

Henry Vilas Zoo Equity and Inclusion WORK PLAN - DRAFT

AREA OF OPPORTUNITY

1. Organizational Commitment

	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?)
1 a.	<i>Hiring Practices:</i> Attract, retain, develop and effectively utilize a diverse workforce.	<p>Department staff is diverse but the diversity reflects that of the zoo industry with a high percentage of staff that are female and not that necessarily of consumers.</p> <p>Need to develop job description/application process that is more inclusive and casts a wider net of candidates while still maintaining essential job duties.</p> <p>Staff with non-English language capacities does not always meet the need and currently we do not have any staff with this skill.</p> <p>Staff development impacts professionalism, upward movement, and retention. Efforts to promote retain and improve upward movement of staff of color and diversity should be developed.</p>	<ul style="list-style-type: none"> ▪ Increased number of hires of persons of color and persons with non-English language capabilities. ▪ Improved system of educational interpretives in different languages. ▪ Increased retention of staff of color. ▪ Enhanced staff cultural competence. 	<ul style="list-style-type: none"> ▪ 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. ▪ Work with Friends of the Zoo to also seek diverse candidates for hire in operations positions. Currently FOTZ has job fairs to promote this. ▪ Create LTE positions that provide entry level opportunities in the zoo field. Currently in process. ▪ Hire qualified candidates of color and those with language capabilities. ▪ Explore/develop improved system of language assistance. ▪ Evaluate the reasons for staff departures. ▪ Support staff of color as to retention and movement. ▪ Enhance staff cultural competence. 	<ul style="list-style-type: none"> ▪ Hires of candidates of color and candidates with language capabilities occur. (2017 figures can serve as baseline.) ▪ Improved system of signage in different languages for our community additions. Currently expanding our Spanish language signage at the zoo. ▪ Retention rates improve for staff of color. (2017 figures can serve as baseline.) 	Senior Zoo Managers and Friends of the Zoo Managers

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1 b.	<i>Development Opportunities:</i> Measure and communicate system performance for zoo and create new opportunities.	When developing management and performance reports staff will include measures of diversity and equity when appropriate. Look to create new opportunities such as internships, frontline jobs, and zookeeper and leadership shadow experiences. Continue to use contracted services focusing on hiring and retaining a diverse work force (Operation Fresh Start).	<ul style="list-style-type: none"> Develop performance measures for job descriptions. Develop internship and shadow job descriptions with performance measures built in. Develop plan to identify contract service providers who have a similar diversity philosophy. Collect and report outcomes regularly to our stakeholders. 	<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. 	<ul style="list-style-type: none"> Develop reports to measure diversity in county staff. Develop reports to measure diversity in contracted partners. For Zoo Society: partner with to develop/report out on performance measures that speak to equity or diversity. 	Ronda Schwetz, Jeff Halter will work with Zoo Society leaders.

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2. Leadership Development

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2 a.	<i>Staff Training:</i> Attract, retain, develop and effectively utilize a diverse workforce.	The Department has a significant number of female staff. However, there is not a lot of diversity in staff of color. There are few advancement opportunities.	<ul style="list-style-type: none"> Increased recruitment of staff of color. Movement of staff of color into positions of increased responsibilities. Increased job satisfaction among staff of color. 	<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 competence 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. 	<ul style="list-style-type: none"> Increased retention of staff of color. (2017 figures can serve as baseline.) Increased positive movement of staff of color into higher positions when available. (2017 figures can serve as baseline.) 	Zoo Management team in conjunction with the Friends of the Zoo team.

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3. Program Innovation.

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3 a.	<i>Strategic Planning:</i> Improve opportunities for people of color and other cultures.	There is little diversity in the zoo industry which is predominately white females at all levels of the profession. 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.	<ul style="list-style-type: none"> ▪ Create internships and/or teen programs to expose youth of color and other cultures to the zoo industry. ▪ 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. 	<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. 	<ul style="list-style-type: none"> ▪ Creation of successful internship and teen programming for youth of color and other cultures. ▪ Increase in the number of relative placements in county staffing. ▪ Increase in the number of relative placements by working with the Friends of the Zoo staff. 	Zoo Senior Management team in conjunction with the FOTZ team. On-going.

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3 a.	<i>Strategic Planning (cont):</i> Improve opportunities for people of color and other cultures.	Continue building on best approaches to the delivery of service to an increasingly diverse population. Provided on and off site options for the community (Zoo to You program).	<ul style="list-style-type: none"> ▪ Zoo and Friends of the Zoo staff are more mindful of cultural differences that inadvertently effect how our services are perceived by customers. ▪ 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"> ▪ 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. 	<ul style="list-style-type: none"> ▪ All staff receives training. ▪ Measure number of programs focused on diverse communities (2017 can be the baseline year). 	Zoo Senior Management team in conjunction with FOTZ team.
3 b.	Assess and implement evidence-based service delivery models.	Develop specific measurements to quantify reach to diverse community and audience.	<ul style="list-style-type: none"> ▪ Identify partners to help develop correct measurement parameters. ▪ Work with the AZA Diversity Committee on strategic plan. 	<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. 	<ul style="list-style-type: none"> ▪ Work with FOTZ staff and other partners to identify baseline (2017 can be the baseline year). ▪ Increase diversity programming options that could be targeted to specific communities or underserved areas. 	Zoo Education Team in conjunction with FOTZ team.
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4. Collaboration

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4 a.	<i>Internal:</i> Friends of the Zoo (FOTZ)	FOTZ staff is employed throughout the concessions, gift shop, train and carousel. FOTZ is focused on providing job opportunities for diverse candidates.	<ul style="list-style-type: none"> Continued or increased employment of Friends staff. Increased staff, services, and financial commitments from partners. 	<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. 	<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 FOTZ.
4 b.	<i>External:</i> School districts/local non profits	Community partners are involved in all instances. Significant numbers of zoo visitors are persons of color.	<ul style="list-style-type: none"> Increased service commitments from partners. Investigate grant options from partners. 	<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. 	<ul style="list-style-type: none"> Increased staff, services, and financial commitments from partners. 	Zoo Senior Management team.
4 c.	<i>External:</i> Association of Zoos & Aquariums (AZA) industry standards	Currently have an AZA Diversity Committee that has best practices we can assess and implement. Continue to work with AZA Diversity Committee on developing new strategies and actions.	<ul style="list-style-type: none"> 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"> 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. 	<ul style="list-style-type: none"> Staff awareness and implementation of AZA Diversity Committee best practices 	Zoo Senior Management team and FOTZ staff working with the AZA Diversity Committee.
4 d.	<i>External:</i> Contracted service providers	Currently we have contract service providers through the county bid process.	<ul style="list-style-type: none"> Increase opportunities for businesses run by and supported by diverse communities. 	<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. 	<ul style="list-style-type: none"> Measuring and implementing amount of diverse community contracted services. 	Zoo Senior Management with County and FOTZ staff.

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5. Resource Mobilization -

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5 a.	<i>Internal:</i> Friends of the Zoo (FOTZ)	<p>The Friends of the Zoo is our non-profit organization which fundraises for the zoo. They operate the concessions, train, carousel and mining sluice which proceeds go back to the main operation of the zoo.</p> <p>The Friends of the Zoo organization has focused on hiring a diverse and underserved staff. They have hosted job fairs in conjunction with other non-profits that focus on the underserved communities.</p>	<ul style="list-style-type: none"> 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"> 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. 	<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 FOTZ staff.
5 b.	<i>External:</i> School districts/local non profits	Currently we have both on site (bleacher) and off site (Zoo to You) programs to reach the community.	<ul style="list-style-type: none"> 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"> Meet/explore options with non-profits that serve diverse communities. Identify key times to provide programs that have the most visitation and impact. 	<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 Senior Management team.

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6. Brand and Visibility -

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6 a.	<i>Internal:</i> Friends of the Zoo	The public sees both entities of the zoo (Dane County Zoo employees and Friends employees) as one entity. Zoo staff is responsible for all operations, animal care and staffing. The Friends is the non-profit responsible for fund raising and running on-site attractions.	<ul style="list-style-type: none"> Finish our strategic plan and create a one brand approach, mission, logo, etc. for both entities. Be seen as a facility that is welcoming to all communities. 	<ul style="list-style-type: none"> Finish Strategic plan started by Zoo Advisors for both the Friends and the County Zoo Staff. Implement actions set in strategic plan that provide more access for diverse communities. 	<ul style="list-style-type: none"> Completion of a mutually agreed upon strategic plan. Development of one vision, mission, logo and priorities for both entities. 	Zoo Senior Management team along with FOTZ staff.
6 b.	<i>External:</i> School districts/local non profits	<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>	<ul style="list-style-type: none"> Increased options on visiting the zoo for those who do not have reliable transportation. . 	<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. 	<ul style="list-style-type: none"> Increased visitation of guests in diverse communities. 	Zoo Senior Management team in conjunction with FOTZ staff.