

Henry Vilas Zoo Equity and Inclusion WORK PLAN

AREA OF OPPORTUNITY

1. Organizational Commitment

	Initiative Area	(Where are we now?)	Chosen Target (Where do we want to be?)	(How do we get there?)	(How will we know we're there?)	Lead Staff Responsible (Who? By When?)
1 a.	<i>HVZ hires and retains staff of color.</i>	Applicants are a majority white and female. Due to COVID and staff capacity, recruitment is restricted to online – limiting applicants to those English-speaking applicants with access to a computer and understanding of the Dane County hiring process.	<p>Job seekers can easily connect with HVZ to learn more about our career offerings through:</p> <ul style="list-style-type: none"> • The HVZ website • Job shadowing & animal contact programs • Talking with current staff at community tabling events <p>HVZ staff have a firm understanding of the Dane County hiring process, and can explain this process to applicants.</p> <p>Position education & experience requirements are consistent with job duties.</p>	<ul style="list-style-type: none"> ▪ Seek out and provide opportunities to teach potential staff about Dane County application process ▪ Create new opportunities to interest teens and young adults with diverse backgrounds opportunities to learn about entering the zoo profession. ▪ Seek out likely candidates of color, encourage applications. ▪ Create LTE positions that provide entry level opportunities in the zoo field. ▪ Explore/develop improved system of language assistance. 	<ul style="list-style-type: none"> ▪ Increased number of hires of persons of color and persons with non-English language capabilities. 	Zoo Managers

Henry Vilas Zoo Equity and Inclusion WORK PLAN

1 b.	<p>HVZ provides quality development opportunities that encourage upward momentum</p>	<p>Opportunities for development are limited due to staff capacity and COVID restrictions. The ongoing need for animal care and variety of schedules makes all-staff trainings difficult to coordinate.</p>	<p>Staff of color go into leadership positions.</p> <p>Staff have the time and monetary support to take advantage of professional development opportunities.</p> <p>Professional development opportunities are accessible by all.</p> <p>All staff participate in annual DEAI trainings to develop a work culture that allows for staff support and upward momentum. HVZ is a healthy work environment where staff feel safe and comfortable, and respected for their differences.</p>	<ul style="list-style-type: none"> • HVZ has a budget allotment for professional development. • Evaluate the reasons for staff departures. • All HVZ staff participate in at least one form of DEAI training per year 	<ul style="list-style-type: none"> ▪ Increased retention of staff of color. ▪ # of staff DEI, RESJ trainings completed 	<p>Zoo Senior Management Team</p>
------	--	---	--	--	--	-----------------------------------

Henry Vilas Zoo Equity and Inclusion WORK PLAN

	Initiative Area	(Where are we now?)	Chosen Target (Where do we want to be?)	(How do we get there?)	(How will we know we're there?)	Lead Staff Responsible (Who? By When?)
1 c.	HVZ maintains a working committee representative of staff, volunteers, and guests to inform DEAI best practices and the HVZ Equity and Inclusion Plan.	<p>Started in February of 2021, our DEAI committee is made up of 9 staff members spanning management, animal care, education and marketing/outreach departments.</p> <p>We've identified three main areas of focus:</p> <ul style="list-style-type: none"> • Recruitment/Hiring • Outreach • Resources/training 	<p>Committee members recognize that DEAI work is emotionally difficult work. We recognize that through disagreements come learning, and through learning, progress – both personal and on an organizational level.</p> <p>We finalize an annual update of our Equity and Inclusion Plan each October. We recognize that this is a working document.</p> <p>Committee continues to meet regularly, members report satisfaction in progress towards goals outlined in HVZ Equity and Inclusion Plan.</p>	<ul style="list-style-type: none"> • Meet on a monthly/bi-monthly basis • Work with the Office of Equity and Inclusion to guide our committee and find professional resources • Committee members engage in regular training and discussion sessions to explore our own cultural norms and unconscious biases. • The DEAI committee develops a set of norms and values • We have a set procedure for DEAI-related social media posts • All HVZ departments have representation on the committee – either directly or through working groups. • Work with facilitators that have expertise in leading an all staff DEAI trainings 	We will never feel like our work is done.	<p>2021 Committee Members</p> <ul style="list-style-type: none"> • Curators • Managers • Animal Care Staff • Director • Education <ul style="list-style-type: none"> ○ Programming ○ Volunteers • Marketing/Outreach

Henry Vilas Zoo Equity and Inclusion WORK PLAN

1 d.	DEI best practices inform and guide ongoing operations at HVZ. We regularly measure & communicate performance goals to staff, public & County partners.	<p>When developing management and performance reports staff will include measures of diversity and equity when appropriate.</p> <p>Created four internship positions within the Education Department. Created two Zoo Attendant internship positions. In accordance with DEI goal 1a, Education intern applicants were not required to have a college education – as this was deemed an unnecessary barrier; however, they did need to have previous childcare experience.</p> <p>Provide DEI development opportunities for HVZ volunteers through weekly interactive newsletters.</p> <p>Gender pronoun & language buttons made available to HVZ volunteers to encourage guest participation.</p>	<p>DEAI best practices inform and guide ongoing operations at HVZ.</p> <p>Examples of situations where HVZ adheres to DEAI best practices in the following instances:</p> <ul style="list-style-type: none"> • The creation of new internships, frontline positions, and keeper/leader shadow experiences. • Staff performance reports • When working with contracted services 	<ul style="list-style-type: none"> ▪ Strategize on ways to obtain meaningful consumer input and feedback on programs. ▪ Include the development of performance measures that focus on (1) Department workforce diversity. (2) Diversity opportunities for internships and shadow program. ▪ Develop strategy for using contractors and partners who prioritize diversity in the work group. ▪ Develop options for reporting out on performance measures in a meaningful and consistent way. ▪ Update performance measures for job descriptions to reflect focus on DEI. ▪ Develop internship and job shadow descriptions with performance measures built in. ▪ Utilize contract service providers who have a similar diversity philosophy. ▪ Collect and report outcomes regularly to our stakeholders. 	<ul style="list-style-type: none"> • HVZ has a clear definition of DEAI and best practices • # of HVZ contractors with a well-established DEAI plan 	All Staff
------	---	--	---	---	---	-----------

AREA OF OPPORTUNITY

2. Leadership Development

Henry Vilas Zoo Equity and Inclusion WORK PLAN

	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)
2 a.	<p><i>Staff Training:</i> Attract, retain, develop: HVZ provides staff of color with the training and opportunities they need to advance to positions of leadership within the field of zoos & aquariums. HVZ staff engage in ongoing DEI training to ensure a supportive and well-informed work environment that fosters employee retention and growth. effectively utilize a diverse workforce.</p>	<p>We've created two Zoo Manager positions in the last year – now both filled by female staff.</p> <p>Provided opportunities for leadership positions in the field such as, Studbook keepers through AZA, and on committees.</p> <p>Hired a full-time Education Specialist who, through HVZ, became a Certified Guide of the National Association of Interpreters.</p>	<p>HVZ provides staff of color with the training and opportunities they need to advance to positions of leadership within the field of zoos & aquariums. HVZ staff engage in ongoing DEI training to ensure a supportive and well-informed work environment that fosters employee retention and growth.</p>	<ul style="list-style-type: none"> ▪ Create on-the-job mentoring programs. ▪ Create new opportunities such as job shadows of leaderships and internships. ▪ Provide opportunities for training which might promote advancement. ▪ Provide cultural competency training for all staff. ▪ Make positive use of special skills and talents of staff of color. ▪ Work with the Association of Zoos and Aquariums (AZA) Diversity task force. ▪ Support and utilize services from the Association of Minority Zoo and Aquarium professionals 	<ul style="list-style-type: none"> ▪ Increased retention of staff of color. ▪ Increased positive movement of staff of color into higher positions when available. 	<p>Zoo Senior Management Team</p>

Henry Vilas Zoo Equity and Inclusion WORK PLAN

3. Program Innovation.

	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)
3 a.	<p><i>HVZ actively engages youth of color and underserved populations through elementary/teen programs and internships that expose youth to the zoo industry.</i></p>	<p>Provide recreational opportunities for visitors that focus on being inclusive of all cultures. Currently the zoo is free admission so the main barrier is transportation to the zoo.</p> <p>Provided on and off site options for the community (Zoo to You & Critter Connections programs + virtual options).</p> <p>Created a pay-as-you-can system for our Critter Connection program.</p> <p>Partnered with Dane County schools and Bayview Community Center to offer Zoo School for underserved & low-income youth grades K-5 during the COVID pandemic. Provides: reliable internet connection, safe place to learn, daycare alternative for working parents, & transportation for Bayview students. Food provided by teens at Goodman Community Center Teen Works program</p> <p>Created scholarship application for low income families to participate in programming. Began working with Centro Hispano Escalara internship program.</p>	<p>HVZ actively engages youth of color and underserved populations through teen programs and internships that expose youth to the zoo industry.</p> <p>Zoo staff learn to recognize unconscious and systemic biases that may affect how our services are perceived by customers of diverse backgrounds and cultures.</p>	<ul style="list-style-type: none"> ▪ Continue active recruitment of minority interns. ▪ Focus on working with areas of underserved communities. ▪ Look for collaboration opportunities (Operation Fresh Start, Boys and Girls Club). ▪ Sponsor/support appropriate training programs for teens and young adults. ▪ Increase recruitment of keeper pool for full time staff. ▪ Identify and attend career days focused on exposing youth of color and other cultures to the zoo industry ▪ Explore grant opportunities focusing on increasing diversity process and programs for the underserved. ▪ Explore opportunities to provide transportation to and from the zoo. ▪ Provide awareness training to Zoo/FOTZ staff. ▪ Continue to evaluate our recruitment strategies to improve our ability to attract new staff from diverse backgrounds. ▪ Investigate options to increase Zoo to You programs to diverse communities. ▪ Focus outreach education efforts for the underserved. ▪ Strategically plan social media efforts to reach a diverse audience. ▪ Develop programming to focus on access for guests with disabilities. ▪ Improved signage throughout the institution to reflect more diverse audiences. 	<ul style="list-style-type: none"> ▪ # of youth served from different racial/ethnic groups ▪ # of youth served from different zip codes ▪ # & value of youth scholarships distributed ▪ Increase in the number of relative placements in county staffing. ▪ # & hrs completed from staff receiving cultural competency & DEI training 	<p>Zoo Education Team</p>

Henry Vilas Zoo Equity and Inclusion WORK PLAN

	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)
3 b.	Zoo staff learn to recognize unconscious and systemic biases that may affect how our services are perceived by customers of diverse backgrounds and cultures.	<p>Kulture City partnership:</p> <ul style="list-style-type: none"> Over 80% of staff & volunteers completed sensory inclusive training HVZ is now listed on the Kulture City website and app as a sensory inclusive location <p>Blue Trunk partnership:</p> <ul style="list-style-type: none"> HVZ is listed and rated on how well we provide access and support to our guests with mobility needs <p>HVZ DEAI Committee</p> <ul style="list-style-type: none"> We've scheduled an all-staff DEAI training for spring of 2022, and are looking into possible culture assessment services <p>Interpretive Master Plan</p> <ul style="list-style-type: none"> Development of new Interpretive Master Plan with co-creation by cultural and community stakeholders. 	HVZ implements evidence-based service models, informed by DEI best-practices, to make conservation education programming accessible to underrepresented populations.	<ul style="list-style-type: none"> Measure baseline programming to see how inclusive the language is. Identify new programming focused on diverse communities and learning objectives. Identify correct partners to help develop new programming. Identify partners to help develop correct measurement parameters. Work with the AZA Diversity Committee on strategic plan. Increase diversity programming options that could be targeted to specific communities or underserved areas. Participate in grant to identify who is and who isn't utilizing HVZ and identify the barriers that prevent access. 	<ul style="list-style-type: none"> # & hrs completed from staff receiving cultural competency & DEAI training Increased retention of staff of color. Going through the process of starting a culture assessment and/or method of analyzing DEAI culture at HVZ 	HVZ DEAI Committee, Education Team, Zoo Senior Management Team
3 c.	COVID-19 Response	<p>Partnering with Bayview Community Center to provide spring Zoo School for underserved minority youth grades 2-5.</p> <p>Providing free digital offerings (Keeper Chats, Virtual Camps).</p>	HVZ supports underrepresented and low-income members of the community who may be struggling with decreased access to resources during the pandemic.	<ul style="list-style-type: none"> Work with school district professionals to coordinate learning in conjunction with elementary curriculum. Provide regular training in youth development and restorative justice practices to Zoo School staff 	<ul style="list-style-type: none"> # of youth served from different racial/ethnic groups # of youth served from different zip codes # & value of youth scholarships distributed 	Zoo Education Team

Henry Vilas Zoo Equity and Inclusion WORK PLAN

AREA OF OPPORTUNITY

4. Collaboration

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)
4 a.	<p><i>Internal:</i> Center Plate</p> <p>County Departments</p>	<p>We continue to work with CP to improve best practices in hiring & training.</p> <p>CP employees participated in the Kulture City training with HVZ staff and volunteers.</p> <p>Representative staff member is regularly participating in monthly RESJ meetings.</p> <p>Working with Dream Bus to provide library services to guests and Zoo School youth.</p> <p>HVZ started its first DEAI committee this year. Representation on the committee consists of management, keepers, admin and education staff.</p>	<p>HVZ partners with Center Plate to provide increased employment opportunities. HVZ & Center Plate review their respective DEI plans on an annual basis to ensure DEI goals are met.</p> <p>HVZ collaborates with departments across Dane County to continuously improve the HVZ DEI plan and implementation methods.</p>	<ul style="list-style-type: none"> ▪ Budget for staff expansions as possible. ▪ Meet/explore areas of opportunity with partners. ▪ Continue to provide job fairs for underserved and diverse communities. ▪ Secure staff, services, and financial commitments from partners. ▪ Continued or increased employment of CP staff. ▪ Increased staff, services, and financial commitments from partners. 	<ul style="list-style-type: none"> ▪ Staff/site maintenance or expansions. ▪ Increased staff, services, and financial commitments from partners. 	Zoo Senior Management team in conjunction with CP.

Henry Vilas Zoo Equity and Inclusion WORK PLAN

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)
4 b.	<i>External:</i> School districts/local non profits	<p>Community partners are involved in all instances.</p> <p>Partnering with Bayview Community Center and Madison School & Community Recreation (MSCR) to provide in-person schooling for 2nd-5th grade students from underserved minority populations.</p> <p>Working with Madison Children's Museum on Empathy project and development of cultural stakeholder relationships.</p>	<p>HVZ partners with local school districts/local non-profits to make the Zoo accessible and welcoming to all through inclusive education programs, events and grounds.</p>	<ul style="list-style-type: none"> ▪ Meet/explore areas of opportunity with partners. Secure staff, services, and financial commitments from partners. ▪ Promote diversity programming both on and off-site to schools and diverse communities. ▪ Increased service commitments from partners. ▪ Investigate grant options from partners. 	<ul style="list-style-type: none"> ▪ Increased staff, services, and financial commitments from partners. 	Zoo Education Team
4 c.	<i>External:</i> Association of Zoos & Aquariums (AZA) industry standards	<p>Currently have an AZA Diversity Committee that has best practices we can assess and implement.</p> <p>The AZA now requires that HVZ and other zoos & aquariums meet diversity & inclusion standards in order to maintain reaccreditation. Diversity is now a core principle of all AZA institutions.</p> <p>Continue to work with AZA Diversity Committee on developing new strategies and actions.</p> <p>Staff are attending workshops on diversity & inclusion.</p>	<p>HVZ implements DEI best practices in accordance with the AZA Diversity Committee.</p> <p>HVZ actively supports AMZAP</p>	<ul style="list-style-type: none"> ▪ Assess best practices and develop/implement at our institution. ▪ Assess baseline of where we are with diverse practices in line with AZA Diversity Committee recommendations and measure implementation of new practices. ▪ Identify and implement best practices for developing more qualified diverse candidates. ▪ Identify best practices created by the AZA Diversity Committee. ▪ Identify awareness level of industry practices ▪ Increase opportunities to develop more qualified diverse candidates. 	<ul style="list-style-type: none"> ▪ Staff awareness and implementation of AZA Diversity Committee best practices 	Zoo Senior Management team and staff working with the AZA Diversity Committee.

Henry Vilas Zoo Equity and Inclusion WORK PLAN

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)
4 d.	<i>External:</i> Contracted service providers	Currently we have contract service providers through the county bid process. Working with Kulture City to provide free sensory bags for guests with sensory needs.	HVZ utilizes service providers whose employment practices match the needs and goals of the DEI plan.	<ul style="list-style-type: none"> ▪ Look at county bid process to see if there are ways to be more diverse and inclusive. ▪ Work with FOTZ on their hiring practices for contractors. ▪ Increase opportunities for businesses run by and supported by diverse communities. 	<ul style="list-style-type: none"> ▪ Measuring and implementing amount of diverse community contracted services. 	Zoo Senior Management with County and CP staff.

AREA(S) OF OPPORTUNITY

5. Resource Mobilization -

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)
5 a.	<i>Internal:</i> Center Plate County Departments HVZ Communications & Outreach	Center Plate operates the concessions, train, carousel and mining sluice which proceeds go back to the main operation of the zoo. Center Plate has focused on hiring a diverse and underserved staff. They have hosted job fairs locally that focus on the underserved communities.		<ul style="list-style-type: none"> ▪ Build in strategies in the budget to improve getting resources to diverse communities. ▪ Explore funding opportunities such as grants for expanding educational opportunities for diverse communities. ▪ Continued focus on job placement and working with groups helping the underserved communities. ▪ Continue to explore ways to involve diverse communities and visitors. 	<ul style="list-style-type: none"> ▪ Staff/site/program participation measurement of our baseline (2017 can serve as the baseline year). ▪ Show increase in service options and number of participants. 	Zoo Senior Management team in conjunction with CP staff.

Henry Vilas Zoo Equity and Inclusion WORK PLAN

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)
5 b.	<i>External:</i> School districts/local non profits	<p>Currently we have both on site (bleacher) and off site (Zoo to You) programs to reach the community.</p> <p>Working with MMSD to provide in-person schooling for 2nd-5th grade students from underserved minority populations.</p> <p>HVZ Awarded a grant that includes work with the Madison Children's Museum on cultural stakeholder relationship building.</p> <p>HVZ hosts booths for other nonprofits during Boo at the Zoo</p>	<p>HVZ partners with school districts and local non-profits to break down barriers to transportation and provide educational programming to underserved members of the community.</p>	<ul style="list-style-type: none"> ▪ Meet/explore options with non-profits that serve diverse communities. ▪ Identify key times to provide programs that have the most visitation and impact. ▪ Increased focus on getting programs and resources to diverse communities and/or school districts. ▪ Increased partnerships with non-profits that serve diverse communities. 	<ul style="list-style-type: none"> ▪ Increased guest participation from diverse communities. ▪ Measure baseline (2017 can serve as baseline year) and set target goal for future years. 	Zoo Education Team

Henry Vilas Zoo Equity and Inclusion WORK PLAN

6. Brand and Visibility -

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)
6 a.	<p><i>Internal:</i> Center Plate</p> <p>Signage</p> <p>HVZ Communications & Outreach</p>	<p>The public sees both entities of the zoo (Dane County Zoo employees and contracted employees) as one entity. Zoo staff is responsible for all operations, animal care and staffing. Center Plate is responsible for running on-site attractions.</p> <p>Improved system of signage in different languages and considering different cultural perspectives for our community additions. Currently expanding our Spanish language signage at the zoo.</p> <p>Temporary scavenger hunt signage focuses on diverse topics (colors of the LGBTQIA flag)</p>	<p>HVZ has a one-brand approach that encompasses both HVZ and Center Plate entities.</p> <p>HVZ is seen as a facility that is welcoming to all.</p>	<ul style="list-style-type: none"> ▪ Update the Zoo's strategic plan. ▪ Implement actions set in strategic plan that provide more access for diverse communities. 	<ul style="list-style-type: none"> ▪ Completion and implementation of the Interpretive Master Plan ▪ Keen Demographic Survey 	Zoo Senior Management team and staff.
6 b.	<p><i>External:</i> School districts/local non profits</p>	<p>Community partners are involved in all instances.</p> <p>The Zoo is free to all but access to the zoo may be challenging for those without a vehicle.</p> <p>Working with a demographic survey firm to determine zoo visitation and barriers to visits and programs. To be complete in summer 2022.</p>	<p>HVZ and Dane County schools provide programming opportunities to underserved families who may otherwise lack the resources (transportation, income, language) to access conservation education opportunities.</p>	<ul style="list-style-type: none"> ▪ Meet/explore areas of opportunity to provide access to the zoo. ▪ Identify ways to measure visitation by diverse community members. ▪ Increased options on visiting the zoo for those who do not have reliable transportation. 	<ul style="list-style-type: none"> ▪ Increased visitation of guests in diverse communities. 	Zoo Senior Management team.