type: none"> <li>• Conduct investment analysis to evaluate our current investment structure and research potential strategies for enhancing our portfolio and ROI.</li> <li>• Evaluate financial resources to cover operating expenses and capital projects.</li> <li>• Evaluate operational spending patterns and make recommendations for improvements.</li> </ul>
14	<b>Design capital maintenance program to implement 2011 Facilities Assessment by December 2013.</b>	1, 3, 4 & 7	1 & 5	The treasure of the Zoo asset must be maintained for future generations.	<ul style="list-style-type: none"> <li>• Study, prioritize needs and implement improvements.</li> <li>• Educate constituents on results of facilities needs assessment.</li> <li>• Create depreciation schedule for physical assets.</li> </ul>

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**Mid-Long Term Goals (2-6yr)**

*The goals listed below detail broad goals the department plans to achieve over the next 2-6 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.*

	Goal	Department Objective	Mayor's Objective	Why	How
1	<b>Update brand strategy plan by December 2015</b>	1,2,4 & 6	1 & 5	Enhancing brand awareness will assist the pursuit of our mission by increasing: interest in the Zoo; participation in our programs; our attendance; our business success and ultimately the conservation of species and habitat.	<ul style="list-style-type: none"> <li>• Create a strategic document to guide our external communications about conservation (defining priority messages).</li> <li>• Create a strategy to communicate key messages.</li> <li>• Create a sponsorship/strategic partnership strategy that is consistent with the brand and helps build our brand position.</li> </ul>
2	<b>Address the issue of the Zoo's current logo in context of the Brand Strategy and if needed develop and activate a new logo for the Zoo by December 2015</b>	1 & 4	1&5	Insuring we have the right logo will help create Zoo awareness that supports our mission and business success.	<ul style="list-style-type: none"> <li>• Identify key stakeholders and required input for naming and logo approval.</li> <li>• Identify Zoo naming options and determine process for name selection.</li> <li>• Determine cost of logo development and timeline; determine the cost and timeline for activation.</li> </ul>
3	<b>Update brand research biannually</b>	1 & 4	1 & 5	Enhancing brand awareness will assist the pursuit of our mission by increasing: interest in the Zoo; participation in our programs; our attendance; our business success and ultimately the conservation	<ul style="list-style-type: none"> <li>• Determine and prioritize research needed to support ongoing brand development; determine associated costs.</li> <li>• Communicate research results to key stakeholders as necessary.</li> <li>• Utilize results of research to help evaluate and redefine branding</li> </ul>

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				of species and habitat.	strategies and tactics.
4	<b>Develop an education plan and implement priorities based on the needs of the community and mission-critical objectives by January 2015</b>	2, 7 & 8	1 & 5	The Zoo is an essential contributor to the educational success of our youth and the creation of a workforce prepared for the challenges of the future.	<ul style="list-style-type: none"> <li>• Research needs and perceptions of stake holders (teachers, students and other zoo professionals.</li> <li>• Provide a facilitated workshop to identify resources needed for the “big idea” and other educational priorities.</li> <li>• Serve as a living laboratory by providing educational resources and opportunities to secondary and university students with targeted interests and/or career goals.</li> </ul>
5	<b>Establish program benchmarks for annual comparison to enhance conservation education through informal and interpretive programs by January 2015</b>	2 & 8	1 & 5	Increased participation and consistent evaluation are critical to credible program development.	<ul style="list-style-type: none"> <li>• Establish current program benchmark for annual comparison.</li> <li>• Provide public with meaningful solutions and ways they can make a difference.</li> <li>• Research and implement best methodology/most effective programs.</li> <li>• Collect data on importance of informal learning and value of providing animal experiences as an aid to learning and incorporate into programs.</li> </ul>
6	<b>Determine direction for expanding on-site Zoo school and implement recommendation by December 2015</b>	2, 6 & 8	1 & 5	Developing a magnet school for animal sciences & conservation biology and education will help drive excellence in education for our community.	<ul style="list-style-type: none"> <li>• Research options and determine appropriate direction for expansion.</li> <li>• Research and analyze high school programs offered in zoos as well as informal education sites.</li> <li>• Identify curriculum needs of local and state school systems.</li> </ul>



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					<ul style="list-style-type: none"> <li>• Identify technological tools currently used in education and identify future needs.</li> </ul>
7	<b>Continually take the lead in “green” practices, construction and facilities management</b>	1, 2, 3, 5 & 8	1- 5	Conservation is a fundamental tenant of our mission and advancing sustainable technologies is the responsible action for the benefit of our environment, community and long term budgetary efficiencies.	<ul style="list-style-type: none"> <li>• Establish &amp; manage construction “greening” guidelines.</li> <li>• Create local partnerships to help identify and implement the best and most efficient construction practices. Be known as a model for best practices in the community.</li> <li>• Reduce the amount of material going to the landfill from on-site operations.</li> <li>• Become a regional site for green construction demonstration projects.</li> <li>• Establish “Green Team” to monitor and make recommendations regarding green practices, environmental footprint and impact on ecosystems made by Zoo practices.</li> </ul>
8	<b>Develop and implement an Artifact and Art Collections Plan by 2016</b>	2 & 8	1	The Zoo has a significant art and artifact collection which must be professionally managed.	<ul style="list-style-type: none"> <li>• Seek grant funding to contract staff to perform assessment and establish the program.</li> <li>• Create artifact and art collections management system (acquisition, tracking, care, maintenance and disposition).</li> <li>• Create depreciation schedule for collections.</li> </ul>
9	<b>Develop and implement an optimal model for funding and governance</b>	5	1 & 2	We must continuously strive to create the most efficient and effective funding and	<ul style="list-style-type: none"> <li>• Review profession’s best performing models to determine the best self-earned/public funding opportunities</li> </ul>

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	<b>by 2016</b>			management systems for the Zoo that supports the pursuit of our mission.	that are possible and relevant in Louisville. <ul style="list-style-type: none"> <li>• Engage in pros/cons exercise based on funding model elements that are possible in Louisville; move forward with incorporating one or more elements as appropriate.</li> <li>• Evaluate revenue and funding opportunities to support the new model. Incorporate an endowment plan into the revenue plan.</li> </ul>
<b>10</b>	<b>Continually analyze Foundation Board composition to recruit new Board talent to more effectively serve the Zoo</b>	4 & 5	1 & 2	A strong Board willing to raise funds and provide certain skills is critical to the success of the Zoo.	<ul style="list-style-type: none"> <li>• Analyze existing Board in terms of skill sets and diversity and identify gaps and opportunities for growth and increased giving/donor access.</li> <li>• Explore new avenues for Board recruitment across the region to add valuable new financial capacity and donor access beyond Louisville.</li> <li>• Encourage Board members to help build relationships that will help us raise funds to meet our capital and operational needs.</li> <li>• Explore the possibility of having a statewide Board and/or statewide representation on our current Board.</li> </ul>
<b>11</b>	<b>Continually explore opportunities for diverse revenue sources to support operational and capital needs and build cash reserves and endowment</b>	1 - 8	1 - 5	Building cash reserves and revenues will strengthen the Zoo for future generations, help create conditions for a balanced budget and continue to build a world class Zoo.	<ul style="list-style-type: none"> <li>• Evaluate state and federal grant opportunities (e.g., NSF, IMLS, etc.) and apply where cost-benefit analysis makes sense.</li> <li>• Develop and implement house party model (as well as other donor events) to attract new major donors</li> </ul>

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					<p>and increase revenue for capital projects.</p> <ul style="list-style-type: none"> <li>• Expand Annual Fund efforts with an emphasis on elevating members to become donors.</li> <li>• Build relationships through estate planning model to grow endowments.</li> </ul>
12	<b>Continually position the Zoo as an essential investment for the region</b>	1 - 8	1 - 5	The Zoo is the regional's leading educational nonprofit attraction and is essential to our community's quality of life.	<ul style="list-style-type: none"> <li>• Expand Zoo to You program to reach a greater number of counties per year; explore opportunities to expand this program into Indiana.</li> <li>• Explore new opportunities for donor outreach across the region, including cultivation of the Indiana business community, recruitment through house parties, state and regional rotary presentations and other speaking/fundraising engagements.</li> <li>• Diversify funding at local, regional and state level, including the development of an institutional fundraising engagement strategy beyond Jefferson County.</li> </ul>
13	<b>Continually coordinate inter-departmental fundraising efforts and foster Zoo-wide "friendraising"</b>	4	2 & 5	Coordinating efforts and educating staff to needs will help gain funds for the Zoo.	<ul style="list-style-type: none"> <li>• Conduct monthly meetings with Friends of the Zoo and the Sponsorship and Development Departments to share recent corporate fundraising successes and to inform each other about and coordinate upcoming funding requests.</li> <li>• Examine new institutional</li> </ul>

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					<p>fundraising opportunities and evaluate the types of approaches/proposals that will lead to optimal success.</p> <ul style="list-style-type: none"> <li>• Create a Zoo-wide understanding of the Development Department's role in the work that we do, and create an environment of giving and a spirit of "friendraising" throughout the Zoo.</li> </ul>
14	<b>Create innovative rewards/recognition and performance management systems by June 2015</b>	5 & 7	1	Inspired staff create excellent guest experiences.	<ul style="list-style-type: none"> <li>• Write applicable position descriptions for all staff and volunteers.</li> <li>• Research successful rewards/recognition programs from other institutions and implement the most appropriate for the Zoo.</li> <li>• Institute detailed work plans for each position by setting clear, measurable work objectives for each employee and use them for ongoing coaching and performance evaluation.</li> <li>• Expand upon Metro employee evaluation system and implement an integrated performance management, development and coaching system so that every employee has clear work objectives and a personal development plan.</li> </ul>
15	<b>Continually improve internal culture</b>	1, 5 & 7	1	A rewarding engaging guest service culture must be cultivated.	<ul style="list-style-type: none"> <li>• Continue and build on existing efforts.</li> <li>• Resource the culture committee.</li> <li>• Re-engage all staff in the culture and in the strategic planning process.</li> </ul>

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					<ul style="list-style-type: none"> <li>• Administer the Zoo culture survey on a bi-annual basis and ensure action planning and follow-up.</li> </ul>
16	<b>Continually research and implement technological innovations to advance organizational effectiveness and deliver exceptional services</b>	1, 4, 5 & 7	1	Fully understanding and utilizing the latest innovations in technology will help us improve efficiencies and better serve the guest.	<ul style="list-style-type: none"> <li>• Create plan for technology infrastructure upgrades.</li> <li>• Evaluate and enlist what is needed in terms of staffing/outside resources to support growth.</li> <li>• Create partnerships that help identify trends and new technologies.</li> </ul>
17	<b>Continually create an innovative staff training and development program</b>	5 & 7	1 & 3	Continuously improving staff is necessary to continually improve the Zoo.	<ul style="list-style-type: none"> <li>• Find creative ways to train our staff, identifying new resources and using existing resources.</li> <li>• Focus on succession planning for key leadership roles.</li> <li>• Develop and implement institutional staffing plan, ensuring appropriate resource deployment to best support the Strategic Plan.</li> <li>• Establish a Board mentoring program where selected Board members serve as mentors to Zoo staff.</li> </ul>
18	<b>Continually strive to develop a staff and volunteer base that reflects the cultural diversity of the community</b>	2, 5 & 7	1, 3 & 4	A staff that reflects the community can better serve the community.	<ul style="list-style-type: none"> <li>• Improve targeted recruitment efforts.</li> <li>• Work with Board and other partners to re-energize the Boma Internship program.</li> <li>• Work with JCTC on education programs. Introduce Zoo-related professions and career opportunities earlier in education experience.</li> </ul>
19	<b>Evaluate, develop and</b>	1, 2 & 5	1	Valuable historical	<ul style="list-style-type: none"> <li>• Identify and assign responsibility and</li> </ul>

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	<b>implement an institutional Archive and Library Resource System by 2016</b>			information that should be preserved is not being curated.	resources for implementation.
<b>20</b>	<b>Continually become a model of animal care and welfare excellence</b>	1, 2 & 6	1	The Zoo must be a trusted animal welfare authority.	<ul style="list-style-type: none"> <li>• Research, prioritize and implement best practices to ensure our collection's best welfare.</li> <li>• Develop a mechanism that measures the welfare of our collection.</li> <li>• Communicate animal care and welfare issues to our community.</li> </ul>
<b>21</b>	<b>Continually strengthen visitor/animal connections and offer new and interesting opportunities that increase visitor knowledge, satisfaction and perceived value</b>	1, 2, 5, 7 & 8	1 & 5	Increasing the quality and quantity of guest engagements with our keeper staff and animals furthers our mission, builds relationships and enhances our business.	<ul style="list-style-type: none"> <li>• Develop and prioritize training opportunities for staff on public presentation skills.</li> <li>• Evaluate current Behind-the-Scenes offerings and improve them.</li> <li>• Create new Behind-the-Scenes offerings.</li> <li>• Increase animal demos and keeper talks.</li> </ul>
<b>22</b>	<b>Define our identity and brand as a botanical garden and grow that brand throughout the region by January 2015</b>	1, 2, 3, 6 & 8	1 & 5	The Zoo is accredited as a botanical garden by the AAM. This brand and educational mission must grow to benefit the community.	<ul style="list-style-type: none"> <li>• Define our botanical identity by researching other gardens, others zoos and our community.</li> <li>• Acquire funds to enhance status as a formal botanical garden.</li> <li>• Develop a plan that will expand botanical offerings, collections and programs.</li> </ul>
<b>23</b>	<b>Continually expand animal training programs and continue to be innovators</b>	1, 2, 5, 7 & 8	1	Animal training & operant conditioning enhances animal welfare and enrichment, inspires the animal keeping staff and	<ul style="list-style-type: none"> <li>• Dedicate Animal Training supervisor's time to training throughout the Zoo.</li> <li>• Make operant conditioning and animal training a top priority Zoo-wide; train and empower all keeper</li> </ul>

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				provides for a more engaging guest experience.	staff to be trainers. <ul style="list-style-type: none"> <li>• Research what is state-of-the-art in animal training, implement and lead the next innovation.</li> </ul>
24	<b>Define our scientific research identity and goals by 2016</b>	1, 2, 5, 6 & 8	1 & 5	We must formalize our research and evaluate our programs to manage continuous improvement.	<ul style="list-style-type: none"> <li>• Research best practices with respect to other zoos' research programs.</li> <li>• Define the direction for our research program.</li> <li>• Determine our essentiality in terms of research (locally, regionally).</li> </ul>
25	<b>Continually broaden our understanding of the guest</b>	1 & 7	1 & 5	To better serve our community and grow our business and mission beyond the region we must understand our guests.	<ul style="list-style-type: none"> <li>• Create an overall research plan for understanding our guests.</li> <li>• Formalize resource and implement the guest research program, including a guest survey program, focus groups, internet research, in-situ guest contacts, etc.</li> <li>• Quantify, evaluate and design programs based on information gained from research.</li> </ul>
26	<b>Continually deliver extraordinary guest service and Improve guest comfort and amenities</b>	1, 3, 5 & 7	1 & 4	We must continuously work to improve guest service for the success of our business and the pursuit of our mission. The guest experience must be engaging and comfortable.	<ul style="list-style-type: none"> <li>• Create a consistent guest service expectation.</li> <li>• Define our service personality.</li> <li>• Evaluate and refine our selection process to ensure we are hiring service-oriented staff at all levels.</li> <li>• Customize our training, taking into account the brand.</li> <li>• Conduct ongoing training for staff, volunteers and vendors.</li> </ul>
27	<b>Continually increase and improve interactive guest</b>	1, 2, 6 & 7	1 & 3	We must continuously work to improve our engagement	<ul style="list-style-type: none"> <li>• Utilize theater, docents, keepers and innovative technologies to entertain</li> </ul>

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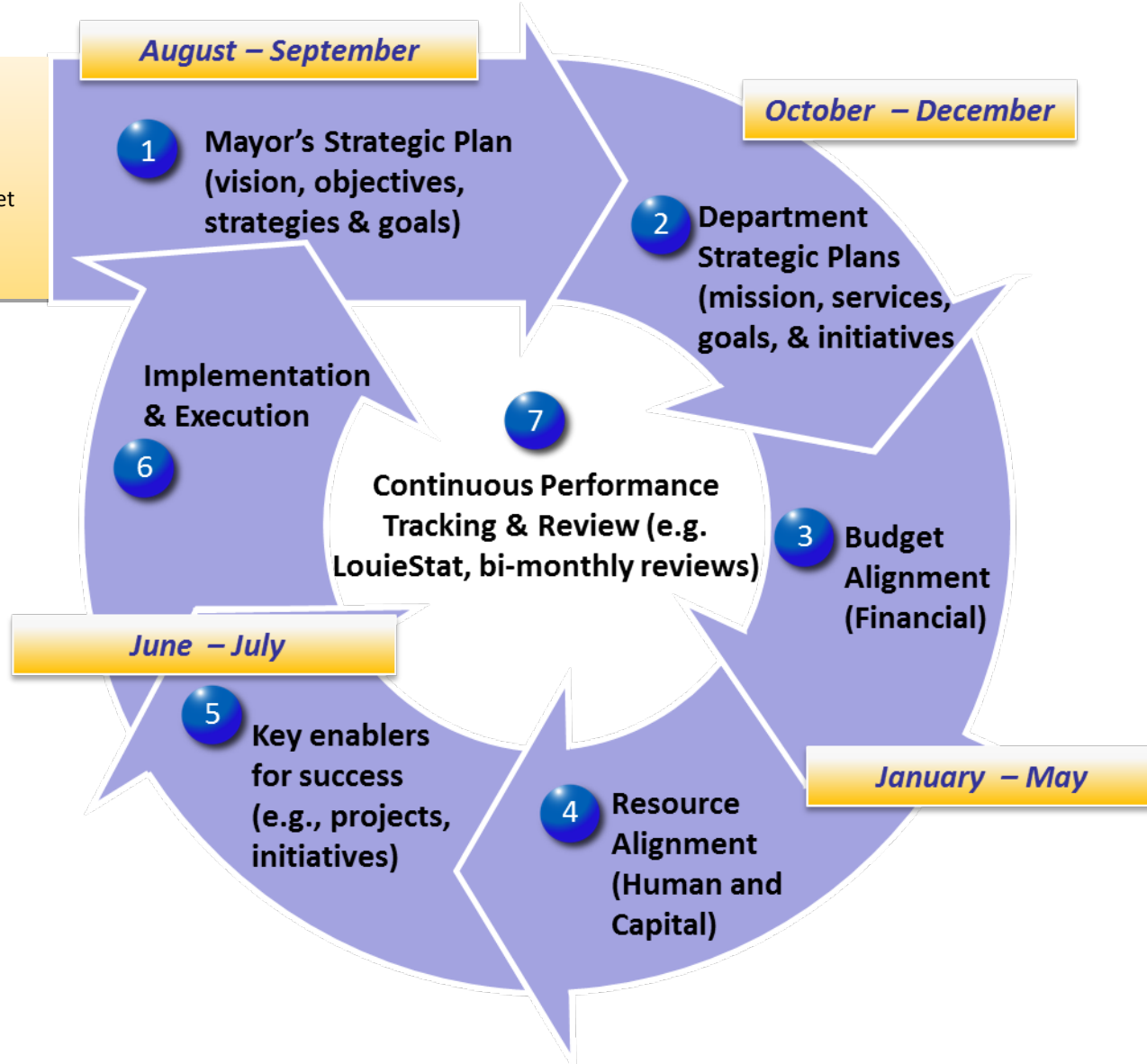
	<b>experiences to bring the brand to life</b>			of the guest the success of our business and the pursuit of our mission.	and educate guests. • Secure funding for programs.
<b>28</b>	<b>Identify and implement the most effective organizational structure for the Zoo's conservation programs by March 2015</b>	2,4,5 & 8	1 & 5	The conservation efforts of the Zoo need to be reinvigorated.	<ul style="list-style-type: none"> <li>• Develop a tool/mechanism to select conservation projects, evaluate current projects and track and report all of the Zoo's activities in conservation to ensure responsible and effective use of resources committed to conservation.</li> <li>• Revisit Conservation Committee and finalize composition, responsibilities and goals. Identify individuals responsible for specific duties/tasks.</li> <li>• Identify models for structuring and organizing conservation programs.</li> </ul>
<b>29</b>	<b>Continually be an essential partner in local conservation and a leader in conservation in which we are uniquely positioned to excel</b>	1, 2, 7 & 8	1 & 5	The Zoo is uniquely positioned to help create global conservation partnerships for our community and increase community awareness.	<ul style="list-style-type: none"> <li>• Identify partners sharing in our mission and develop conservation projects in our own community.</li> <li>• The Zoo must take the lead in creating awareness of global conservation issues.</li> <li>• The Zoo must connect local and global conservation partners.</li> <li>• The Zoo should strive to be the site for "Green" demonstration projects.</li> </ul>



### Louisville Metro Government (LMG) Planning Cycle

#### Louisville Metro Planning Cycle

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.



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**Louisville Metro Government Planning Calendar**

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment			Louisville Metro Senior Leadership Visioning retreat	Refine Louisville Metro Goals & Tactics	Provide Draft Louisville Metro 6 Year Strategic Plan to Departments			Mayor and Senior Staff review and reconcile with Mayor’s priorities and work with Departments and OMB to finalize budget proposal by May 1			
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Develop Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans		Departments finalize 1 year Budgetary and Operational Plans	
				Departments conduct their own internal and external assessments							