



IUCN SSC
CONSERVATION PLANNING SPECIALIST GROUP

ANNUAL REPORT

2019



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OUR MISSION

CPSG saves threatened species by increasing the effectiveness of conservation efforts worldwide.



Letter from the Chair

PERSEVERANCE IN A PANDEMIC

Looking back on the past year, a line from a Joni Mitchell song keeps running through my mind, “Don't it always seem to go, that you don't know what you've got till it's gone.”

Never could we have imagined a scenario such as the one we are living today. We took for granted our ability to gather people together, wherever we were needed on the planet, to save threatened species.

All that CPSG accomplished in 2019—travel to 28 countries, planning for 372 species, collaborations with over 60 partners—looks even more remarkable through the lens of the COVID-19 pandemic we are currently experiencing.

But CPSG is nothing if not resilient. 40 years of experience planning futures for threatened species has taught us that conservation works, when guided by effective planning. A recent study (Lees et al., in prep) comparing the rate of species declines before and after CPSG intervention illustrates the powerful role of CPSG workshops as a turning point for threatened species. We won't let a virus stop us from our mission to halt the decline of threatened species.

In the pages of this Annual Report, we share examples of some of that powerful planning work; describe a groundbreaking new CPSG process designed to enable the rapid progression of threatened species from assessment, through conservation planning, to effective action; and celebrate our generous donors and workshop sponsors.



While we remain extremely productive in spite of our social distancing and self-quarantine, it is with a newfound perspective (and more than a little longing) that we share with you some highlights of what CPSG accomplished, together with you, in 2019.

And it is with a renewed appreciation for the intellectual and financial contributions of our members and donors that we thank you, from the bottom of our hearts.



A handwritten signature in black ink that reads "Onnie Byers". The signature is fluid and cursive.

Onnie Byers
CPSG Chair



2019 at a Glance



372
Species



86
Planning
activities



28
Countries



304
Members

Outcomes

In 2019, we saw the payoff of investments to scale up species conservation.

- Our training increased global conservation planning capacity so we could carry out nearly double the number of species conservation planning workshops carried out in 2018.
- We developed a new planning tool, called Assess to Plan, or A2P, which allows us to move more quickly from Red List assessment to planning for more species at once.

Both of these outcomes allowed us to exponentially increase the impact of conservation planning and begin to catalyze the global species conservation planning revolution.

Species Updates

CPSG planning leads to action.



The state of Florida released more captive-raised Florida grasshopper sparrows, partly because of a confidence-boosting disease risk analysis workshop facilitated in 2018.



A revision of the Whooping Crane International Recovery Plan is closer to reality after CPSG conducted a series of detailed conservation planning workshops in Canada and the U.S.

Species Champions

We recognized two invaluable members of the CPSG family.



The Ulysses S. Seal Award went to Susie Ellis, Executive Director, International Rhino Foundation.



Arnaud Desbiez received the Chair's Citation of Excellence for his dedication to CPSG's mission, values, and spirit.



SPECIES HIGHLIGHTS

SECURING FUNDING FOR A FUTURE FOR CIVETS

Vietnam forms the largest part of the Owston's civet's (*Chrotogale owstoni*) range and is one of the main demand countries in the illegal wildlife trade, in which these civets are caught up by indiscriminate snaring. CPSG facilitated a workshop there for the civets in April. The plan that resulted has already helped to raise \$50K USD for a conservation breeding facility, research on the



civet coffee industry, and a staff member to implement the plan.

EMERGENCY PLANNING TO SAVE TWO OF THE WORLD'S MOST ENDANGERED BIRD SPECIES



No more than 20 individuals are thought to remain of two Brazilian bird species: the blue-eyed ground-dove (*Columbina cyanopis*) and the Alagoas antwren (*Myrmotherula snowi*).

Efforts to protect these birds have made an impact, but these species need more help. That's why 29 specialists from 15 institutions, led by expert facilitators from CPSG, gathered in Brazil in August to create an emergency plan to save both species from extinction. The plan to save the birds includes taking eggs into human care and raising captive birds that can later be returned to the wild while simultaneously working to reduce threats in the wild that are causing populations to decline.

ASSESS TO PLAN FOR SRI LANKAN REPTILES

CPSG worked with the IUCN/ Conservation International Biodiversity Assessment Unit to trial integration of its new Assess to Plan (A2P) process into three Red List assessment workshops, including one for the snakes and lizards of Sri Lanka. Of the 169 species assessed, 102 were categorized as Critically Endangered, Endangered or Vulnerable. The main threats to Sri Lanka's snakes and lizards are habitat loss, fragmentation and degradation attributed to multiple human activities.



Workshop participants generated next steps for action, all of which will be followed up by one or more participants to maintain forward momentum for Sri Lankan reptiles.

SUCCESSFUL FACILITATION CONTRIBUTES TO POSITIVE MOMENTUM FOR CAPE PARROTS



The striking green and gold Cape parrot (*Poicephalus robustus*) is only found in South Africa, and it is among the most

threatened of all African parrots. In September, global experts came together in Hogsback, Eastern Cape to plan a future for the Cape parrot. Facilitated by CPSG Development Path Program mentee Kerryn Morrison, the workshop joined government, landowners, forestry industry representatives, conservationists, bird guides, students, and academics to develop a plan to guide conservation efforts.

PLANNING A FUTURE FOR A NEWLY DISCOVERED, ENDANGERED BOA

It was discovered by accident in 2015, and now the Conception Bank silver boa (*Chilabothrus argentum*) is considered one of the most endangered snakes in the world. Because the small, isolated population of boas is so vulnerable, the organization responsible for managing its habitat turned to CPSG for help. The goal: to bring stakeholders together to create an action plan that will help ensure the boa's survival. Together, workshop participants envisioned a future where sustainable populations of



the Conception Bank silver boa are secure in the face of existing and future threats and recognized as a species of cultural and biological importance to the Bahamas and the world.

DESIGNING A REINTRODUCTION FOR SWIFT FOX

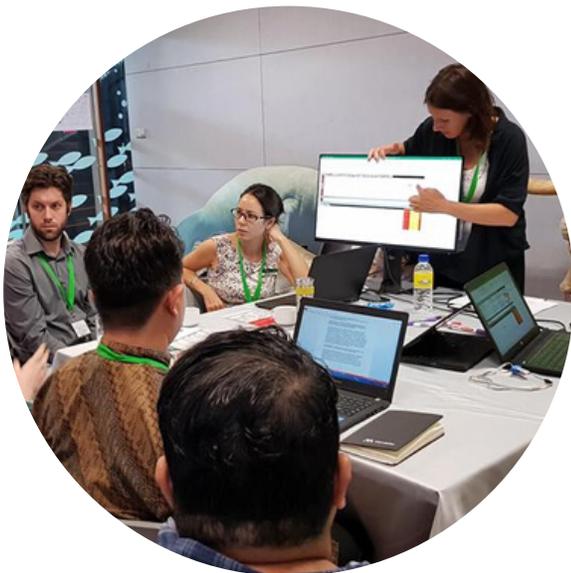


Designing a successful wildlife translocation program requires careful attention to myriad important details. CPSG, in collaboration with the

Smithsonian Conservation Biology Institute and other government and tribal experts, is using population viability analysis (PVA) tools to design a program to reintroduce swift fox (*Vulpes velox*) to the Fort Belknap Indian Reservation and surrounding habitats in Montana. Insights gained from the PVA are already being used to map out the details of the program, which will involve capturing foxes from nearby states and translocating them to the reservation.



NEW
INITIATIVE



ASSESS TO PLAN: ACHIEVING ACTION FOR MORE SPECIES MORE QUICKLY

Of the thousands of species assessed every year by the IUCN Red List of Threatened Species, hundreds, and sometimes thousands, are categorized as threatened or too data deficient for assessment to be feasible. To bring urgent attention to these species, CPSG and partners have developed the Assess to Plan (A2P) process.

A2P uses data gathered during Red Listing as a basis for facilitated discussions with assessors, conservation experts and other stakeholders.

Species sharing common conservation or research needs are grouped together for more efficient treatment. The specific types of planning or action needed for each group are analyzed and agreed, and wherever possible, responsibility for taking the next step is assigned to one or more of the collaborators present.

In 2019, CPSG trialled A2P in three countries at four Red List workshops covering over 1,000 species. The results are now informing planning and action for species identified as threatened or data deficient. In addition, the principle tool for A2P, which illustrates in a single graphic the overlaps among species in key characteristics, has been applied in three other planning projects.

A2P has been well-received, and other workshops are planned for 2020 and beyond. This new process is helping CPSG support the Species Survival Commission to move more species, more quickly, from assessment to action via good planning.

THANK YOU

TO OUR

SPONSORS

Sponsors provide project-specific funding for workshops, training, and other activities. Below is a list of sponsored activities in order of occurrence in 2019.

WORKSHOPS

Sunda Freshwater Fish Red List Review & A2P/Asian Species Action Partnership, IUCN SSC Freshwater Biodiversity Unit, Wildlife Reserves Singapore

Dhole PHVA/Columbus Zoo & Aquarium, Copenhagen Zoo, Kasetsart University, Minnesota Zoo Foundation, San Diego Zoo Global, Smithsonian Conservation Biology Institute, Tierpark Berlin

Sulu Hornbill Conservation Planning/Protect Wildlife Project/USAID, Wildlife Reserves Singapore

Data Sharing Workshop/World Association of Zoos & Aquariums

Owston's Civet Conservation Planning/Ocean Park Conservation Foundation Hong Kong, Save Vietnam's Wildlife, Talinna Loomaia Sõprade Selts, Wild Planet Trust, Wildlife Reserves Singapore,

Mesoamerican Felid ICAP/Cafe Capris Sociedad Anonima

Norfolk Island Boobook Owl Conservation Planning/Parks Australia

Bahamas Silver Boa Conservation Planning/North Carolina Zoo

OUR APPROACH

Through our One Plan Approach, we strive to ensure that a broad range of stakeholders is represented at each workshop, resulting in one conservation plan for the species that helps bridge the gap between *in situ* and *ex situ* population management. Our workshop processes include:

Assess to Plan (A2P)

Population Viability Analysis (PVA)

Population and Habitat Viability Assessment (PHVA)

Integrated Collection Assessment and Planning (ICAP)

Wildlife Disease Risk Analysis (DRA)

Indonesia-U.S. Research Collaboration/Chicago Botanic Garden, Indonesia Ministry of Research & Technology, IPB University, National Science Foundation

Blue-eyed Ground-dove & Alagoas Antwren *Ex Situ* Assessment & Planning/Parque das Aves

Wallacea Reptile Red Listing & A2P/Wildlife Reserves Singapore

Grand Cayman Blue Iguana Strategic Planning/National Trust for the Cayman Islands

South Asian Snakes Red List, A2P & KBA/Zoo Outreach Organisation

Liberian Chimpanzee National Action Planning/The Jane Goodall Institute

Sunda Pangolin *Ex Situ* Conservation Assessment/Natural History Museum Thailand, Singapore Zoological Gardens

Humboldt Penguin PVA & PHVA/AZA Penguin TAG, Chicago Zoological Society, Kansas City Zoo, Milwaukee County Zoo, Parque das Aves, Rosamond Gifford Zoo & Rosamond Gifford Zoo AAZK, Saint Louis Zoo, Santa Barbara Zoo, Woodland Park Zoo

Brazilian Bird PVAs/ICMBio/CEMAVE, Parque das Aves, Species Conservation Toolkit Initiative

Zebra Shark Conservation Planning/Georgia Aquarium

Montana Swift Fox PVA/Smithsonian Conservation Biology Institute

Shrill Carder Bee Planning/Bumblebee Conservation Trust

Takahe PVA/New Zealand Department of Conservation

TRAINING

Vortex Training/Instituto de Pesquisas Ecológicas, Parque das Aves, Projeto Tatu Canstra

Northeast Disease Risk Analysis Training/Conselho Federal de Medicina Veterinária, Federal University of Piauí

Facilitation Training Course/George Mason University



Facilitation Training Course/Association of Zoos & Aquariums

Conservation Translocation Course/Zoological Society of London

Species Conservation Planning Training Course/Chester Zoo

Disease Risk Analysis Training Course Development/Auckland Zoo

Facilitation Training Course/Antwerp Zoo, European Association of Zoos & Aquaria

Facilitating Species Conservation Planning Processes/White Oak Conservation Foundation

Northeast Disease Risk Analysis Training/Federal University of Paraiba

Facilitating Species Conservation Planning Processes/Chester Zoo

CPSG Development Path Retreat/Balcombe Charitable Trust, European Association of Zoos & Aquaria, Ocean Park Conservation Foundation Hong Kong, Saint Louis Zoo, Wildlife Reserves Singapore

PVA Development/Parque das Aves, Projeto Tatu Canastra

Protected Areas Management Course/Zoological Society of London

MEETINGS

CPSG Brasil Annual Meeting/Parque das Aves

Fundraising & Development Meeting/Chicago Zoological Society, Endangered Wolf Center, Houston Zoo, Saint Louis Zoo

CPSG Strategic Planning Meeting/San Diego Zoo Global

Mountain Gorilla Ebola Modeling Meeting/Smithsonian Conservation Biology Institute

Jaguar PVA Discussions/Defenders of Wildlife

IUCN Latin America Regional Conservation Forum/Parque das Aves

CPSG Annual Meeting/Fundación Temikèn

Yangtze Finless Porpoise Conservation Program Evaluation/National Marine Mammal Foundation



AND THANK YOU TO OUR DONORS

\$50,000+

The Estate of
George B. Rabb



\$25,000+



\$15,000+



The Balcombe
Charitable Trust

\$10,000+

Brad & Alice Andrews*
Anne Baker & Robert Lacy
Columbus Zoo & Aquarium, The Wilds
Dallas World Aquarium*
Global Conservation Associates*
Houston Zoo*
San Diego Zoo Global
Wildlife Conservation Society
World Association of Zoos & Aquariums
Zoo Leipzig*

\$5,000+

Al Ain Wildlife Park & Resort
Association of Zoos & Aquariums
British & Irish Association of Zoos &
Aquariums
Detroit Zoological Society
Nordens Ark*
Point Defiance Zoo & Aquarium
Schönbrunner Tiergarten – Zoo Vienna*
Smithsonian National Zoological Park

\$2,000+

Allwetterzoo Münster
Borås Djurpark*
Bristol Zoo Gardens
Cincinnati Zoo & Botanical Garden, CREW
Cleveland Metroparks Zoo
Dickerson Park Zoo
Dublin Zoo
European Association of Zoos & Aquaria
Fort Wayne Children's Zoo
Fota Wildlife Park
Fundación Parques Reunidos
Givskud Zoo
Gladys Porter Zoo
Kansas City Zoo
Peter & Nancy Killilea
Laurie Bingaman Lackey
Lincoln Park Zoo
Linda Malek
Milwaukee County Zoo
North Carolina Zoological Park
Oregon Zoo
Paignton Zoo

Royal Zoological Society of Antwerp
Royal Zoological Society of Scotland+
Sedgwick County Zoo
Seoul Zoo
Lee & Marie Simmons
Swedish Association of Zoological Parks & Aquaria
Twycross Zoo
Verband der Zoologischen Garten
Wilhelma Zoo
Woodland Park Zoo
Zoo Frankfurt
Zoological Society of Wales, Welsh Mountain Zoo
Zoologischer Garten Köln
Zoologischer Garten Rostock
Zoos South Australia

\$1,000+

Aalborg Zoo
Abilene Zoological Gardens
Akron Zoological Park
Mark Barone
Cameron Park Zoo
Central Zoo Authority, India
Everland Zoological Gardens
Friends of the Rosamond
Gifford Zoo
Helsinki Zoo
Jacksonville Zoo & Gardens
Little Rock Zoo
Los Angeles Zoo
Prudence Perry
Perth Zoo
Riverbanks Zoo & Garden
Rotterdam Zoo
Taipei Zoo
Thrigby Hall Wildlife Gardens
White Oak Conservation Center
Wildlife World Zoo & Aquarium
Zoo & Aquarium Association

\$500+

Chris Byers & Kathy Vila
Cotswold Wildlife Park
David Traylor Zoo of Emporia
GaiaZOO
Kattegatcentret

Lisbon Zoo
Odense Zoo
Katey & Mike Pelican
Ed & Marie Plotka
Racine Zoological Society
Safari de Peaugres
Tokyo Zoological Park Society
Wellington Zoo
Zoo de la Palmyre
Zoo Heidelberg

\$250+

African Safari, France
Arizona-Sonora Desert Museum
Lee Richardson Zoo
Lion Country Safari
Roger Williams Park Zoo
Rolling Hills Zoo
Sacramento Zoo
Steinhart Aquarium
Jacqueline & Nick Vlietstra

\$100+

Alpenzoo Innsbruck
Vicky Meretsky
Steven J. Olson
Kathryn Rodriguez-Clark

\$25+

David Barnard
Connor Killilea for Eloise Sundal

***CPSG Chair sponsor**
+Regional Resource Center Host

Additional Regional Resource Center Hosts

AMACZOOA & FUNDAZOO
Japan Wildlife Research Center
Pan-African Association of Zoos & Aquaria
Parque das Aves
Taman Safari Indonesia
Wildlife Reserves Singapore
Zoo Outreach Organisation & WILD
Zooafari Mexico



ABOUT US



The Conservation Planning Specialist Group saves threatened species by increasing the effectiveness of conservation efforts worldwide. We bring together the right people and information to engage in collaborative conservation planning that produces practical management recommendations for conservation action.

In the 40 years since our founding, we helped develop conservation plans for over 545 species through more than 860 workshops in over 75 countries. We are a Specialist Group of the Species Survival Commission of the International Union for the Conservation of Nature supported by a non-profit organization, the Global Conservation Network.



The International Union for Conservation of Nature is the global authority on the status of the natural world and the measures needed to safeguard it. The largest of its Commissions, the Species Survival Commission, works to reduce the loss of diversity of life on Earth.



SUPPORT

Together, we can plan a future for wildlife. Visit us at cpsg.org, or mail your donation:

Conservation Planning Specialist Group
12101 Johnny Cake Ridge Road
Apple Valley, MN 55124
USA

CONNECT

Follow us on social media! Or, send your questions to office@cpsg.org.



GLOBAL CONSERVATION NETWORK BOARD OF DIRECTORS

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Humane Conservation

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Pat Thomas

Wildlife Conservation Society

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Paignton Zoo

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Brad Andrews Humane Conservation, **Anne Baker** Amphibian Ark, **Jonathan Ballou** Smithsonian Conservation Biology Institute, **Mark Barone** Population Council, **Jeffrey Bonner** Saint Louis Zoo, **Kevin Buley** Auckland Zoo, **Amy Camacho** Africam Safari, **Luis Carrillo** Zoofari, **William Conway** Wildlife Conservation Society, **Mark Craig** Al Ain Zoo, **Carmel Croukamp** Parque das Aves, **Rachel Daneault** Disney's Animal Kingdom, **Danny de Man** European Association of Zoos & Aquaria, **Arnaud Desbiez** Royal Zoological Society of Scotland, **Candice Dorsey** Association of Zoos & Aquariums, **Lee Ehmke** Houston Zoo, **Susie Ellis** International Rhino Foundation, **Nate Flesness** Species360, **Suzanne Gendron** Sage Advice, **Jo Gipps** Global Conservation Network, **Alejandro Grajal** Woodland Park Zoo, **Myfanwy Griffith** European Association of Zoos & Aquaria, **Sanna Hellström** Helsinki Zoo, **Heribert Hofer** Leibniz-Institut für Zoo-und Wildtierforschung, **Rachel Hoffmann** Cambridge Infectious Diseases Interdisciplinary Research Centre, **Bengt Holst** Copenhagen Zoo, **Richard Jakob-Hoff** Auckland Zoo, **Mike Jordan** Chester Zoo, **Robert Lacy** Species Conservation Toolkit Initiative, **Caroline Lees** CPSG, **Sonja Luz** Singapore Zoological Gardens, **Jansen Manansang** Taman Safari Indonesia, **Yolanda Matamoros** Simon Bolivar Zoo, **Mike Maunder** Eden Project, **Phil McGowan** Newcastle University, **Lance Miller** Chicago Zoological Society, **Jo-Elle Mogerma** Saint Louis Zoo, **Sanjay Molur** Zoo Outreach Organisation, **Theo Pagel** Zoologischer Garten Köln, **Paul Pearce-Kelly** Zoological Society of London, **Mark Pilgrim** Chester Zoo, **Roopali Raghavan** Singapore Zoological Gardens, **Ivan Rehak** Prague Zoo, **Alex Rübél** Zurich Zoo, **Lee Simmons** Omaha Zoo Foundation, **Stuart Strahl** Chicago Zoological Society, **Kazutoshi Takami** JAZA / Osaka Tennoji Zoo, **Pat Thomas** Wildlife Conservation Society, **John Werth** PAAZA, **Robert Wiese** San Diego Zoo Global, **Jonathan Wilcken** Regional Facilities Auckland, **Kumiko Yoneda** Japan Wildlife Research Center, **Martín Zordan** WAZA

CPSG STAFF



Onnie Byers
Chair

Philip Miller
Senior Program Officer

Kathy Traylor-Holzer
Senior Program Officer

Caroline Lees
Program Officer

Jamie Copsey
Director of Training

Claudine Gibson
Multi-species Planning
Program Assistant

Fabiana Lopes Rocha
Coordinator
IUCN SSC Center for Species Survival Brazil

Elizabeth Townsend
Finance Officer/Executive Assistant

Fran Webber
Communications Officer

REGIONAL RESOURCE CENTERS



RRC Convenors: **Caroline Lees** (CPSG) & **Richard Jakob-Hoff** (Auckland Zoo), Australasia; **Fabiana Lopes Rocha** (CPSG), Brasil; **Bengt Holst** (Copenhagen Zoo), Europe; **Esther Manansang** (Taman Safari Indonesia), Indonesia; **Kumiko Yoneda** (Japan Wildlife Research Center), Japan; **Yolanda Matamoros** (Simon Bolivar Zoo), Mesoamerica; **Luis Carrillo** (Zoofari), Mexico; **Anne Baker** (Amphibian Ark), North America; **Sanjay Molur** (Zoo Outreach Organisation), South Asia; **Roopali Raghavan & Sonja Luz** (Wildlife Reserves Singapore), Southeast Asia

FINANCIAL REPORT

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEAR ENDING DECEMBER 31, 2019

SUPPORT & REVENUE	<i>Without Donor Restrictions</i>	<i>With Donor Restrictions</i>	<i>Total</i>
Contributions	\$513,500	\$28,216	\$541,716
Workshops & contracts	\$165,964	\$2,685	\$168,649
Other income	\$26,712	-	\$26,712
Investment income	\$107,396	-	\$107,396
Net assets released from restrictions:			
Satisfaction of program restrictions	\$40,708	(\$40,708)	-
Satisfaction of time restrictions	\$45,769	(\$45,769)	-
TOTAL	\$900,049	(\$55,576)	\$844,473
EXPENSES			
Program services	\$789,607	-	\$789,607
Support services			
Management & general	\$156,052	-	\$156,052
Fundraising	\$55,215	-	\$55,215
Total support services	\$211,267	-	\$211,267
TOTAL	\$1,000,874	-	\$1,000,874

STATEMENT OF FINANCIAL POSITION AT DECEMBER 31, 2019

ASSETS	
Current Assets	
Cash and cash equivalents	\$919,588
Pledges receivable	\$65,000
Due from affiliated organization	\$11,652
Prepaid expenses	\$5,916
Total current assets	\$1,002,156
Investments	\$502,859
Pledges receivable	\$25,000
Property	\$1,699
TOTAL	\$1,531,714
LIABILITIES AND NET ASSETS	
Current Liabilities	
Accounts payable	\$19,250
Accrued salaries	\$10,094
Accrued vacation	\$17,161
Funds held for others	\$33,871
Total current liabilities	\$80,376
Net Assets	
Without donor restrictions	\$1,330,437
With donor restrictions	\$120,901
Total net assets	\$1,451,338
TOTAL	\$1,531,714

Notes to the 2019 Financial Statements

The finances to support the work of CPSG are held and managed by the Global Conservation Network (GCN), a USA 501(c)3 not-for-profit organization. GCN had a planned overall deficit from operations of US \$(156,401) for the year in 2019. Our without donor restrictions activity (general operations) accounted for US \$(100,825) of the total deficit, with US \$(55,576) related to activity with donor restrictions. As of December 31, 2019, we had a net asset reserve without donor restrictions of US \$1,330,437 or approximately 18 months of operating expenses. The net asset reserve with donor restrictions at year end of US\$120,901 is for future years' commitments. The information on this page was taken from the 2019 audit. Copies of the full audit can be obtained by contacting the CPSG office.

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Page 1 - *Bombus sylvarum* - Ivar Leidus, CC By-SA 4.0

Page 2 - Onnie Byers - S. Carmody Photography

Page 3 - *Cyclura lewisi* - Kathy Traylor-Holzer

Page 5 - *Ammodramus savannarum floridanus* - U.S. Fish & Wildlife Service; Susie Ellis - International Rhino Foundation; Arnaud Desbiez & CPSG Staff, WAZA

Page 6 - *Cuon alpinus* - Davidvraju, CC By-SA 4.0

Page 7 - *Chrotogale owstoni* - Chien C. Lee, Save Vietnam's Wildlife; *Columbina cyanopsis* - Andre Briso

Page 8 - *Ceratophora aspera* - Panduka de Silva; *Poicephalus robustus* - Peter Tan, CC By 2.0

Page 9 - *Chilabothrus argentum* - R. Graham Reynolds, University of North Carolina Asheville;

Vulpes velox - Bureau of Land Management

Page 10 - *Hylomantis lemur* - Brian Gratwicke, CC By 2.0

Page 12 - Cape parrot workshop - Rowan Martin, World Parrot Trust, UK; Other workshop photos - CPSG

Page 14 - Workshop photos - CPSG

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Special Acknowledgements

Linda Malek, strategic planning, business development, and marketing specialist

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