Zoological Association of America
STRATEGIC LONG RANGE PLAN
2018-2022
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Metro Richmond Zoo
Pittsburgh Zoo & PPG Aquarium
Tanganyika Wildlife Park
Washington Park Zoo
Wildlife World Zoo
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Dear Members,

Little did we know when a small group of people met at the Gulf Breeze Zoo in 2004 to create the Zoological Association of America that we would be where we are today. On that day, we all committed to the formation of an organization that would be as inclusive as possible by inviting the public and private sectors of our industry to come together to represent and protect our industry from those who would destroy us, to protect our right to practice our craft, and to promote private ownership through professional animal care and management, high standards, safety and ethics.

We experienced some rough road in the early going but we are the stronger for it as ZAA continues to grow as a force to be reckoned with in our industry. As our organization has grown we have come to realize that we need a strategic plan to shape the future growth and effectiveness of ZAA. This need was reinforced by our membership surveys conducted in March of last year and at our annual conference this past November in San Antonio.

As a result of this survey the ZAA Board unanimously supported the creation of this document to set ZAA on a path to discover our strengths and weaknesses so that we may develop a plan to establish and solidify our goals and objectives along with a plan of action to achieve them.

Through this plan we can strengthen ZAA's brand, grow our membership, improve our public relations and marketing, legislative support, conservation programs, professional development and education programs.

By working through this planning process together we can ensure ZAA’s continued development and place as a leader in our industry.

Sincerely,

Jim Fouts
Chairman ZAA

Board of Directors

Jim Fouts, Chair
Tanganyika Wildlife Park

Michael Fouraker, Vice Chair
Forth Worth Zoo

Matt Oldenburg, Treasurer
Zoosiana

Dr. Eric Trager, Secretary
Animal World and Snake Farm Zoo

Dr. Barbara Baker
Pittsburgh Zoo & PPG Aquarium

Dr. Peter Brewer
Southwick’s Zoo

Dr. Pat Condy
Fossil Rim Wildlife Center

Kayte Hogan
ZooWorld

Holly Hunt
African Safari Wildlife Park

Vanessa Roer
Roer’s Zoofari

Judy Domaszek
Wildwood Wildlife Park
Letter from the Executive Director

Dear ZAA Membership,

The Zoological Association of America (ZAA) was formed fourteen years ago as a trade organization of the zoological communities that is inclusive of both the private and public sectors. Our mission is to promote responsible animal ownership through professional animal welfare and management, high standards, safety and ethics while representing and protecting our industry from animal activists and zoo detractors.

ZAA has come a long way, grown a lot and has overcome its infancy and teething pains. We know where we are going and where we want to be. Today, with a membership of 441 organizations and individuals, 16 conservation partners and the successful hosting of 12 annual conferences, we are the second largest trade association with the highest safety record. ZAA is a recognized trade association both at the federal and state level through its professional membership, stringent accreditation process and skillful management of animal programs. Recognizing its strong foundation and its potential to grow significantly in the coming years, ZAA has embarked on a Strategic Development Plan in 2018.

The ZAA Board of Directors embrace and support the development of a strategic plan that will outline a road map for the future of the association. This strategic plan will:

• Redefine and reinforce our mission, purpose and objectives
• Outline our over-arching ambitions and goals
• Develop strategies to meet goals in support of our mission, purpose and objectives
• Develop strategies for marketing, public relations, conservation, education, legislative support and professional development
• Develop a brand for ZAA

Through this plan we can improve our reputation and credibility and become the trusted voice for animal welfare. The strategic planning exercise will enable us to grow our membership, enhance our public relations and marketing efforts, encourage legislative support, continue conservation programs, foster professional development and produce education programs.

The strategic planning implementation and outcome is crucial to the future of ZAA, our role in state and federal legislation, and our leadership through USDA/APHIS and USFWS industry recognition.

Sincerely,

John Seyjagat
Executive Director

ZAA Staff

John Seyjagat, Executive Director
Kristi de Spain, Chief Administrative Officer
Mission Statement

Zoological Association of America (ZAA) promotes responsible ownership, management, conservation, and propagation of animals in both privately funded and publicly funded facilities through professional standards in husbandry, animal care, safety and ethics.

Purpose

• Function as a trade organization to serve the needs of our members.
• Protect and defend the right to own exotic and domestic animals, in both privately funded and publicly funded facilities, under proper professional care, husbandry and safety standards which are rigorously observed and maintained.
• Defend our accredited facilities against false allegations, those with political agendas, and mis-characterizations.
• Promote legal and ethical methods for sustaining captive wildlife.
• Encourage responsible conservation of genetics through cooperative breeding programs including both privately funded and publicly funded facilities.
• Promote high standards and ethics through accreditation programs.
• Educate the media, policy-makers and the public through advocacy and adherence to the best practices.

Objectives

• Establish professional standards for husbandry, animal care, and safety.
• Ensure accurate animal and medical records by our members.
• Enhance the survival of species by the use of professional methods.
• Ensure an appropriate, safe, and quality existence for animals in captive environments.
History

International Society of Zooculturists (ISZ)
In 1987, Ron Blakely, then the Director of the Sedgwick County Zoo in Wichita, Kansas, who was also a co-founder of the Association of Zoos and Aquariums (AZA), invited animal professionals from both the public and private sectors to meet at the zoo and propose the creation of an organization that would deal more personally with “animals only” related issues and concerns, without the distractions of marketing, graphics, gift shops, etc. A need for such an organization was identified by all present and thus the “International Society of Zooculturists” was formed.

United Zoological Association (UZA)
In 2000, professionals representing publicly and privately owned animal collections met to discuss problems that were not being addressed by other organizations. As a result, the United Zoological Association (UZA) was formed.

Zoological Association of America (ZAA)
In 2003, ISZ and UZA became sister organizations – ISZ was for individuals and UZA was for facilities. In February 2005, ISZ and UZA combined to form the Zoological Association of America (ZAA.) ZAA’s mission is to promote responsible ownership, management, conservation, and propagation of animals in both private and public facilities through professional standards in husbandry, animal care, safety and ethics.
Over-Arching Ambitions and Goals
Overarching Ambitions and Goals

Accreditation Program
The accreditation program is nationally known and respected for promoting high standards of animal welfare, as well as public and staff safety.

There are clearly defined benefits to being a ZAA accredited facility.
A strong mentorship program is in effect to assist members in the accreditation process.

Conservation
An emphasis is placed on conservation of species and their natural habitats through action and education.
ZAA publications and social media has increased awareness of these efforts.

Education
A variety of traditional and non-traditional educational programs are in place for the public.
ZAA has a resource network that includes education program materials.
ZAA has increased members’ conservation education efforts and awareness of the programs.

Legislative Support
ZAA offers legislative guidance and expert advice to members facing political challenges, and industry experts and spokespersons to accredited members facing challenges.

Marketing
ZAA has created a strong international brand that is incorporated in all of the organization’s actions.
Clear pro-active marketing and social media programs are developed and implemented.
ZAA is strongly engaged in social media, communicating with accredited facilities, members and the public through new and creative channels.

Public Relations
The organization is viewed positively, and helps promote and educate the public on the achievements of member organizations, and mis-information from detractors is addressed.
ZAA has a network of professionals available to address issues confronting the organization and its members, and who can help to promote and educate the public on the efforts of member organizations.
ZAA offers public relations channels that provide support to accredited members and a unified voice of expertise.

Crisis Management
ZAA has a strong crisis management program which includes spokespersons for accredited facilities, a network for emergency response and offers crisis management training for members.
**Membership Program**

ZAA is the largest membership organization of its kind in North America, and has an international membership.

ZAA offers membership opportunities to all those interested in improving animal care, welfare, and professionalism.

ZAA has developed partnerships with other like minded organizations.

**Professional Development**

ZAA offers continuing education to enhance and assist in animal care, welfare, and professionalism and the application of best practices for all members and member organizations.

The ZAA national conference is held each year, and a mid-year workshops provides additional professional development opportunities.
Over-Arching Strategies
Over-Arching Strategies

**ACCRREDITATION PROGRAM**

• Enforce High Standards of Animal Welfare and Safety
• Strengthen Perception of the Accreditation Programs
• Define Benefits of Being an Accredited Facility
• Support Mentoring program for Facilities Pursuing Accreditation
• Educate Accredited Facilities on the Organizational Policies, Mission, Vision, and Brand of the Organization

**CONSERVATION**

• Educate Members to the Definition of and the Importance of Species Conservation
• Seek Connections with Projects that Support Conservation and Sustainability of the Wild Populations and Encourage Member Participation
• Identify Key Species to Develop as Animal Management Plans

**EDUCATION**

• Increase Conservation Education Efforts
• Increase Awareness of Education Efforts of Member Organizations and Build Capacity for:
  • Develop an Education Scholarship Fund to Provide Scholarships for Members to Attend ZAA Sponsored and Approved Workshops and Conferences.

**LEGISLATIVE SUPPORT**

• Create Communications to Address Animal Rights Groups and Legislative Activities
• Coordinate Physical Representation when Legislative Situations arise for Accredited Member Organizations
• Encourage Contributions to the ZAA Legislative Fund
• Improve and Maintain Relations with Regulators
• Educate Members on Legislative Initiatives and Encourage Member Participation in Legislative Process
• Educate Members on Developing Relationships with Legislators
• Provide an Online Reference to Current State and Federal Rules and Regulations
  Continue to Assist with Lobbying Efforts and Legislative Education
• Educate and Encourage ZAA Members to be Pro Active and Establish Relationships with Legislators, Media and Thought Leaders in Their Areas Before Their Assistance is Critical and Urgently Needed
**MARKETING**

- Analyze and Develop a Marketing Strategy
- Define ZAA Brand and Incorporate the Brand Message into all Materials
- Create Cohesive Marketing Materials (Social Media Assets, Multiple Logo Versions, etc.) and Implement across all Marketing Channels
- Place More Emphasis on Working with Members
- Develop Short Motto Statement
- Differentiate ZAA from Other Similar Trade Organizations by Communicating to Current and Potential Members our ZAA Programs, Member Interaction, and Mentorship Opportunities
- Incorporate the Brand into Everything ZAA does
- Incorporate ZAA’s Brand Messaging into Member Organizations’ Communications
- Strengthen Social Media Presence
- Develop Awareness Program to Educate Member Facilities and Potential Members of Resources Available Within ZAA

**PUBLIC RELATIONS**

- Improve Public Perception
- Create a Public Relations Platform (ListServ) that will Serve as a Communication Tool where Public Relations Professionals can Discuss Trends, Provide Advice, and Share Successful Efforts
- Employ a Public Relations Representative or Firm that Coordinates Media Efforts on a National Level, Enhances Social Media Standing and Voice, and Provides Advice for Member Organizations and Creates Opportunities for Social Justice Warriors

**CRISIS MANAGEMENT**

- ZAA has a Strong Crisis Management Program which Includes Spokespersons for Accredited Facilities, a Network for Emergency Response and Offers Crisis Management Training for Members
- Institute a Crisis Management Committee
- Offer Training for Members at Large on Crisis Management at Conferences and Workshops

**MEMBERSHIP PROGRAM**

- Determine Organization Type
- Increase Member Participation
- Increase Professional Membership Numbers
- Create Clear Distinction between Members and Accredited Facilities
• Clearly Define Levels of Membership
• Educate Members on the Organizational Policies, Mission, Vision, and Brand of the Organization

PROFESSIONAL DEVELOPMENT
• Provide More Professional Development Programs and Workshops
• Offer a National Conference Each Year
• Provide Mentorship Program
Accreditation Programs

Enforce High Standards of Animal Welfare and Safety

• Continue to update and advance standards for animal care and welfare, human and animal safety.
• Contact expert organizations to utilize their standards (i.e., AAZH, AAZV, AZVT, etc.)
• Be inclusive of industry accredited standards of approved like organizations to improve animal welfare and standards for ZAA.

Strengthen Perception of the Accreditation Programs

• Publicize accredited facility members promoting exemplary animal care and welfare, exhibitry, and breeding success among members.

Define Benefits of Being an Accredited Facility

• Good business practice
• Legislative representation
• Crisis management support
• Disaster advice and membership waiver
• Networking

Support Mentoring program for Facilities Pursuing Accreditation

Educate Accredited Facilities on the Organizational Policies, Mission, Vision, and Brand of the Organization

• Accreditation inspectors workshops
• Accreditation facilities workshops
• Offer continuing education credit
Conservation

_Educate Members to the Definition of and the Importance of Species Conservation_

• Promote conservation education, awareness and actions through articles in the ZAA Journal and presentations at ZAA conferences and workshops
• Recommend that every accredited member institution identify conservation projects and programs that they support during each year
• Educate members on the policies developed to foster sustainable populations including the connection between CBW permits and inclusion in scientifically managed breeding plans

_Seek Connections with Projects that Support Conservation and Sustainability of the Wild Populations and Encourage Member Participation_

• Identify key in situ conservation projects that meet ZAA’s objectives and encourage members’ financial support
• Partner with and support Conservation NGO’s Working in situ
• Report annually the direct and in-kind support to conservation projects/programs by every member institution

_Identify Key Species to Develop as Animal Management Plans_

• Encourage member participation in Animal Management Plans by imparting the benefits of sustainable populations through collaboration
• Identify and support members who are knowledgeable with animals, husbandry, genetics, population management and conservation to lead studbooks and Animal Management Plans
• Identify conservation organizations, projects and/or NGO’s that can be directly linked with and supported by each Animal Management Plan
• Promote and facilitate communication and cooperation amongst all members to benefit the successful operation of Animal Management Plans
• Report annually the status and significant achievements of each Animal Management Plan
Education

*Increase Conservation Education Efforts*

- Member institution connection
  - Collaborate and support outside conservation organizations in the development and facilitation of effective educational opportunities and educational templates
  - Expand education committee with sub-committees and define their roles
    - Provide educational tools designed to assist in the development and facilitation of successful educational programs
    - Design forums in which member organizations can share consistent messaging about conservation education
    - Maintain a presence at ZAA conferences that encourages educators to learn and share best educational practices
    - Create short, online educational videos promoting and/or showcasing facilities in action which would be viewed by the public via ZAA’s website
- Visitor Connection
  - Increase visitor awareness of conservation issues with educational materials i.e. graphics emphasizing endangered species exhibited by member institutions
  - Expand and enhance member institutions’ involvement with community education programs and partnerships through these avenues

*Increase Awareness of Education Efforts of Member Organizations and Build Capacity for:*

- Animal ambassador programs
- School programs
- Non-traditional programs (Boy Scout badges, summer camp, home school programs, etc.)
- Outdoor and outreach education programs

*Develop an Education Scholarship Fund to Provide Scholarships for Members to Attend ZAA Sponsored and Approved Workshops and Conferences.*
Legislative Support

Create Communications to Address Animal Rights Groups and Legislative Activities

Coordinate Physical Representation when Legislative Situations arise for Accredited Member Organizations

Encourage Contributions to the ZAA Legislative Fund

Improve and Maintain Relations with Regulators
  • Hold a briefing in DC to meet with legislators and regulators

Educate Members on Legislative Initiatives and Encourage Member Participation in Legislative Process

Educate Members on Developing Relationships with Legislators
  • Provide informative literature
  • Organize workshops (online or in person at annual conference)

Provide an Online Reference to Current State and Federal Rules and Regulations

Continue to Assist with Lobbying Efforts and Legislative Education

Educate and Encourage ZAA Members to be Pro Active and Establish Relationships with Legislators, Media and Thought Leaders in Their Areas Before Their Assistance is Critical and Urgently Needed
Marketing

Analyze and Develop a Marketing Strategy

- Determine demographics and coordinate marketing strategies to appropriate audiences
  - Members, staff, public, opponents, legislators, regulators, etc.

Define ZAA Brand and Incorporate the Brand Message into all Materials

- Explore changing the organization’s name (ZAA) to include international colleagues and eliminate confusion with other organizations
- Update mission statement to include the accreditation program and the education program
  - Update purpose and objectives to reflect mission statement changes

Create Cohesive Marketing Materials (Social Media Assets, Multiple Logo Versions, etc.) and Implement across all Marketing Channels

Place More Emphasis on Working with Members

Develop Short Motto Statement

Differentiate ZAA from Other Similar Trade Organizations by Communicating to Current and Potential Members our ZAA Programs, Member Interaction, and Mentorship Opportunities

Incorporate the Brand into Everything ZAA does

Incorporate ZAA’s Brand Messaging into Member Organizations’ Communications

- Highlighted on the websites of member organizations
- Discussed on social media platforms of member organizations

Strengthen Social Media Presence

- Hire an intern to collect content and leverage on social media
- Create and share more original content on the Facebook page
- Explore other social media outlets such as Instagram and Twitter
- Optimize social media through the use of keywords and hashtags
- Promote social media platforms by adding social icons to marketing vehicles including website, e-mails, etc. Continually seek new social media channels and opportunities as technologies develop

Develop Awareness Program to Educate Member Facilities and Potential Members of Resources Available Within ZAA

- Each board member mentors regional members and potential members on ZAA opportunities
Public Relations

Improve Public Perception

• Improve communication with public by making communication more frequent and informative
• Develop consistent set of PR statements for the five different audiences to be specific and targeted to the chosen audience
• Create a template for press releases and messaging, and train members on using them
• Conduct training workshops at conferences and meetings
• Add a “Newsroom” section to website promoting positive media coverage, and incorporate strategic search engine optimization (SEO) to gain visibility
• Gather monthly “feel good” stories from member organizations highlighting conservation, brand messaging, and education efforts, and submit pieces to local and national media outlets

Create a Public Relations Platform (ListServ) that will Serve as a Communication Tool where Public Relations Professionals can Discuss Trends, Provide Advice, and Share Successful Efforts

• Share resources such as training portals, conference calls on specific topics
• Implement list serves for directors, curators, and members at large
• Implement list serves for accredited facilities

Employ a Public Relations Representative or Firm that Coordinates Media Efforts on a National Level, Enhances Social Media Standing and Voice, and Provides Advice for Member Organizations and Creates Opportunities for Social Justice Warriors
Crisis Management

*ZAA has a Strong Crisis Management Program which Includes Spokespersons for Accredited Facilities, a Network for Emergency Response and Offers Crisis Management Training for Members*

**Institute a Crisis Management Committee**

- Charge committee with developing crisis management protocols and procedures including preparedness programs involving local first responders
- Implement a trained network that can respond or assist those experiencing a crisis
- Develop a ZAA in-house crisis management team
- Create procedures for responding to accredited facilities and member facilities in crisis

**Offer Training for Members at Large on Crisis Management at Conferences and Workshops**
Membership Programs

Determine Organization Type

• Membership and trade organization with an accreditation program

Increase Member Participation

• Increase ZAA’s communication with members through e-mail, ListServ, newsletters, social media and members’ conference calls
• Determine and implement strategies to increase membership retention
• Provide an installment payment plan for facility membership
• Initiate an automatic membership system

Increase Professional Membership Numbers

• Explore the option of offering incentives for employees of accredited facilities to become professional members
• All members of the board of directors should have the participation of at least 3 members from their professional organization
• All Board of Directors should be from accredited facilities

Create Clear Distinction between Members and Accredited Facilities

Clearly Define Levels of Membership

• Define benefits of each level of membership

Educate Members on the Organizational Policies, Mission, Vision, and Brand of the Organization
Professional Development

Provide More Professional Development Programs and Workshops

- Host regional workshops
- Rotate topics to include safety, Animal Management Programs, public relations and marketing, record-keeping, crisis management, business management, animal husbandry, etc.
- Offer CEU/clock hours for non-industry professionals
- Offer training and education on husbandry, best management practices, and veterinary care

Offer a National Conference Each Year

- Provide detailed information about the conference on the ZAA’s website
- Advertise the conference on all social media outlets
- Provide follow-up information about the conference once it is completed via e-mail, social media, and the website
- Continue to increase professionalism of conferences by offering keynote speakers, conservation professionals, continuing education opportunities, etc.

Provide Mentorship Program

- Assign regional board members for each accredited facility
- Require assigned mentor for lower levels of memberships
- Develop internal staff to create supportive, knowledgeable teams
Appendices
Appendix I

Long Range Planning Summary
September 2017

The Board of Directors of the Zoological Association of America (ZAA) is dedicated to advancing the mission of the organization and is committed to its members. To aid with the progression of ZAA, a long range planning survey was created and distributed to all the membership in March 2017. The survey was comprehensive in design, allowing for both a qualitative and quantitative evaluation of the responses. The survey provides insight to the Board from the members to aid in the future planning of ZAA. The survey results were presented at the 2017 ZAA National Conference, with a follow up mini survey on key issues.

Member Representation

The initial survey elicited a response rate of ~24% of the total membership and provided a standardized representation in regards to membership categories with less than half (45%) affiliated with an accredited organization. The vast majority of respondents were Professional Members (82%) and in zoo or aquarium management positions (61%). Members were almost equally divided with involvement in ZAA, with 54% of 5 years or more and 46% with less than 5 years in the organization, providing the organization with a strong historical perspective as well as new insight. These findings remained consistent with the 70 respondents who participated in the mini survey at the conference as well.

Quantitative Questions

The directed questions focused primarily on the importance and level of satisfaction in regards to the various programming that ZAA currently offers to its members and the efforts on their behalf. Support by ZAA with legislation, regulatory agencies, and during challenges were deemed very important by the respondents. All of the presented programs were regarded as important by at least 90% of the respondents (Figure 1). However the level of satisfaction with these same programs was not as highly rated (Figure 2), inversely so in regards to the programs noted above as very important (Maintaining relations with regulators - <50% satisfied). Legislation was viewed as the most important threat facing organizations followed by national animal rights groups and the media. Survey participants presented a high likelihood to participate in all of the presented programs with national conference, surplus lists, accreditation, and educational opportunities all over 80% in desire to participate.

What should ZAA be from a membership organization perspective?

ZAA’s current structure of a ‘Membership organization with mandatory facility accreditation in some timeframe’ was viewed as the least favorable option to the respondents. The two highest ranking options were ‘Membership organization with an accreditation option’ and ‘Membership organization open to all, with different levels of facility accreditation’ (Figure 3). The survey allowed for the respondents to rank their level of agreement in regards to each of the options. At the conference, the mini survey respondents were only allowed to select a single option out of the three presented.

When combining the mini-survey with the ‘strongly agree’ responses from the original survey,
43% favored the ‘Membership organization open to all, with different levels of facility accreditation,’ 35% favored the ‘Membership organization with an accreditation option,’ while only 22% favored the current ‘Membership organization with mandatory facility accreditation in some timeframe’ (Figure 4).

**Open-ended Questions**

The open-ended questions afforded the respondents with the ability to provide ZAA with a narrative in response to each question/presented topic. Each answer was reviewed and subjectively analyzed by context and keywords, then categorized to provide a presentable format.

Networking, professional relationships, and support by ZAA were presented as reasons for why members belong to ZAA. ZAA’s purpose as viewed by the respondents is to promote and advocate the organization and the industry on behalf of the members, while supporting and protecting its members. ZAA should continue to ensure high standards and focus on animal welfare and conservation. Responsible ownership and management and professional standards were noted as the most important aspects of the mission statement, recognizing that these are the foundational that the other facets are built upon. A significant number of the respondents noted that they already support ZAA without reservation, however recognition of ZAA accreditation by agencies and a commitment to educate the public and ZAA membership would garner more enthusiastic support.

Increased regulation, concerns about activists, negative public perception, and the growth of these due to the media (social and otherwise) were the trending items noted by respondents with the response of greater and improved response, continue to maintain/elevating high standards, improved education of legislators and public, and actively protect/support members as ways to address these issues. Although the respondents noted that constituents and stakeholders view ZAA as growing in a positive manner, more can be done to improve perceptions, including misconceptions that ZAA has lower standards than other organizations.

The critical issues facing the ZAA followed a similar track as above – promotion and recognition of ZAA, changing of perception, legislation/activist issues, accreditation, maintaining and enforcing high standards, and improved member engagement. Overwhelmingly, the primary aspect that ZAA should focus on is to support, protect, and work with membership.

The strengths of ZAA are noted as the members themselves and the experience that they bring as well as strong leadership and networking. The greatest weakness noted is the poor perception of ZAA by the public, legislators, and other organizations. Upholding and enforcing standards and resolving board and staff issues may aid in addressing these perceptions.

Common themes were evident across the survey – desire to maintain inclusivity, be regarded to the same degree as other organizations in the view of regulatory agencies while not becoming them, continue to ensure high standards, continue to develop accreditation program, maintain a high level of professionalism, open communication between the board and membership, and, as noted above, promote the organization and industry.

The ZAA Board met during the conference and immediately began to address the concerns and issues noted by the membership in the survey. The Board will be meeting again in early February, and hope to present a draft Long Range Plan to the membership shortly after the meeting.
Figure 1 – Ranked responses in regards to the perceived Importance of each of the presented programs in ZAA (100% scaled presentation)
Figure 2 – Ranked responses in regards to the Satisfaction with each of the presented programs in ZAA (100% scaled presentation)
What Should ZAA be?

- Membership organization with an accreditation option
- Membership organization open to all, with different levels of facility accreditation
- Membership organization with mandatory facility accreditation in some timeframe

Figure 3 – Ranked responses in regards to what approach ZAA should take in regards to facility accreditation (100% scaled presentation)
Figure 4 – Combined data from both the original survey (Strongly Agree) and mini survey in regards to what ZAA should be from a membership perspective.