

Dane County Contract Cover Sheet

Revised 06/2021

Res 130
Significant

Dept./Division	Henry Vilas Zoo		
Vendor Name	Woodland Park Zoo	MUNIS #	32032
Brief Contract Title/Description	Building Organizational Capacity Grant for Empathy through Interpretive Master Planning & Implementation		
Contract Term	10/01/2021-09/30/2023		
Contract Amount	\$ 249,911.00		

Contract # Admin will assign	14447
Type of Contract	
<input type="checkbox"/>	Dane County Contract
<input type="checkbox"/>	Intergovernmental
<input type="checkbox"/>	County Lessee
<input type="checkbox"/>	County Lessor
<input type="checkbox"/>	Purchase of Property
<input type="checkbox"/>	Property Sale
<input checked="" type="checkbox"/>	Grant
<input type="checkbox"/>	Other

Department Contact Information		Vendor Contact Information	
Name	Jess Thompson	Name	Sydney Dratel
Phone #	608-709-9215	Phone #	206-548-2489
Email	thompson.jess@henryvilas zoo.gov	Email	empathy@zoo.org
Purchasing Officer	Pete Patton		

Purchasing Authority	<input type="checkbox"/>	\$11,000 or under – Best Judgment (1 quote required)	
	<input type="checkbox"/>	Between \$11,000 – \$37,000 (\$0 – \$25,000 Public Works) (3 quotes required)	
	<input type="checkbox"/>	Over \$37,000 (\$25,000 Public Works) (Formal RFB/RFP required)	RFB/RFP #
	<input type="checkbox"/>	Bid Waiver – \$37,000 or under (\$25,000 or under Public Works)	
	<input type="checkbox"/>	Bid Waiver – Over \$37,000 (N/A to Public Works)	
	<input checked="" type="checkbox"/>	N/A – Grants, Leases, Intergovernmental, Property Purchase/Sale, Other	

MUNIS Req.	Req #	2263	Org:	Obj:	Proj:	
	Year	2021	Org:	Obj:	Proj:	
			Org:	Obj:	Proj:	

Budget Amendment	
<input checked="" type="checkbox"/>	A Budget Amendment has been requested via a Funds Transfer or Resolution. Upon addendum approval and budget amendment completion, the department shall update the requisition in MUNIS accordingly.

Resolution Required if contract exceeds \$100,000 (\$40,000 PW)	<input type="checkbox"/>	Contract does not exceed \$100,000 (\$40,000 Public Works)	
	<input checked="" type="checkbox"/>	Contract exceeds \$100,000 (\$40,000 Public Works) – resolution required.	
	<input checked="" type="checkbox"/>	A copy of the Resolution is attached to the contract cover sheet.	
	Res #	130	
	Year	2021	

CONTRACT MODIFICATIONS – Standard Terms and Conditions			
<input type="checkbox"/>	No modifications.	<input type="checkbox"/>	Modifications and reviewed by:
		<input type="checkbox"/>	Non-standard Contract

APPROVAL	
Dept. Head / Authorized Designee	
Darcangelo, Joseph	Digitally signed by Darcangelo, Joseph Date: 2021.09.07 09:28:41 -05'00'

APPROVAL – Contracts Exceeding \$100,000	
Director of Administration	Corporation Counsel
<i>Greg Brockmeyer</i>	<i>David Gault</i>

APPROVAL – Internal Contract Review – Routed Electronically – Approvals Will Be Attached			
DOA:	Date In: 9/3/21	Date Out: _____	<input checked="" type="checkbox"/> Controller, Purchasing, Corp Counsel, Risk Management

Goldade, Michelle

From: Goldade, Michelle
Sent: Wednesday, September 8, 2021 9:46 AM
To: Hicklin, Charles; Gault, David; Lowndes, Daniel; Patten (Purchasing), Peter
Cc: Stavn, Stephanie; Oby, Joe
Subject: Contract #14447
Attachments: 14447.pdf

Tracking:	Recipient	Read	Response
	Hicklin, Charles	Read: 9/8/2021 1:19 PM	Approve: 9/8/2021 1:19 PM
	Gault, David	Read: 9/8/2021 11:03 AM	Approve: 9/8/2021 11:05 AM
	Lowndes, Daniel	Read: 9/8/2021 10:50 AM	Approve: 9/8/2021 11:31 AM
	Patten (Purchasing), Peter		Approve: 9/8/2021 1:17 PM
	Stavn, Stephanie	Read: 9/8/2021 11:57 AM	
	Oby, Joe		

Please review the contract and indicate using the vote button above if you approve or disapprove of this contract.

Contract #14447
Department: Zoo
Vendor: Woodland Park Zoo
Contract Description: Agreement for Accepting Building Organizational Capacity Grant (Res 130)
Contract Term: 10/1/21 – 9/30/23
Contract Amount: \$249,911.00

Thanks much,
Michelle

Michelle Goldade
Administrative Manager
Dane County Department of Administration
Room 425, City-County Building
210 Martin Luther King, Jr. Boulevard
Madison, WI 53703
PH: 608/266-4941
Fax: 608/266-4425
TDD: Call WI Relay 711

Please note: I am currently working a modified schedule in accordance with COVID 19 response guidelines. I work in office Mondays and Wednesdays and work remotely Tuesday, Thursdays and Fridays.

2021 RES-130

ACCEPTANCE OF A GRANT TO SUPPORT CONSERVATION EDUCATION AT HENRY
VILAS ZOO

The Henry Vilas Zoo has secured a Conservation Education grant for a two-year project in the amount of \$249,911.00 from Woodland Park Zoo to support the creation and implementation of an Interpretive Master Plan and the creation of new signage and interpretive elements related to the Advancing Conservation through Empathy for Wildlife Project.

The grant is to work with experts in the field of interpretation, empathy best practices, evaluation and cultural integration. This project will create an Interpretive Master Plan that infuses empathy throughout the Zoo's interpretive process, helping to create messages that will highlight how the Zoo models and elicits empathy for animals and people that leads to conservation action. The Interpretive Master Plan will then be used to design and fabricate signs and interactive elements for Zoo exhibits. Part of the grant process includes incorporating community and cultural advisors into the Plan development and evaluation process.

NOW, THEREFORE, BE IT RESOLVED that the Dane County Board of Supervisors and the Dane County Executive hereby accept the grant in the amount of \$249,911.00 from Woodland Park Zoo,

BE IT FURTHER RESOLVED that the County Executive and County Clerk to execute the grant agreement and contract documents, and authorizes the Controller to issue checks for payment of invoices.

BE IT FINALLY RESOLVED that new revenue account ZOO Interpretation Grant Revenue be established for the amount of \$249,911.00 and new expenditure account ZOO Interpretation Grant Expense be established for the amount of \$245,300.00. All Funds shall be carried forward until realized and expended.



Capacity Building Grant Agreement

Building Organizational Capacity to Foster Empathy for Wildlife
Grant Program Terms and Conditions

Congratulations on being selected to receive a grant from Woodland Park Zoo (as identified below, "Grantor"). By signing below, your organization ("Grantee") agrees to be bound by the terms of this agreement ("Agreement"). As used in this Agreement, the terms "you" and "your" refer to Grantee.

Please have an authorized representative of your organization (Executive Director, CEO or President) review and sign two copies of this Agreement; keeping one for your files and mailing, or scanning and emailing, the other to the address provided on the signature page further below.

Grantee (fiscal sponsor, if applicable): Henry Vilas Zoo

Project Lead(s): Courtney Cordova & Jess Thompson

Grant Amount: \$249,911

Grant Term: 2021-10-01 – 2023-09-30

Project: **Building Organizational Capacity for Empathy through Interpretive Master Planning & Implementation**

Purpose: *This project will create a strategic framework that infuses empathy best practices throughout our interpretive process, helping us to create messages that elicit empathy for animals and based on the interpretive master plan developed in phase one, we will design and evaluate empathy-based graphics for exhibit areas throughout the zoo.*

1. **Use of Grant Funds.** You agree to use the grant funds for the charitable purposes stated in this Agreement and described more fully in the approved proposal and budget (referred to herein as the "Project"), incorporated as **Attachment A**. Grant funds may not be expended, loaned, pledged, or transferred for reasons other than carrying out the Project.
2. **Payment of Grant Funds.** The grant's funds will be paid by Woodland Park Zoo following receipt of signed grant agreement. This grant will be paid: in two installments.

The first payment will be received within four weeks of a fully signed grant agreement. The second installment will be received within four weeks of a completed Interim Report. Please see **Attachment B** for the reporting schedule. Missed deadlines will result in delayed payments.
3. **Grant Expenditures.** You agree that the grant funds will be expended as itemized in the proposal budget. Any transfers within lines of the attached budget in excess of 5% of the total grant amount will require written email approval by Woodland Park Zoo grantmaking staff **no later than two weeks in advance of planned expenditures**.

In addition,

- a. Expenses charged against this grant may not be incurred prior to the effective date of the grant or after the termination date and may be incurred only as necessary to carry out the purposes and activities of the approved grant application.
- b. The Grantee organization is responsible for the expenditure of funds and for maintaining adequate supporting records consistent with generally accepted accounting practices.
- c. If grant funds have not been completely expended at the end of the grant term, the Grantee agrees to provide a statement of the balance and a suggested plan for the remainder of the funds for the Grantor's review. If the plan is not approved, the Grantee agrees to repay all remaining unspent funds to the Grantor.

4. **Prohibited Uses.** Grantee must not spend any grant funds for any of the following purposes:

- a. On discretionary items (e.g. first-class or business-class travel, entertainment, alcoholic beverages, etc.).
- b. To influence the outcome of any specific public election or to carry on, directly or indirectly, any voter registration drive (within the meaning of Internal Revenue Code section 4945(d)(2)).
- c. To carry on propaganda, or otherwise to attempt, to influence legislation of any kind by any governmental body or by means of a public vote. Influencing legislation includes directly contacting a legislator or any other governmental official or employee for the purpose of influencing specific legislation, encouraging persons to take action for or against specific legislation, or attempting to affect the opinions of the general public regarding the subject of a ballot initiative, referendum, or similar initiative. This paragraph will be interpreted in accordance with the provisions of Internal Revenue Code section 4945(d)(1).
- d. To undertake any activity for any purpose other than charitable, scientific, religious, literary, or educational purposes, or for the prevention of cruelty to children or animals, within the meaning of Internal Revenue Code section 170(c)(2).
- e. To commit, attempt to commit, advocate, facilitate, or participate in terrorist acts; or provide support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts.
- f. Grantee acknowledges that it is subject to U.S. Export Controls. U.S. Export Controls currently restrict or prohibit U.S. Persons from transactions with the governments of and Persons (as defined below) in the Crimea Region of Ukraine, Cuba, Iran, North Korea, Sudan, and Syria (the "Embargoed Countries"). U.S. Export Controls also prohibit any transaction with any Persons listed on the Specially Designated Nationals List maintained by OFAC (the "SDN List," available at <http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx>) and exports of goods, technology or services to Persons on the Denied Persons List maintained by the U.S. Department of Commerce's Bureau of Industry and Security (the "Denied Persons List," available at <http://www.bis.doc.gov/dpl/thedeniallist.asp>). The SDN List and the Denied Persons List are collectively referred to as the "Lists."
- g. Grantee will not use and will require any subgrantee or contractor not to use Grant funds in violation of U.S. Export Controls, directly or indirectly (i) to pay for or provide to governments or Persons located in Embargoed Countries or any Person on the Denied Persons List goods, technology or services; (ii) to finance, approve, support or facilitate the provision of goods, technology or services to governments of or Persons located in Embargoed countries or Persons

on the Denied Persons List; or (iii) to conduct any transaction of any kind with a Person on the SDN List.

For the purposes of this Agreement, "Person" means any individual or entity. "U.S. Export Controls" means U.S. laws, regulations and presidential orders, including but not limited to (i) the International Emergency Economic Powers Act, (ii) the Trading with the Enemy Act; (iii) the Export Administration Act of 1979, and (iv) the embargo and sanctions programs administered by the U.S. Treasury Department's Office of Foreign Assets Control (OFAC).

h. Grantee shall certify in its reports that they and their subgrantees and contractors have complied with all requirements of this section during the term of the Grant. In the event of any violation of this section by Grantee or any subgrantee or contractor of Grantee, Grantee shall promptly notify the Grantor of such violation.

5. **Participation in Woodland Park Zoo-hosted activities and events.** You agree to participate in Woodland Park Zoo hosted calls or meetings to be held throughout the grant term. As described in **Attachment B**, grantees agree to share learnings and effective practices with peers, and participate, if requested, in surveys, interviews, and evaluation activities conducted by a representative or contractor of Woodland Park Zoo.
6. **Quality of Work.** Both the quality of the Grantee's work undertaken and progress toward achieving the goals of the grant will be reviewed by Woodland Park Zoo. Grantee progress may be monitored by on-site visits or phone calls by representatives of Woodland Park Zoo. Grantees are encouraged to communicate with Woodland Park Zoo staff **early and often** with any questions, challenges, or requests for mentorship related to successful completion of the grant project as described. If Woodland Park Zoo is not satisfied with the progress toward achieving the goals of the grant, Grantor will provide Grantee with recommendations throughout the grant duration, including collaborative support in how to improve the quality of the intended work and/or how to make more effective progress toward achieving the goals of the funded project. If Woodland Park Zoo is of the opinion that Grantee is incapable of satisfactorily completing the grant, Woodland Park Zoo may, in its sole discretion, terminate the grant early or withholding subsequent installments.
7. **Change in Key Personnel and Organization Priorities.** The success of the approved Project is largely contingent on the Project Lead(s) identified in the proposal and the Grantee's broader support of the project at the organizational leadership level. Should there be any material change in job description, level of authority, employment status of Project Lead(s), or organization priorities during the grant term, Woodland Park Zoo requires that you notify Woodland Park Zoo grantmaking staff by email **within two weeks**.
8. **Change in Project Objectives.** Project Objectives are the goals expected to be achieved during the grant term. Any changes to the Project Objectives (as described in Attachment A) or changes of similar significance to the Project during the grant term will require written email approval **at least two weeks in advance of changes** by Woodland Park Zoo grantmaking staff. In evaluating the request, Grantor may request additional materials and documentation to determine approval or the requested changes may require a modification to this Agreement.
9. **Maintaining AZA accreditation.** Grantee is expected to maintain AZA accreditation and adhere to its compliance requirements. If there is any change in Grantee's standing with AZA accreditation, Grantee is required to notify Grantor as soon as possible.
10. **Reporting Requirements.** An essential element of any project is to understand the factors contributing to its overall success, as well as challenges encountered throughout project planning and

implementation. For this funded Project, you agree to adhere to the reporting guidelines described in **Attachment B**.

11. **Publicity.** Grantee agrees that Grantor may disclose information about Grantee's Project and organization and use the name and logo of the Grantee in Woodland Park Zoo's public communications (including press releases), advertising and marketing materials, reports, website and other materials, for promotional or other purposes without further permission or compensation. Upon request by Grantor, the Grantee agrees to provide reasonable assistance to Woodland Park Zoo to obtain signed publicity waivers from your employees, volunteers, and other persons associated with Grantee (for example, for use of photos or video taken by Woodland Park Zoo in connection with the Grantor your Project).
12. **Public Access.** Grantee, upon request, agrees to deliver to Grantor a copy of any and all work product, results, reports, publications, photographs, evaluation tools, de-identified data and other materials created or developed through the Project (collectively, the "Materials"). As used in this Agreement, the term "Materials" includes any blog posts, text, images, videos, sound recordings, and other content Grantee uploads to a Woodland Park Zoo website or otherwise delivers to Woodland Park Zoo. Further, Grantee agrees to deliver to Woodland Park Zoo a copy of any third-party reports, articles, or other publications regarding the Project funded by this grant that are available to the public and, upon request, provide reasonable assistance to Woodland Park Zoo to obtain rights to reproduce and distribute such publications.
13. **Grant Extension.** At the written request of the Grantee, a no-cost extension may be approved by Woodland Park Zoo to extend the grant term beyond the end date if request is submitted to Grantor at least **thirty days before grant term end date** noted above. In evaluating the request, Grantor may request additional materials and documentation to determine approval.
14. **Early Termination.** Grantee agrees to repay to Woodland Park Zoo upon demand the full amount of the grant funds or any portion of the grant funds that were not spent on the Project if there is a failure to comply with any provision of this grant Agreement. If Grantee chooses to terminate the Project early, you must provide Woodland Park Zoo notice in writing to specify the reason. Grantee must also return unused funds, report on completed Project activities, and participate in evaluation.
15. **Future Funding.** Grantee acknowledges that Woodland Park Zoo and its representatives have made no actual or implied promise of funding except for the amounts specified by this Agreement.
16. **Indemnity.** Grantee hereby releases Woodland Park Zoo and its directors, officers, employees, agents, and volunteers (collectively, "released parties") from any and all liability in connection with Grantee participation in Woodland Park Zoo grant programs, your acceptance or use of a grant, and your Project, including liability arising from the negligence or other fault of a released party. You will indemnify, defend, and hold harmless the Released Parties (and upon a Released Party's request, defend such Released Party) from and against any and all losses, liabilities, damages, costs, expenses (including reasonable attorney fees), and claims arising from your participation in Woodland Park Zoo grant programs, your acceptance or use of a grant, and your Project, including without limitation any claims by your employees, volunteers, and other personnel involved in your Project.
17. **Modification.** This Agreement sets forth all terms of the grant and replaces all prior understandings and Agreements. Any significant modification, as determined by Woodland Park Zoo, will be made only **in writing** signed by an authorized officer of your organization and of Woodland Park Zoo in advance of undertaking modifications.
18. **Applicable Law.** This Agreement will be construed in accordance with the laws of the State of Washington. Neither party will commence or prosecute any suit, proceeding or claim arising under or by

reason of this Agreement other than in the state or federal courts located in King County, Washington. Each party hereby irrevocably consents to the jurisdiction and venue of such courts in connection with any action, suit, proceeding, or claim arising under or by reason of this Agreement.

On behalf of Woodland Park Zoo, I wish you every success in your project furthering our shared commitment to advance empathy as a driver for social change that positively impacts animals and wildlife. Should you have any questions, please feel free to reach out to our team at empathy@zoo.org.

Sincerely,

Woodland Park Zoo

DocuSigned by:
Alejandro Grajal
4CEE86E74A724DF...

Alejandro Grajal
Woodland Park Zoo
President & CEO

Date: 9/8/2021 | 3:25 PM PDT

Accepted by:

Grantee (Primary Project Contact)

By (signature): _____ Date: _____

Name (print): _____

Title: _____

Accepted by:

Grantee Authorized Official (Executive Director, CEO or President)

By (signature): _____ Date: _____

Name (print): _____

Title: _____

Mailing address for grant payments:

Address Line 1: _____

Address Line 2: _____

City, State, Zip Code: _____

Please complete all signatures and input required information into DocuSign. You will then be able to download the final signed copy for your records and reference.



Attachment A – Final Proposal Narrative and Budget
Capacity Building Grant Agreement
Building Organizational Capacity to Foster Empathy for Wildlife

Application: T1R1-3571968465

Henry Vilas Zoo
Tier 1: Building Organizational Capacity to Foster Empathy for
Wildlife

Summary

ID: T1R1-3571968465
Last submitted: May 28 2021 01:54 PM (PDT)

Organization Information

Completed - May 28 2021

Organization Information

Organization Legal Name

Henry Vilas Zoo

Organization EIN

39-6005684

Organization Director/CEO/President

Name	Ronda Schwetz
Title	Zoo Director
Phone	608-266-4708
Email Address	<u>schwetz.ronda@henryvilaszoo.gov</u>

Organization Mailing Address

Please update, if mailing address is different from organization address

Address Line 1	702 S Randall Ave
Address Line 2	(No response)
City	Madison
State	WI
Zip Code	53715

Does your organization have a fiscal agent?

A fiscal agent is an organization that acts on behalf of another party, performing various financial duties. If you are not sure of your organization's status, please clarify with the Finance or Development department at your organization before answering.

No

Proposal Information

Completed - May 28 2021

Tier 1 Proposal Information

Primary Applicant Contact

Upon submission, the emails provided for the primary & secondary contact will be used for all future communication about this proposal.

Name	Courtney Cordova
Title	Education Specialist
Phone	608-283-1611
Email	cordova.courtney@henryvilaszoo.gov

Secondary Applicant Contact

Upon submission, the emails provided for the primary & secondary contact will be used for all future communication about this proposal.

Name	Jess Thompson
Title	Conservation Education Curator
Phone	608-266-5922
Email	Thompson.Jess@henryvilaszoo.gov

Program / Project Name

Building Organizational Capacity for Empathy through Interpretive Master Planning & Implementation.

Requested Amount

\$ 249,911

Project Stage(s):

Check all that apply, ([Link to Definitions](#))

Responses Selected:

Design
Build
Implementation
Reflect

What year did the project launch?

2021

Brief Summary of Project Goal

This project will... (1-2 sentences)

This project will create a strategic framework that infuses empathy best practices throughout our interpretive process, helping us to create messages that elicit empathy for animals and based on the interpretive master plan developed in phase one, we will design and evaluate empathy-based graphics for exhibit areas throughout the zoo.

(Optional, if relevant) Short statement describing COVID-19's impact on 2020 financials and your organization's recovery strategy into 2021

Henry Vilas Zoo has been incredibly fortunate to be a part of Dane County, especially during the COVID-19 pandemic. The zoo was closed to the public for a three month period from March to June 2020. As an admission-free zoo, we did not see the loss in ticket sales that many other zoos experienced. However, our educational programs and concessions did experience a loss of revenue as we cancelled events or modified our operational capacity. Despite this loss, the County was committed to maintaining our zoo at its current staffing levels, and we were even able to run a free, community support program providing daily childcare, virtual school support, meals and special experiences for two classrooms of high needs students throughout the school year. In addition, our community stepped up by contributing on-grounds donations at levels matching non-pandemic years. As we come out of the pandemic, we are looking forward to resuming our previous events, programs and operations, as well as continuing to find unique ways to meet the needs of all of our community members.

Current fiscal year organization operating budget

(If your organization has a Fiscal Agent, upload fiscal agent operating budget)

YTD Capital Budget report 05 07 21.xlsx

Filename: YTD Capital Budget report 05 07 21.xlsx **Size:** 22.1 kB

Audited financial statements

If not available, Statement of Income and Expenses

(If your organization has a Fiscal Agent, upload fiscal agent financial statement)

Current report available online: : <https://admin.countyofdane.com/documents/PDFs/CAFR/2019-CAFR.pdf>

Letters of Support? (for grants including collaboration)

Select a number to upload letters of support (limit 5)

4

Letter of Support 1

For grants including collaboration

[MCM_LOS_HVZ_2021.pdf](#)

Filename: MCM_LOS_HVZ_2021.pdf **Size:** 221.0 kB

Letter of Support 2

For grants including collaboration

[ECOS.HenryVilasletter5.12.21.pdf](#)

Filename: ECOS.HenryVilasletter5.12.21.pdf **Size:** 1.3 MB

Letter of Support 3

For grants including collaboration

[Letter of Support_Pletcher.pdf](#)

Filename: Letter of Support_Pletcher.pdf **Size:** 112.7 kB

Letter of Support 4

For grants including collaboration

[KO_support_HVZ.pdf](#)

Filename: KO_support_HVZ.pdf **Size:** 447.1 kB

Tier 1 Narrative Questions

Completed - May 28 2021

Tier 1 Narrative Questions

Tier 1 Capacity Building Grants may include projects with a request amount of **up to \$250,000**, and a project timeline of **up to two years**. For consideration, please submit answers to the following questions. Response length is limited to 3,000 characters for each section unless otherwise specified.

Please make sure you fill out both pages of this task.

Introduction & Justification

Provide context for the proposed project. What gap or need does this proposal address? If this proposal builds on existing work, please briefly summarize progress to date.

Locally loved community treasure. Globally recognized conservation leader. Forever accessible. This is the vision of Henry Vilas Zoo (HVZ), an AZA accredited institution, that is one of nine remaining free AZA zoos in North America. Henry Vilas Zoo was founded in 1911 and is beloved by communities extending beyond the city of Madison, and even beyond the state of Wisconsin. Though the zoo's 28-acre footprint ranks it as a "small" zoo, close to 800,000 visitors on average per year means our reach is well beyond what one would typically expect from a zoo of our size. The zoo's location in downtown Madison, as well as free admission also make it uniquely accessible to a wide variety of guests. Our small footprint is also more accessible, allowing guests to experience a variety of conservation education opportunities with little physical effort.

With a small staff, interpretive media is the main method of conservation communication with our guests, making it a priority for us to update this resource and include empathy tools to promote conservation action. Historically, interpretive media has looked very different in each section of the zoo as every project had its own interpretive media consultant. The current designs and messages through the zoo are not cohesive and they lack a clear focus and direction to communicate key messages to guests. In addition, as we evolve in our ability to think about messaging to, and about, diverse groups of people, we want to focus on removing outdated cultural elements and instead solicit perspectives and aspirations from our broader audiences and the communities portrayed in the exhibits.

The zoo has never had a comprehensive Interpretive Master Plan (IMP). Our goal is to create a guide related to our mission of inspiring conservation that uses empathy as a core principle in interpretative messaging, as well as incorporate community partners and input from diverse voices through cultural advisors. We will use this plan to guide the design and fabrication of new interpretive media (signs and interactive elements) in strategic areas of the zoo.

The IMP will also help us support future projects. HVZ is constantly looking to improve and update our facility to meet the highest standards of animal care and welfare. An IMP will help guide the messaging included in these improvements and help us continue to be proactive in incorporating empathy as a messaging tool in any new project. This project will extend beyond the grant period, helping us incorporate empathy in all of our future interpretive media. HVZ is also about to launch a large capital project that will encompass close to half of the campus (the Heart of the Zoo) over the next 3-8 years. Having an IMP in place to inform this design of new exhibitry will allow for our whole zoo to have interpretation that is cohesive, effective, and has consistent empathy messaging.

Proposed Objectives

Describe between one and three objectives your project intends to address. ([Link to Definitions](#))

1. During the first phase of this project, HVZ staff and collaborators will create a strategic framework in an interpretive master plan that infuses empathy best practices throughout our interpretive process, helping us to create messages that elicit empathy for animals.
2. During the second phase of this project, and based on the interpretive master plan developed in phase one, we will design and evaluate empathy-based interpretive elements for multiple exhibit areas.

Empathy is defined as a stimulated emotional state that relies on the ability to perceive, understand and care about the experiences or perspective of another person or animal. Current research shows that there is a strong connection between people feeling empathy for animals and their likelihood of taking conservation actions. Using best practices in our messaging that elicit empathy for our animals is one way that we can complement our other methods of encouraging conservation action. When we tell a clear story modeling high standards of care for our animals, it will promote positive empathic concern, and it will also allow people to project that feeling towards motivation to help sustain or extend a similar positive state for other zoo animals or for their counterparts in the wild.

The Interpretive Master Plan will create a framework which we can use to create interpretive media and interpretive programming. The framework will focus on key components that build upon each other, including empathy, social-emotional learning, and interpretation. By focusing on best practices for each of the components in our interpretive media, we can help guests connect to positive messages about our animals. Additionally, creating these messages with early input from community stakeholders will allow all guests more access and feelings of inclusion at the zoo, resulting in a greater reach and impact for our messages.

Proposed Outcomes and Target Audience(s)

Describe two to four key outcomes or changes that your project will achieve and the target audience(s) for this change. What changes can you expect to see in your target audience(s) as a result of implementing your proposed project? ([Link to Definitions](#))

- Staff at HVZ will report being able to use the IMP framework, feel comfortable using the framework and incorporating empathy practices, and find it applicable for their own work in interpretive messaging.
- After new interpretive elements are installed, all guests at HVZ will be encouraged to practice empathy for animals when they receive an interpretive message.
- Adults and children visiting the Henry Vilas Zoo who use the new interpretive elements will feel greater appreciation for the high standard of welfare our animals receive.
- Guests who use the interpretive elements will connect our animals with their wild counterparts and better understand how the zoo participates in conservation action as well as conservation actions they can take.

For phase one of this project, the primary audience is the zoo, our staff and our organization as a whole. Changes we expect to see within our organization include the ability to identify key messaging, understand empathy constructs, and utilize interpretive tools and evaluative methods. We will also use the plan to create interpretive media now and in the future. The master plan will live beyond current staff and change our planning and implementation of interpretive methods for years to come.

For the second phase of the project, the target audience members are visitors to the zoo. We hope to see increased expression of empathetic behaviors and positive emotions towards our animals as a result of signage and interactive messages. Visitors will identify our animals as unique individuals that have specialized care to provide the best welfare. They will learn about ways in which HVZ is modeling empathy for animals both at the zoo and in the wild.

As HVZ has no admission fee, the increased accessibility means our zoo has a unique audience compared to most other zoos. Most elementary schools in south central Wisconsin travel to us for field trips, and we see large groups of guests from many different communities. Our proximity to downtown, the University of Wisconsin campus and local hospitals add to our accessibility. Walking through our zoo you will hear people speak numerous languages, and see people of all different walks of life. From graduate students, retirees and preschoolers, as well as members of our homeless community to high level donors, HVZ is open to everyone.

Because we have such a diverse target audience, we want to ensure that their voices and perspectives are considered when creating our graphics and messages. We want guests visiting our zoo to feel included and see graphics that represent these different perspectives. We know that conservation involves people as well as wildlife, and want to ensure that our messaging incorporates those

communities without an appropriate lens. Initiating these conversations early in the planning process will pay dividends by enhancing relationships between the zoo and a more diverse cross-section of the community.

Proposed Activities

Briefly summarize proposed activities and their alignment to the project objectives and outcomes. What specifically will you do to accomplish the objectives and outcomes you identified and why do you think this approach will be effective?

Our project has two main phases; creating an IMP, and then implementing that plan to create and install new signs and interpretive elements around the zoo. Both phases will include methods for evaluating the effectiveness of key learnings from staff and guests. Our aim is to use interpretation to connect guests with our zoo, and allow them to receive messages that will elicit empathetic concern, which in turn will provide them with opportunities to practice empathy for animals. By creating an IMP with the focus of empathy, our zoo will be able to implement interpretive media and programs that will benefit us far beyond the scope of this project. The activities for each phase include design, build, implement and reflect stages.

In the creation of the IMP, we will design the plan using our collaborators to gather information about best practices in interpretive master planning. Through the specific goal of incorporating empathy, we will identify the goals and objectives of interpretation at Henry Vilas Zoo, and define key messages to share with guests. In the design phase of this project, we will conduct an audience analysis to get basic information on who our guests are and how we can best reach them. We will also design with input from diverse members and leaders in our community. In the building phase of this project, we will work with collaborators to create the written IMP document, complete with clear direction and guidelines for future interpretation. In the implementation section of this project, we will connect with HVZ staff for feedback and dictate how this plan will be used moving forward. We will also implement the plan by training staff and volunteers to follow IMP guidelines, and adjust any other interpretive programs as necessary. The IMP will also lay out design standards for interpretive elements that will ensure cohesiveness throughout future projects. In the reflection section of this project, we will create prototypes of signs using the plan, and evaluate guests' use and reception of key empathy messages.

The second phase in our project is to implement the IMP by creating new interpretive media for strategic areas of the zoo. In the design section of this project, we will create the graphics for the interpretive

elements. We will replace old signs and enhance strategic areas of the zoo with new empathy-focused signage and interactives. We will utilize the IMP to create messaging that will reach the widest audience. We will also utilize our collaborators and cultural advisors to review and assess the messages. In the building section of this stage, we will determine placement and material of signs by testing prototypes and assessing guest engagement. We will implement this project by fabricating and installing the interpretive media. We will reflect on this section of the project by evaluating and observing guest interactions with signs. We will evaluate guest use and message takeaways.

Project Plan

*Provide a high-level timeline that outlines an achievable plan to carry out key activities throughout the grant term, including evaluation and dissemination activities. You may provide this timeline in any format; however, it must be clear how your activities align to accomplish proposal objectives. Activities may start on or after **Oct 1, 2021**, and all activities must be complete by **Sept 30, 2023**.*

[Project Proposal Final.pdf](#)

Filename: Project Proposal Final.pdf **Size:** 7.6 MB

Perceived Challenges and Possible Risks

Describe any anticipated challenges or inherent risks that might inform, delay, or alter your project during this timeline. Briefly highlight any activities or decisions that are dependent on conditions outside your control and how you're accounting for these in your plans.

One challenge we face in this project is that the first phase dramatically impacts what we will do in the second phase. The IMP created in phase one will guide us in our creation and implementation of interpretive media created in phase two. We currently have a prioritized list of areas in our zoo that need updated signs and interpretive elements. However, we want to strategically use the plan to guide these updates, and priorities may change as the plan develops. While this may mean that we change which areas receive redesigned elements, the master plan will outline our methods for continued organizational updates in interpretive media. This plan will help guide us as we budget for future interpretive media projects that would not be covered in the grant period.

Another potential challenge we may face in this project is that we will have many partners and advisors. Although each partner brings a unique set of skills to this project, there is a potential that the size of this project team may mean delays in feedback and process. One way to mitigate that risk is to ensure we have a clear scope and role for each group, as well as deadlines in the decision making process for our partners and advisors. Each group will have a clearly defined role for each section of the plan. We will hold regular meetings structured around key questions that need to be answered, and monitor progress through a project management software platform. By identifying who will be taking the point and supporting roles in each part of the project, we can overcome the challenges of having a large team of collaborators. Ultimately, we believe that the diversity of experience and perspectives from a large team will strengthen our interpretive outputs.

Monitoring and Evaluation

Woodland Park Zoo understands there are many ways of knowing whether your project is achieving its intended results, and that evaluation efforts should be proportional or right-sized to the scope of the proposed work. How do you plan to monitor your project's progress over the grant period? How will you evaluate towards your project's outcomes and success? Please include what you want to learn from this work, the type of information you will track over your project's timeline to measure whether you are making progress, and how you plan to reflect on and apply these findings.

The success of this project will be determined by the visitor experience after the project work is

completed – specifically, whether visitors feel heightened empathy towards wildlife. Measuring that long-term outcome is not a realistic goal within this project period. Instead, we will center our measurement of success on specific, on-site examples by which visitors receive an empathy message, remember that message, and then act upon it. Knowing that empathy is a factor (not the only factor) in cultivating conservation action, we will focus on collecting data that measures how visitors' exposure to empathy influences their interactions with our animals.

Evaluation will also be applied to the design process. Empathy Towards Animals: Observation Assessment Framework (developed in 2019 as part of the Measure Empathy: Collaborative Assessment Project) is a tool originally designed to assess whether program participation elicits audience expression of empathic behaviors and encourages expression of related positive emotions. We believe this instrument can be applied to static signage. By evaluating our exhibit graphics on the basis of the specific indicators listed on the instrument, we can determine the extent to which empathic, or emotional, expression is portrayed on the signs. While not every exhibit graphic must contain an empathy-related phrase, we can use this method to ensure that every exhibit area explicitly addresses empathy outcomes.

In the first phase we will get demographic and psychographic data on our visitors to inform our IMP about our audience. We will get demographic data through online member surveys and published data, including a Dane County Parks and Zoo demographic study. We will get psychographic data about motivations, hopes, and desires through online member surveys and on grounds visitor surveys or interviews. We will also survey community members from key cultural demographics through focus group conversations regarding goals for interpretive messages.

To measure the change in organizational capacity for fostering empathy, we need coordinated monitoring and periodic reflection. We will conduct regular internal pulse surveys to gauge staff understanding of empathy constructs, and their ability to utilize the IMP for interpretive messaging. These anonymous pulse surveys will inform us whether each department feels included in the development process and capable of applying the plan to their area.

Through this project, we will learn how the research on empathy can be incorporated into a zoo-wide planning document that steers the interpretive practices of the entire organization. We expect to learn more about how empathy best practices are applied to interpretive experiences in other zoos, and to expand our vision for how they can be applied to the HVZ visitor experience. Together, we aim to understand better how empathy can be woven into the fabric of an effective IMP – and ultimately revealed on exhibit graphics.

Project Deliverables

What tangible work products will your project produce (e.g., reports, workshop, curriculum, exhibit, evaluation tool)?

In this project we will create a written Interpretive Master Plan document. That document will contain clearly defined goals, objectives and key messages for interpretive media at the zoo. The second phase of the project will include creating designs of interpretive media, as well as the fabricated interpretive elements to be installed at the exhibits. We will also have evaluation tools for our interpretive media and master plan building process.

Organizational Impact & Sustainability

Please summarize how this project will build the internal skills, resources, and abilities of your organization to foster empathy for wildlife during the grant period. In addition, how will this project strengthen your organization's ability to foster empathy for wildlife beyond the grant period? What activities do you expect to be maintained beyond the grant period, or how do you expect these activities to inform future work?

This project will create a lasting impact on HVZ in several ways. During the grant period we will build internal skills of the Education Specialist and Conservation Education Curator. This project will expand upon their understanding of empathy and how to apply it into messages and strategic planning, and give them the tools to implement the IMP in future projects and programs. Finally, we will also advance staff skills in facilitating cultural outreach and strengthen connections between the zoo and diverse community partners.

This will also build upon a previous project completed through an ACE for Wildlife grant in which we created teacher resources and volunteer training modules using empathy best practices. The teacher resource guides are currently being used by teachers and other visitors to facilitate conversations with students that help foster empathy for animals. The volunteer training is in use for our volunteers in interpretive roles. Creating a strategic framework around interpretation and empathy will continue to strengthen these resources and create a holistic guest experience centered on empathy.

The IMP will allow for a foundation for all interpretive messaging and will be utilized when creating new interpretive media for projects such as our upcoming "Heart of the Zoo" reconstruction project that will encompass almost half of the campus. The plan will help ensure cohesiveness in design throughout the

zoo as new exhibits and interpretive elements are created.

The interpretive media that will be implemented using the IMP will enhance the atmosphere as well as access for our guests to key messages relating to animal care and conservation. Interpretive elements that we create will meet best practices in interpretation and will be durable enough to withstand the high numbers of users. Replacement of older, culturally insensitive or less-effective signs will increase the impact of our messaging and bridge the gap to meet guests where they are and help them feel more welcome. Additionally, the signs created will broaden our ability to reach guests who are young learners, non-readers, or those who speak other languages.

Overall, the creation of the IMP will build a model for empathy-based interpretation. After this model is created and implemented we will be able to evaluate and modify it moving forward. The IMP creates a structure in which we can create interpretive media and programs utilizing empathy best practices with an ultimate goal of increasing visitors' motivation for conservation action. We know that motivations for conservation action are multifaceted, with empathy as one factor that increases the likelihood of a person taking conservation action. We also promote conservation action by modeling what such actions look like, and giving tangible steps people can follow.

Learning/Sharing Plan

Describe ideas for how this project will contribute knowledge, tools, and/or skills to the ACE for Wildlife Network and/or the broader sector. What audiences do you believe will be most interested in your project's results? What ideas do you have for sharing your learning with those audiences? As applicable, please note milestones in your timeline that might be opportune moments for these audiences to learn from your progress.

Our IMP project will contribute to the knowledge of the ACE for Wildlife network, and other AZA zoos, by sharing the completed process as an example for others to follow. We believe that like-minded institutions with similar missions in connecting guests to wildlife would be very interested in learning from this project; in particular, institutions like ours that do not have the capacity or staff experience to write master plans without assistance.

There are currently many AZA institutions that either do not have an IMP, or are looking to update theirs. Current conversations on the AZA listserv show a strong interest in this subject with over 25 institutions in some part of the master planning process. As a result of those discussions, Lincoln Park Zoo offered a

presentation of their current IMP and the creation process. The attendance for that discussion was very high, with 58 people on the call, representing 32 institutions, or 13% of all AZA facilities. This indicates there is a strong interest in having an example of an IMP, specifically with one that has empathy as a core foundation. Having a document that is shareable will allow others to replicate it in a way that fits the needs of their institutions. We believe that we will be the first AZA institution to create an IMP based on empathy messaging.

In our conversations with other institutions outside of zoos and aquariums, we have also discovered a clear interest in having empathy as a foundation in an interpretive plan. When discussing this project with other organizations, such as MCM, University of Wisconsin professors, and the Dane County Arts and Cultural Affairs Commission, they were very interested in what a master plan with a focus on empathy would look like. The broad cross-curricular interest indicates that there is an appetite for more information on how to integrate empathy theory and tools in practical ways.

Our project has two phases, and as soon as the IMP phase is complete, we will share the product and the process with other institutions through the AZA and ACE networks. As we receive evaluation results about our prototype signs throughout the second phase, we will continue to share our results and key learnings. Other institutions wishing to incorporate empathy messaging into their signage can learn whether the methods we use to assess empathy outcomes on exhibit graphics are practicable and replicable.

HVZ puts a high priority on collaboration and connection with other institutions through a variety of network platforms including AZA and AZA programs, as well as professional organizations. Our zoo encourages staff to attend and speak at conferences, and this project will be a great opportunity for us, as well as our collaborators, to share our learning and potential success.

Citations

(Optional) If your proposal has citations in any section, you may attach a bibliography in .pdf format. You may use any citation style that is familiar to you, as long as the citations are clear, and it is clear where in the the proposal these citations reference.

Any additional information you wish to share?

Henry Vilas Zoo is a place for all people to learn about the diverse animals who make this planet so unique. Everyone at Henry Vilas Zoo is committed to working with our local community to make this a place where equality can evolve into equity, and all people are treated with respect. To ensure that we are meeting these goals, we are committed to bringing community members from diverse segments of our population (including Hmong, Ho-Chunk, Black, African American, and Latinx) along as cultural advisors in a collaborative master planning process. We know that getting early input in this process is the key to making sure that we are truly incorporating the needs and wants of our full community rather than just assigning our own ideas to others. We also know that while we strive for accessibility, there are still barriers in place that may prevent us from connecting to certain community members, and so it is up to us to be strategic in reaching out and meeting people where they are.

Madison Children's Museum has been a community staple for thirty years, and has successfully co-created exhibits with community members such as Hmong and Ho-Chunk elders, and will help guide the Zoo through this process. We plan to connect with both Zoo and MCM contacts at the beginning of our master planning design so that we can arrange discussion opportunities that work best for those in the community. We will look at ways to attract and allow people to attend these sessions, such as hosting them at community centers or other local organizations, and providing food, transportation, and translators. About six months after our initial meetings, we will return for followup sessions to ensure that we were able to accurately integrate input into our IMP. We know that this is an important step in trust building as well as acknowledging and incorporating further feedback. Finally, we will host an unveiling ceremony of our completed interpretive media at the Zoo to celebrate with and show our appreciation to our cultural advisory collaborators.

We know that this process may mean that we move more slowly and have a smaller budget for fabrication and installation of interpretive elements than we might otherwise have. However, we believe that this is a key component to advancing our community relationships and staying true to our values. This will also mean that future implementation of our IMP will incorporate this important collaborative framework into any new interpretive media and programs enhancing our organization's capacity to accurately reach our diverse audience with empathy messages.

Tier 1 Budget

Completed - May 28 2021

Tier 1 Budget

Budget Narrative:

For each of the Major Expense Categories, please breakdown the costs included to reach the totals included in your budget spreadsheet. The budget narrative and proposal narrative should work together to explain how costs are essential and support project objectives. For each major expense category, please make the Requested Amounts and Cost Share Amounts clear.

If you have no costs in one of the Major Expense Categories, please write "No costs."

Cost Share

Cost share is not required; however, if you choose to include it in your proposal, please describe the sources of cost share funding (i.e., separate grant funding, unrestricted operating funds). If you have none, please write "No cost share."

No cost share.

Personnel

List the key contributors and/or positions who will be leading the project, including their job titles and FTE dedicated to their project. In a few sentences, describe each position/person's role and relevant experience.

The Personnel Breakdown task (a separate table) will allow you to enter salary/benefit information for each position included below.

Jess Thompson, Conservation Education Curator, oversees the Conservation and Education Departments at Henry Vilas Zoo. Jess has been a part of the ACE for Wildlife Network since 2019. Her work includes overseeing the 2020 ACE funded grant project "Empowering Teachers and Docents to Incorporate Empathy Best Practices".

Courtney Cordova, Education Specialist manages interpretive programming and interpretive media. Courtney has been actively involved in the ACE for Wildlife Network since 2020, leading pilot tests for the Empathy Field Trip Guides and training staff and docents on empathy modules developed during the 2020 ACE grant period.

Both staff members will have 0.1% FTE dedicated to the project for both Year 1 and Year 2 (Year 1: \$1,764, Year 2: \$1,847).

Outside Services, Contractors

If there are other project partners outside your organization, briefly describe their roles. For contractors, please summarize the scope of work and clarify how the work supports the project objectives and will build your internal organizational capacity.

Nette Pletcher of Beez Kneez Creative (BKC) will facilitate the process of interpretive master planning and prepare a comprehensive Interpretive Plan document which reflects the Zoo's priorities for messaging, organizes targeted messages within specific exhibits, links messages to outcomes intended to create meaningful visitor experiences, and suggests strategies for evaluating the effectiveness of interpretive graphics. BKC aims to facilitate an effective interpretive planning process with empathy at the heart of that strategy. Through this project, they will gain new understandings of how empathy best practices can

be applied more broadly to the work of zoos and aquariums. Nette has been engaged with the work of zoos and aquariums on empathy, contributing to previous grant-funded initiatives at Point Defiance Zoo & Aquarium and at Henry Vilas Zoo, as well as participating in the recent Empathy Summits and Developing Empathy for Conservation Outcomes conference. She has also supported strategic planning efforts at AZA headquarters and at several zoos, involving education departments and boards (Year 1: \$20,350).

The Madison Children's Museum (MCM) connects children with their families, their communities, and the world beyond through discovery, learning and creative play. They have created custom-crafted, award winning exhibits that bring all ages together focusing on sustainability and play. MCM would like to help foster positive relationships between people and animals using empathy to increase critical thinking, problem solving, reasoning strategies, resilience, and social-emotional skills in youth. When children care about animals and become aware of how personal decision making affects all species, they begin to take actions to protect them, which has an impact on addressing environmental issues that future generations will face. As the museum is committed to educating about sustainability and protecting our environment, they see the empathy-based exhibits developed for the zoo as a way to better educate the museum's staff as well as children and families in the community. MCM will develop an interpretive signage plan and design specifically for the Children's Zoo and Discovery Center portions of the site and provide input on designs created by ECOS for other sections of the Zoo. MCM will also identify community stakeholders and cultural advisors, as well as facilitate meetings for stakeholder feedback. MCM's unique connection to the Madison community and its stakeholders, as well as their expertise in providing enriching experiences for young learners, makes them a key collaborator in our planning and implementation of our interpretive media (Year 1: \$23,220, Year 2: \$13,260).

ECOS Communications will play a supporting role in the interpretive planning effort, attending workshops virtually and providing review as needed. ECOS will offer suggestions and opportunities as it relates to interpretive opportunities that help create an engaging and impactful visitor experience. Once the IMP is completed and general goals and objectives around messaging are outlined, ECOS will continue the interpretive planning effort with a holistic "empathy minded" overlay to the entire zoo experience. This overlay will include consideration of the following and aim to help prioritize budget spending. ECOS will also help with assessment and needs identification for future exhibits. ECOS will lead the design and implementation of interpretive media in strategic areas of the zoo outlined in the interpretive master plan. ECOS' work will include research, writing, design, layout, asset acquisition, and directing fabrication and installation to match the goals identified in the interpretive plan. ECOS is interested in learning how empathy-driven goals can assist in the interpretive signage and exhibits to increase conservation action for visitors. ECOS has been blending art and science for 30 years through their interpretive exhibit

experiences and they have worked with many other AZA zoos. Their mission is to inspire appreciation for the environment, culture, and history, and foster visitor engagement and conservation action. ECOS offers unique expertise to the interpretive media at our institution. (Year 1: \$17,500, Year 2: \$70,000).

Kathryn Owen of Kathryn Owen Consulting is an independent evaluator who helps organizations clarify their goals, strengthen their programs, and document the impact of their work. This project provides the opportunity to apply and build on our existing knowledge of how to measure empathy in program settings to the development and testing of interpretive signage. Kathryn will guide the evaluation throughout the grant project and create tools that will help us evaluate beyond the grant period. Her role will be to implement evaluation tools in each step of the master planning, interpretive media design, and media implementation phases, and to lead training for staff to conduct future evaluations. This will include pulse surveys for staff and partners, psychographic member surveys, formative testing and staff training, and on-grounds intercept surveys and interviews. Kathryn's experience in the development of evaluation instruments, qualitative research and evaluation and developing assessment tools to measure success especially focused on empathy will be incredibly helpful throughout this project. (Year 1: \$17,000, Year 2: \$14,000)

Travel, Conferences, Meetings, Professional Development

List expected activities and their associated costs.

Travel costs include transportation and lodging for 4 site visits for Beez Kneez Creative (Year 1: \$4,320), 2 site visits for ECOS Communications (Year 1: \$2000, Year 2: \$2000), 2 site visits for Kathryn Owen Consulting (Year 1: \$1000, Year 2: \$1000), and conference registration, travel and lodging costs for 2 Henry Vilas Zoo staff members to attend and present at a professional conference such as NAI or AZA (Year 2: \$1,550).

Materials / Supplies

Briefly explain any key purchases that will have lifetime beyond the grant (like software or hardware), **as well as** list consumable materials/supplies (items that are used up over the grant period).

This project includes the fabrication and installation of signage and interactive interpretive elements (including frames and mounting hardware) that would replace current interpretive media in up to four main Zoo buildings and outdoor exhibit areas (Children's Zoo, Aviary, Herpetarium, Primate House) based on priorities laid out in the Interpretive Master Plan. Specific pieces are difficult to identify at this stage until completion of evaluations and recommendations conducted in the master planning process. The Master Plan will also help identify signage materials which will meet our needs and withstand long term use (Year 2: \$57,000).

In addition, we will provide food outreach materials for members of our cultural advisory group meetings as well as our final celebration (Year 1: \$400, Year 2: \$700).

Other / Capital Equipment

Please describe any costs that do not fit into the categories above or are Capital Equipment purchases.

No Capital Equipment

Amount Requested

Please enter your totals for each Major Expense Category. If you have no costs in a category, please enter "0."

Years 1 & 2 refer to years of the grant period (Oct 1-Sept 30), not to the calendar year.

Personnel (Salaries + Fringe)

	Year 1	Year 2
	1764	1847

Outside Services, Contractors

	Year 1	Year 2
	78070	97260

Travel, Conferences, Meetings, Professional Development

	Year 1	Year 2
	7320	4550

Supplies, Materials

	Year 1	Year 2
	400	57700

Other / Capital Equipment

	Year 1	Year 2
	0	0

Indirect Costs

	Year 1	Year 2
	500	500

Amount Requested Summary

	Year 1	Year 2	Total
Total Requested Direct Costs	87554.00	161357.00	248911.00
Indirect Costs (not to exceed 15%)	500.0	500.0	1000.0
Total Requested Budget	88054.00	161857.00	249911.00

Cost Share (not required)

Please enter your totals for each Major Expense Category. If you have no costs in a category, please enter "0."

Years 1 & 2 refer to years of the grant period (Oct 1-Sept 30), not to the calendar year.

Personnel (Salaries + Fringe)

	Year 1	Year 2

Outside Services, Contractors

	Year 1	Year 2

Travel, Conferences, Meetings, Professional Development

	Year 1	Year 2

Supplies, Materials

	Year 1	Year 2

Other / Capital

	Year 1	Year 2

Cost Share Summary

	Year 1	Year 2	Total
Total			
Cost			
Share	0.00	0.00	0.00
Direct			
Costs			

Total Projected Budget (Requested + Cost Share)

	Year 1	Year 2	Total
Personnel (Salaries + Fringe)	1764.00	1847.00	3611.00
Outside Services, Contractors	78070.00	97260.00	175330.00
Travel, Conferences, Meetings, Professional Development	7320.00	4550.00	11870.00
Supplies, Materials	400.00	57700.00	58100.00
Other / Capital	0.00	0.00	0.00
Total Direct Cost	87554.00	161357.00	248911.00
Indirect Costs (not to exceed 15%)	500.0	500.0	1000.0
Total Budget	88054.00	161857.00	249911.00

Personnel Breakdown

Completed - May 28 2021

Tier 1 Personnel Breakdown

Please provide details on the Salary, Benefits, and FTE for all personnel included in proposal budget calculations.

The Personnel Breakdown task requests salary/benefit information for project personnel, which is often considered sensitive information. To accommodate this, the Personnel Breakdown task has an optional question at the top, which can hide the Personnel Breakdown section on completion.

If you check "Yes" to this question, the Personnel Breakdown task will be hidden from the application after you press "Mark as Complete" for this task.

Would you like to hide the Personnel Breakdown section after it is marked as complete?

If you check "Yes" to this question, the Personnel Breakdown task will be hidden from the application after you press "Mark as Complete" for this task. When you return to the application homepage, you will only see four tasks, and the Personnel Breakdown task will not be editable. You will need to email empathy@zoo.org (before the application deadline) if you need to edit this task after you have hidden it.

No Responses Selected

Number of people included in Personnel budget calculations

2

I have included cost share in the personnel budget

Please check "Yes" if you included cost share in your Personnel budget calculations and budget narrative.

No Responses Selected

Personnel Table

Make sure you scroll to the right, and enter information in all columns, for each Name/Role listed. Please enter FTE as a fraction (e.g. Project Manager 1.0 FTE). Make sure that the information provided in this table matches the information provided for the Personnel category of the Budget task.

	Name (if known)	Title	Annual salary Y1 \$	Requested FTE Y1	Annual salary Y2 \$	Requested FTE Y2	Fringe Benefits %
1	Jess Thompson	Conservation Education Curator	72467	0.01	75961	0.01	38
2	Courtney Cordova	Education Specialist	56992	0.01	59612	0.01	34



May 26, 2021

Dear Woodland Park Zoo,

It is with great enthusiasm that I offer a letter in support of the Henry Vilas Zoo's proposal for their empathy infused masterplanning process. The Henry Vilas Zoo is a most beloved community anchor in Madison, WI and continues to educate, delight, and offer meaningful intergenerational experiences for people of all ages in the upper Midwest. The talented staff at the Henry Vilas Zoo have set the bar high in our community for finding innovative ways to engage with the community, while taking the utmost care of their animals, and inspiring a whole generation of young people to care about all of the species who share our planet.

Madison Children's Museum (MCM) is thrilled to partner with Henry Vilas Zoo in their proposed masterplanning process, and will support their efforts to deeply engage with more diverse cultural communities in our midst, while also working on a collaborative team to develop and design their new empathy-based interpretive signage, particularly for the renovation of the children's zoo area. Continually ranked among the top ten children's museums in the nation for both, MCM has a wealth of experience and expertise in both areas and is an eager collaborator.

MCM will oversee the design, development and implementation of the zoo's multi-tiered community engagement process that underlies all of the zoo's proposed masterplanning work. We will identify and reach out to select underserved local communities, and use a culturally sensitive engagement process to learn more about what diverse members of the community care about, think about and value, especially as it relates to their relationship with the earth and it's wide assortment of species. MCM will develop a process to deeply engage with community members over the two year process, soliciting their ideas and input, then incorporating their concerns and ideas into recommendations for text and possibly new interactives. Additionally, MCM staff will work hand in hand with the zoo staff and other lead members of the team in the design development of the new signs that emerge from the two-year process.

We know that this project will bring together two well-loved agencies that share many of the same values, to share resources, expertise, and our unique perspectives, in order to bring greater capacity for empathy to our visitors in both organizations. We look forward to learning from the zoo staff as much as we look forward to sharing our expertise, and can't wait to see what we can collaboratively create to bring about positive change in our community.

Many thanks for your most thoughtful consideration.

My best,



Brenda Baker

Director of Exhibits

Kathryn Owen
1844 Curt Rudolph Rd NE
Poulsbo, WA 98370
kathryn@kathrynowenconsulting.com / 206-200-5964

May 27, 2021

Dear Mary,

I am submitting this letter in support of the ACE for Wildlife grant proposal submitted by Henry Vilas Zoo, for which I have agreed to serve as a consultant.

I was thrilled to learn that HVZ plans to apply empathy best practices to the development of the Zoo's interpretive master plan. Infusing empathy into zoo interpretive programs takes work; doing this on a zoo-wide level requires a high level of commitment across the institution. This investment will pay off, when the hundreds of thousands of guests who visit HVZ each year will encounter the Zoo's animals through the lens of empathy.

Since learning about the proposed project, I've been impressed by many aspects of it, including HVZ's commitment to collaborating with other community organizations and institutions to strengthen the Zoo's cultural relevance. I also appreciate the attention paid to ensuring that the interpretive plan is seen as valuable and useful by HVZ staff, and the shared commitment by ECOS - the Zoo's exhibit design partner - to infusing empathy into the Zoo visit.

I am more than happy to support the project in any way I can, and look forward to the opportunity to contribute my audience research experience to this valuable effort.

Best,

Kathryn Owen
Kathryn Owen



*Interpreting
Natural
and
Cultural
History*

May 12, 2021

Jess Thompson
702 S. Randall Ave
Madison, WI 53715

To whom it may concern,
ECOS is very excited to be a collaborator and partner on the Henry Vilas Zoo empathy grant application. ECOS has been involved in master planning and interpretive design for more than 30 years. Our mission is to stimulate conservation action by helping guests connect with wildlife and their habitats. We aim to tell engaging stories about wildlife to instill appreciation and empathy so that guests are more likely to take part in conservation actions.

We are especially excited about the Henry Vilas Zoo empathy grant because we feel we can contribute and learn state of the art, best practices for how best to incorporate empathy into our interpretive programs and learning objectives. This in turn, we hope, will translate into more successful exhibit design and implementation.

The lessons learned and new techniques we develop in partnership with the Henry Vilas Zoo will be something we can take forward into all our future interpretive efforts. ECOS was recently awarded the interpretive planning work for their new "Heart of the Zoo" campaign, so we will also be able to apply best practices we develop for the grant areas for this long-term future zoo project. On a broader level, we have designed hundreds of exhibits for zoos and aquariums all over the country, and we look forward to incorporating empathy more directly into our future design process with new and repeat clients.

We appreciate the opportunity to be involved with such an exciting and timely effort, and think it will really help our joint professional development.

Sincerely,

Jill Isenhardt

Founding Principal





2020 Froude St.
San Diego, CA 92107
(208) 340-8281
nttpltchr@gmail.com

To: Mary Jackson, Woodland Park Zoo

From: Nette Pletcher, Beez Kneez Creative

18 May 2021

Dear Ms. Jackson,

By signing below, I acknowledge that I am listed as a consultant on the ACE for Wildlife grant proposal submitted by Henry Vilas Zoo. I agree to undertake the tasks associated with me as described in the proposed activities and project plan, and commit to providing the deliverables related to the interpretive plan as designated in the proposal.

The HVZ project proposal supports application of theory to practice, creativity in achieving the intended outcomes, and rewarding collaboration among community partners. It is an exciting initiative with important implications for the ACE for Wildlife Network and other AZA institutions.

I look forward to the opportunity to apply empathy best practices to the Zoo's interpretive planning process and supporting the development of exhibit graphics that foster empathy for wildlife.

Sincerely,

A handwritten signature in black ink that reads 'NETTE PLETCHER'.

Nette Pletcher
Founder, Beez Kneez Creative



PROJECT PROPOSAL



TIMELINE NARRATIVE

Project Planning and Design

This project will begin with a meeting with all of our collaborators, and then move into site visits from our non-local collaborators, ECOS Communications and Beez Kneez Creative. In these initial meetings, we will outline the project parameters and how we intend to communicate using a project management software platform. We will also create the outline of the master plan, as well as identify the mission, goals and objectives. From there, we will conduct pulse surveys of staff and key stakeholders to ensure the framework of our plan aligns with the mission and goals of our organization; and to ensure that staff has input and buy-in in the initial part of the project. For this project planning section, Nette Pletcher from Beez Kneez Creative will be the key point person. Our other collaborators will support and give input from various perspectives. ECOS will give input based on their history with interpretive media in zoos, such as the ability to share a clear story throughout the zoo's campus. The Madison Children's Museum (MCM) will use their connections and experiences to take the lead in identifying when to bring in our community stakeholders and cultural advisors. The Henry Vilas Zoo will provide history and information about our zoo, and ensure the plan aligns with the mission and vision of our organization, including the goals of our staff.

Master Planning Concept and Build

In this section we will begin writing out the Interpretive Master Plan. Throughout this writing process, we will have three group meetings that will ask key questions to guide the conversation and help us create a cohesive document that will create a framework for our future interpretive media. Nette Pletcher will be the point person on this section of the project, as well. Nette's experience in strategic planning and knowledge of empathy best practices will be incredibly valuable in this process. HVZ will also work alongside Nette to ensure that the IMP meets the needs of the zoo as well as to gain insight on how empathy messages can be infused into a strategic plan. In this planning process, MCM and ECOS will serve in a supportive role. MCM will bring their expertise in serving young learners, as well as how to incorporate social emotional learning in the IMP. They will also assist in bringing in community stakeholders and cultural advisors from Madison's key populations (such as Ho-Chunk, Black, Latinx, Hmong, and International communities) to provide counsel on the IMP through focus group meetings held in the community early in the planning process. ECOS will advise on the plan from a supportive role, bringing in their extensive background in interpretive media in zoos, as well as expertise on how to communicate scientific messages to a general lay audience. Kathryn Owen will design and teach the evaluation framework which will apply to staff through the learning process, as well as evaluation for future projects. She will design and implement a membership psychographic survey as well as staff and partner pulse surveys.

TIMELINE NARRATIVE

Master Plan Implementation

In this part of the project, we will identify the interpretive media needs, and assess what areas of the zoo will need updates, according to the goals of the IMP. ECOS will do an on-site visit for assessment, and to gather ideas on implementation. From there, we will prioritize which interpretive elements we wish to include in this project. ECOS and MCM will then begin the process of research, writing, design and layout of the interpretive media. ECOS will focus on the zoo as a whole, and MCM will take the lead on areas that are focused on young learners, such as the Children's Zoo. Both MCM and ECOS will support the other's designs, and connect throughout the design process. Although the media may have a different feel in each area, the master plan will help ensure the designs look cohesive throughout the campus. MCM and ECOS will also review the designs to make sure that they will withstand use from our 800,000 annual visitors, and that materials and framing are selected that will allow our new media to last. Once the designs are finished, we will hone and test the overall messages and sub messages using Katheryn Owen's evaluation tools and expertise. We will also work with stakeholders on the finalized messages to ensure they reach the widest audience. We will follow up with our cultural advisory focus groups to ensure that their input was accurately incorporated into the IMP. Following this assessment, and once feedback from our various stakeholders is addressed, we will begin fabrication and installation of our new interpretive media. We will partner with ECOS as well as SpeedPro, a local printing shop with whom the zoo has a longstanding relationship, for installation and fabrication. Henry Vilas Zoo's maintenance team and SpeedPro will oversee installation.

Evaluation and Sharing

In the final section of our plan we will begin to make initial assessments of our interpretive media. We understand we will not be able to get complete results of an assessment in our current timeline. Rather, we will begin the process of how we assess the effectiveness of our interpretive media. Once the assessment is set up and in place we will continue to evaluate our interpretive media to ensure it meets the goals and objectives outlined in our Interpretive Master Plan. The information we receive from our evaluation will be utilized in future projects. The information will also be important to share in any future learning or sharing opportunities. In addition, we plan to host an unveiling celebration with our stakeholders and cultural advisory members to share the results of their input in our completed interpretive media.





Attachment B – Grantee Expectations

Capacity Building Grant Agreement

Building Organizational Capacity to Foster Empathy for Wildlife

Grantees selected to participate in the 2021 – 2023 grant program will be expected to engage at a minimum as follows (all specific dates within timeframe below to be mutually agreed upon between Woodland Park Zoo (WPZ) and grantee):

- **First 60 days** of grant period: Kick-off call.
- **First 90 days** of grant period: Completion of Evaluation Planning Template (to be provided by WPZ in advance of kick-off call)
- **January 2022:** First quarter check-in with WPZ Evaluation Specialist.
- **April 2022:** Six-month check-in call with WPZ Grants Specialist.
- **September 30, 2022:** Interim narrative report and budget-to-actual spending report for activities through June 30, 2022, submitted via Survey Monkey Apply (SMA). Report format and questions will be available by May 1, 2022.
- **Q4 2022:** Provide feedback on your project to WPZ Evaluation Specialist.
- **April 2023:** Eighteen-month check-in call with WPZ Grants Specialist.
- **November 30, 2023:** Final narrative report and budget-to-actual spending report for entire grant period submitted via SMA. Report format and questions will be available by May 31, 2023.
- **Q3-Q4 2023:** Deliver a brief presentation about the project in a webinar to the larger ACE for Wildlife Network for shared peer learning, including making any translatable tools, templates, or deliverables ready to share in the network's online repository.
- **Q3-Q4 2023:** Provide feedback on your project to WPZ Evaluation Specialist.
- **Q3-Q4 2023:** Provide feedback to external consultant about your grantee experience and WPZ's role as grantor.

Grantees are encouraged to communicate **early and often** about their projects and any challenges or questions they encounter as their projects progress. The Woodland Park Zoo grantmaking team is committed to supporting grantees throughout the entire process and welcomes communication from grantees at any point in the grant period, not only those outlined in this contract. Additionally, as travel becomes possible, WPZ may be able to send staff to visit grantees and see projects onsite. WPZ will notify grantees at least 30 days in advance and work with them to identify a convenient/appropriate time for a one-to-two-day visit.

For questions or additional information, contact Sydney Dratel, Grants Specialist, at empathy@zoo.org.