

HENRY VILAS ZOO WORKPLACE PLAN 2022-2023

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
1. Work Environment/Morale/Respect/Professionalism						
1	On-going 9/22 9/22 10/21/22	Establish training for senior staff to improve communication Working with external review team on an anonymous survey so staff can share specific concerns in a safe way Provided contact information to all staff regarding external reviewers so they could contact on their own Meet with Michael McCafferty from FEI on scheduling all staff training on healthy work place behaviors	FEI Proposal and MATC training Take survey results and implement work plan to build trust and a more functional work place Additionally provided ability to meet wherever the staff felt comfortable Planning to schedule first trainings for staff in November/December		Sr. Mgmt. RS RS	Survey completed by majority of staff applicable information used in external report Majority of staff met with the Judge and/or Captain regarding any concerns or positives in the work place
2	5/17/22	Meet with Randy Krantz from (EAP) to develop all staff training plan	Randy will send proposal to RS regarding work plan		RS	

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	7/1/22	Meet with EAP/FEI/ER/OEI on proposal	Ensure proposal will address increasing communication and accountability		RS, ER, OEI, FEI, EAP	
	8/3/22	Met with Randy K from FEI on proposal	Randy informed that there were personnel changes that resulted in bringing in a new point person. Proposal will be sent next week		RS, RK	Personnel change on point person to help with plan
3	9/12/22	Develop Leadership Track using input from all staff: Anonymous surveys, all staff meetings, 1:1's, etc.	Working with Joe Balles on External investigation to develop all staff survey		RS, JB	Survey was sent to all staff to fill out within two weeks to get results. Will be able to use survey yearly as a measurement tool. Continued access to their expertise will ensure a great collaboration and great exhibit to be modelled in AZA (first of its kind so far professionally)
	9/23/22	Survey completed and results being tabulated	Information from survey will help inform next steps in work plan	RS, JB		
	9/23/22	Hired giraffe construction and animal welfare consultants to help with staff training, care and construction of new giraffe exhibit.	Experts from Cheyenne Mountain Zoo are former HVZ Zookeeper and Deputy Director so staff was excited to see and learn from them	RS, BP, JT		
	5/9/22	Create office hours for Management to meet with all staff			RS	RS office hours on M/Th 1:30pm – 3:00pm

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	9/22	Continue to walk zoo areas periodically for more casual zoo conversations	Provide access at staff worksite		RS	Given feedback this is working and appreciated
	1/23	Walking zoo areas during winter to keep updated on zoo grounds			RS	
	5/11/22 5/19/22 On-going	Attend morning staff meetings weekly or more	Asked for team input on the work plan from animal care team on 5/19		RS, JD	This has been on-going and working well for more frequent day to day updates
	6/21/22	Talked about RES-085 DD for Giraffe Exhibit			RS	
	6/24/22	Met team in AM for update on Bison next steps after Mama Cow			RS	
4	On-going	Develop Norms & Commitments	Sr. Mngmt team has meet several times in 2021-2022 to develop themes	FEI will help with this process	All Staff JT facilitating for managers	Continue this process with FEI
	5/31/23	Held a facilitated "Core Values" exercise with all staff to prioritize our values collectively	Facilitator will take values and put in document to share out with staff and live by		All Staff	Zoo values for all staff decided by all staff together

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	8/9/23	FEI further facilitated condensing into themes	Present draft to staff at all staff meeting		All Staff	Zoo will have all staff input on norms and commitments moving forward
	8/29/23 9/11/23 9/20/23	FEI facilitated documents and process to share with all staff	Leaders will present information to teams for input		Managers	Defining Core Values versus norms and commitments with all staff
	10/6/23	Have Strategic Plan input session for staff and volunteers	Get input on priorities from all staff		All staff	Ensure all staff has input in future strategic plan for the zoo
5	On-going	Work with other AZA facilities on successful cultural development	CMZ "We Believe" statements Marty McPhee staff development training		All Staff	Recently had CMZ staff visit (see 1.3)
	9/22	Reached out to Birmingham Zoo on Just Culture program to learn if applicable to implement at HVZ			BP	Mentioned this proposal to staff at meeting on 9/23/22
	7/17/23	Celebrate International Zookeepers week with thanking staff	Provide thanks, treats, awards and fun for staff		All staff	Recognize all animal care staff's contribution to excellent animal welfare
6	On-going	Continue to develop strategies from #5			All Staff	
2. Employee Group (EG) Representation						
		N/A	Management isn't part of the Employee Work Group or its functions			

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			so would not be aware of efforts in this category			
3. Communications and Transparency – Management and Staff (EXTERNAL RECOMMENDATION #2 – Gather Input by Zookeepers and others on key decisions)						
1	On-going 5/31/23 11/29/23 9/22/23	Include transparency in our norms & commitments, establish outreach plan for staff All staff Core Values session Provide important zoo updates via email to all staff	 Unable to schedule all staff meeting due to short staffing for the month		Managers All staff RS	Add to work with ER, OEI and FEI First/last session for everyone to have input Provide transparent communication regarding budgeting, animal welfare and other important updates to all staff
2	On-going 7/22	Request additional technology to make access to internet easier to all staff (ex. iPads in all zoo areas without a computer) Had IT provide equipment for the Animal Health Center and gave more access for vet team to communicate by email, etc.	Working with Jamie from Dane County IT on getting more equipment at zoo Continue to assess where IT equipment upgrades are needed throughout zoo		JD JD, RS, JT	All staff has better access to communication tools via technology Veterinary team has better ability to communicate electronically

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	7/22	Added equipment to Visitor Center conference room to hold hybrid meetings	Also have the Animal Health Center and Discovery Center classrooms on the list for equipment upgrades		JD, IT	Zoo is able to hold hybrid meetings
	9/29/22	Zoo hosting Public Works and Transportation meeting at zoo	Hybrid meeting with new equipment will allow meetings to be hybrid at the zoo		JS, County IT dept	Zoo is able to have upgraded equipment for meetings and education classes
	9/30/33	General Curator sharing all animal transfer updates by email for fall to all affected staff Additionally, GC setting up meeting for veterinarian to go over necropsy reports with staff so they can ask questions			BP	All animal and vet care staff know what animals are coming in and going out at zoo for fall so they can be informed and ready
	11/14/22	Met with GC and EA on possibility of getting a .6 Zoo Attendant. Will discuss at All Staff on December 6	This is an effort to meet with all staff including the EWG rep on ideas from staff		BP, RS, EA	

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	11/16/22	GC held second Animal Care department meeting to bring together all animal care staff to discuss ongoing issues and updates	This is a new meeting to improve communication across animal care areas such as vets and zookeepers		BP	BP send out notes for meeting regarding time sensitive information and items discussed
	11/17/22	General Curator set up meeting with zoo keeper staff to discuss ideas for time off and vacation memo rules for 2023 to get their input	GC provided notes with input from EWG rep and keeper staff		BP	BP will send out final Time off and vacation memo to staff for 2023 in early December
	1/4/23	First Animal Care department meeting in 2023	Review of keeper suggestions/survey on sick call schedule changes Training vets and staff on use and applications		BP, ZM's, ZK's	
	1/26/23	Added computer for vet and animal nutrition records at the Animal Health Center. The Nutrition database is the first time the zoo has had access to this resource! Also added phone lines in Operations department so	Helps with scheduling events, communication		County IT, JD, BP, JS County IT, ES,GC, ZM, ZK, VT	Improved animal welfare, staff communication

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	2/15/23	able to communicate with public and staff better. Held February Animal Care meeting	Started with celebrations of staff successes, provided opportunity to give input on animal collection planning		BP	Provide animal care staff opportunity for questions and information on animal care decisions and projects.
	2/27/23	Annual reminders on policies, vet communications, security, KRONOS procedures, pepper spray, ESS, and FB contributions			Animal Care staff/Vet Staff	Improved staff communication
	Aug 2023	Giraffe Keepers work with Vet Care, UW Vet School and Animal Managers on voluntary hoof care for Eddie giraffe	Continue training and working giraffe in chute for weights and transfer		Animal Care staff/Vet Staff	Provide excellent hoof care for giraffe
	8/11/23	Rhino keepers, Animal Managers and Ops Manager meet contractor to provide softer flooring options for Rhino and Tortoise for winter	Work to install floor will be done this fall			Improve foot care for rhino working with interdepartmental teams

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B	On-going 5/20/22 6/22 7/20/22	Research alternative modes of communication for all staff Gave access to Zoo Staff Calendar for all staff Gave Corp Counsel, ER and OEI access to Zoo H drive Admin section to assist and review policies/etc.	(SEE 3.2 on date 1/26/23 above for updates)		KM JT RS, OEI, ER, Corp Counsel	Zoo Staff Calendar generally has all non-keeper staff on grounds/off grounds information for all staff to see
3	On-going May 2023 Mar/Apr 2022 On-going	Develop comprehensive on-boarding process to introduce new staff to all areas and department functions at the zoo Staff invited to participate in new employee orientation handbook for zoo – facilitated on 5/30/23 New FT staff meet with all managers and departments	SOGs Onboarding check lists All Staff meeting introductions Comment period until June 30 to add to and revise handbook Provide overview of entire zoo operations and how they all fit together		All Staff All staff Each Dept.	Will provide orientation guideline for new staff on things needed for first 30 days at zoo to make new employees feel more welcome New Staff on board with Education, Marketing

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	7/6/22	(education, marketing, operations, etc.) Discussed communication progress on this workplace plan at the zoo all staff meeting	Provided updated on this plan including the onboarding, meeting opportunities, notes, calendar access and other ideas to ensure communication		RS at all staff meeting	Continued updates provided at all staff meetings periodically
	7/21/22	Asked animal care and operations staff to a brainstorming session on communication	Schedule meeting in August		RS	Meeting held on 7/29/22 and distributed notes for improved interdepartmental and guest communication to team
4. Valuing All Employees and Their Input in Solving Work-Related Issues and Enhancing the Zoo Environment						
1.	On-going 6/22 7/28/22	Continue to refine meetings to include all interested parties to provide input in decisions Continue to involve all animal care staff in QOL meeting decisions Held Giraffe exhibit brainstorming session with all staff invited	Vet Meeting (5/11) discuss geriatric camel treatment options		All Staff RS, BP, Vet Team, ZM, ZK Barns Keepers, LW, RS, ES	Have continued to have meetings on animal welfare, collection planning, maintenance priorities, events and other issues for all staff interested Ensures all staff are able to have input in difficult decisions regarding animals in their care Several keeper, animal care, operations and education staff attended and shared suggestions for exhibit

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	8/5/22	Thanked Zookeeper LC for stepping in on last minute giraffe tour and copied in managers	Continue to work with all staff on preferred recognition		RS	Ensure staff is thanked and appreciated for efforts above and beyond continually
	8/24/22	Held Green Barn Collection Planning meeting with keeper, animal care and director staff	Identified keeping porcupines, next steps for red pandas, work on meerkats exhibit		Green Barn Keepers, ZM's, GC, RS	Identified some solutions but also some questions and future challenges, will investigate cost for some modifications for husbandry.
	9/22	Lost female r. panda to cancer and have new young r. panda male	Work with SSP on bringing in female companion for male		Animal Care and Vet Staff	This encompasses keeper input, animal manager, vet and education input as well as collection planning
	9/22	Work with UW Vet School and Vet Tech on complete records for animals	Define process on getting images taken at UW for zoo animals		BP	Continue to define work relationship with UW vet school and documentation at HVZ
	10/15/22	GC sent email to all animal care and education staff for suggestions to help cockatoo heal from wing injury	Call for advice, input and assistance of animal care and education staff for an animal case		BP, ZM's, ZK's Maint	Providing opportunities for staff to offer suggestions/solutions and help participate in solving of problems

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	<p>Nov–Dec 2022</p> <p>1/4/23</p> <p>1/27/23</p> <p>Aug 2023</p>	<p>Held three animal care staff meetings to discuss animal holding improvements for capybaras, otters, and tortoises</p> <p>Final organizational meetings for plans for holding improvements of capybaras, otters, and tortoises with animal care and maintenance staff</p> <p>Finalized and installed electric/lights for tortoise move in winter to primate house for increased animal welfare per animal care, vet and maintenance team collaboration</p> <p>Install cushioned flooring for rhino and tortoise</p>	<p>Develop short and long term plan to improve each holding area and find other options for winter holding if needed</p> <p>Gather supplies, build changes and move animals</p> <p>This will provide alibaba tortoises more space and choices during the winter and create a mixed species exhibits with lemurs.</p> <p>This will provide better foot care for each species</p>		<p>BP, ZM's, ZK's Maint</p> <p>BP, ZM, ZK, Maint</p> <p>RS, Animal Care, Vets</p>	<p>New projects and improvements include moving animals in winter and long term upgrades to exhibits</p> <p>Animal care and vet staff increase animal's welfare and comfort indoors</p>
2	On-going	Ensure opportunities for all staff to attend meetings relevant to their role and provide ways to inform	Provide notes of meetings Meet individually with staff		Managers	

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	<p>June, July, August 2022</p> <p>September 2022</p> <p>Oct-Nov 2022</p> <p>1/12/23</p> <p>7/21/23</p>	<p>staff that are on alternate schedules</p> <p>June All staff on a Tuesday July All staff on a Wednesday August All staff on a Thursday</p> <p>Held weekly all staff meetings for updates on both external and AZA investigations to let staff know and ask questions</p> <p>GC sent out notes of vacation memo survey to keeper staff to finalize memo for 2023</p> <p>First All Staff meeting in 2023. All have been scheduled for 2023 on different days and times to accommodate different days off for staff</p> <p>Meet with FEI to plan roll out Core Values that all staff participated in May, 2023</p>	<p>Move monthly All Staff meetings so all staff, Vets, Other Dept. can attend</p> <p>Develop anonymous surveys for staff to fill out</p> <p>Staff engagement from email provided more suggestions</p> <p>Send out agendas and meeting minutes to all staff and save in H drive</p> <p>Roll out to staff</p>	<p>Survey sent to staff on 9/12/22 and due in two weeks (included SSA)</p>	<p>RS, VT, ZK</p> <p>BP, ZK</p> <p>All Staff</p> <p>RS</p>	<p>Vet Techs, Zoo Keepers provide input on ways to accomplish this</p> <p>Focus on providing transparency, giving staff a chance to ask questions and provide input/suggestions</p> <p>Setting dates for entire year ensures all staff have adequate heads up for when meetings are. Setting different times and dates allows all staff a chance to participate.</p>

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	8/11/23	Sent memo to Local 65 members on addition of 5 minutes in the morning to use to don uniforms	Moved morning meetings from 8:00am to 8:05am.		EA, RS	EWG had requested this accommodation to help with zoonotic disease prevention.
	10/6/23	Held All Staff strategic planning session for input into zoo's strategic plan for the next 5 years	Surveys and ability to talk to contractor were given to staff as well		RS	Final strategic plan to be done in 2024
5. Management/Supervision/Work Rules and Expectations (EXTERNAL RECOMMENDATION #6 – Standardize Processes)						
1	On-going	Reevaluate and refine department work plans, SOGs, operational procedures, and office standards	SOG *ensure posted in appropriate work space	Identify areas where SOG's needed and how often to review	Managers	
	May 2023	Involved all staff in drafting new employee orientation handbook	Comment period open until June 30, 2023		All staff RS, AU	Help standardize orientation for zoo and employee expectations and resources
	On-going	Reviewing all position descriptions (PD) and class specs of each job classification at the zoo	Asking individuals to review their PD/Class Specs for suggestions and edits			Provide role clarity for all staff on individual roles and that of others
	7/21/23	Compared PD for role clarity with Marketing &	Defined roles in areas with crossover		RS, KM, ES, KM	Areas of overlap discussed and sorted out by role

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	8/11/23	Outreach Coordinator and Guest Services Coordinator Memo sent out to provide 5 minutes at start of shift for staff to put on their uniforms	Requested by Local 65 to help prevent zoonotic disease transfer		EA, RS, BP	Staff benefit that helps with preventing zoonotic diseases
	9/7/23	Zoo Director sent out Guiding Principles of AZA Animal Wellbeing Culture	Ensure all zoo staff understands expectations around animal wellbeing under AZA		All Staff	Ensure all staff understands AZA's expectations regarding animal wellbeing
	11/27/23	Zoo Director sent out updated 2024 AZA accreditation standards to all staff	Ensure all zoo staff meets or exceeds standards and/or identifies issues to management		All Staff	Ensure AZA compliance every day and keep updated on new standards each year.
2	On-going	Identify resources the county has for professional development for managers.	See 1.2 above	EAP, FEI, ER, OEI, RS	All Staff (county assistance)	
B		Managers set routine 1:1 meetings with direct reports			Managers	RS has 1:1's weekly with Direct Reports JT, KM, JD
6. Work Attendance						
1	On-going	Review county attendance and leave policies at an all staff meeting periodically	Invite county ER/DOA to attend meetings to		All staff	

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			explain polices and answer questions			
	On-going	Create survey to gather input from staff on vacation schedule	Survey completed in September – Discussed in late 2022 and January 2023		BP	Sent out in September 2022 for staff input on vacation policy
	Aug 2023	Zoo 2024 budget request adds a FTE Veterinarian and .6 FTE Zoo Attendant	Provide more resources for animal care efforts and staffing		EA, RS	
	Sept 2023	EWG works with managers to put through a resolution to extend LTE hours	Able to us LTE's for the remainder of 2023		EA, RS	Helps solve the extremely short staffed animal department
	Oct 2023	EWG, RS, Sup MR Add resolution to add another .6 Zoo Attendant and .6 Zookeeper to 2024 budget	Helps with work life balance, short staffing and DEAI initiatives (Zoo Attendant has less requirements than Zoo Keeper)		EA, RS, Sup MR	Amendment moves through budget and is passed.
7. Employee Performance Evaluation and Discipline (EXTERNAL RECOMMENDATION #3 – Eliminate claims of favoritism with “Just Cause”)						
1	On-going	Ensure ER and/or Corp Counsel review issues and provide guidance on next steps			Managers, EA, Corp Counsel	

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	1/4/2023	First meeting of 2023 with ER, Corp Counsel, OEI, and DOA to set goals and updates of the year			ED, CC, ER, DOA	
2	On-going 01/23 03/01/23	Work with EAP and outside consultants to work towards resolutions to any outstanding past misconceptions Set up Management training with FEI All managers scheduled for EAP Management training through FEI			Managers, EAP, Consultants RS, FEI RS, FEI	Set trainings for 2023 for managers after finishing all staff trainings
3	On-going	All staff commits to assuming good intent to be able to move forward after addressing through 7.2 process			All	Look at Just Culture process and see where can be applied in current work settings
8. Disparate Treatment and Employee Favoritism by Management (EXTERNAL RECOMMENDATION #3 – Eliminate claims of favoritism with “Just Cause”)						
1	On-going	Create a culture where all staff feel safe to share concerns about disparate treatment	Work with outside experts on how to achieve this		All	External review and anonymous surveys will provide opportunities to do this in a safe environment

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2	On-going	Managers provide a safe way to let all staff request needed tools and resources			Managers	Staff came up with equipment sign up list posted outside Zoo Manager's door
B	<p>On-going 7/12/22 7/20/22</p> <p>1/4/23</p> <p>Mar-Apr 2023</p> <p>4/26/23</p> <p>7/20/23</p>	<p>Meet with ER to define Position Descriptions and gain role clarity</p> <p>Shared Fair Fighting Rules document with Management staff</p> <p>Scheduled and held "Performance Management" and "Promoting a Healthy Work Environment: Communication, Conflict Management and Teamwork" FEI trainings with managers</p> <p>FEI manager training on conflict to creative solutions</p> <p>FEI All Staff training on Conflict Resolution</p>	<p>Review and discuss amongst team for better communication</p> <p>Implement learnings from these classes in giving feedback</p> <p>Continue to work with FEI on management training</p> <p>Identify other potential topics with FEI for trainings</p>		<p>RS, AU</p> <p>JT</p> <p>Managers</p> <p>Managers</p> <p>All Staff</p>	<p>Continue to define and share with all staff roles and responsibilities of different staff classifications</p> <p>Help create consistent framework and messaging for staff</p> <p>Providing training and tools to all staff to help with communication and conflict resolution</p>

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9. Diversity, Equity, Access and Inclusion (DEAI) Education and Active Practice for and by all Management and Staff						
1	9/21	Collaborated with Ainsley's Angels for Zoo Run to provide wheelchair bound participants' ability to be in run. First event Ainsley's Angels did in Wisconsin	Participating in Zoo Run again for second year.		KM	Successful event and first time event in the state of Wisconsin. Continued partnership each year after.
	5/10/22	Met with SSA to learn about their DICE program which is a model DEAI program in AZA	Members of DICE sit on the AZA Diversity Committee and can be a resource as we develop our program further		HVZ DEAI committee, SSA, Managers	HVZ will work with SSA to develop and complementary and inclusionary plan with SSA's DICE program Ask Jason Stover about getting full plan document (Stephanie Gray)
	6/1/22 (on-going)	Meeting to explore universal changing station additions to Zoo and any county facilities	Supervisor Collins interested in writing a resolution to explore zoo/county parks as pilot program for rest of county.		AC, LK, LM, KM, RS	Continued exploration on cost to retrofit men's lower restroom and install in women's or possibly companion restroom at zoo. Giraffe exhibit restrooms Additionally add in power assist door openers for restroom.
	6/7/22	Hosted Black Birders Week event with BIPOC birding			KM	Huge success with 60+ attendees. Have committed to doing again next

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	<p>6/7/22 9/6/22</p> <p>4/26/22</p> <p>5/12/22 6/13/22 Mar 2023</p> <p>6/22 7/22 8/22</p>	<p>club of Wisconsin the first week of June</p> <p>KEEN company did on site surveys for zoo and for County Parks to ask about accessibility issues for visitors to the zoo and county parks</p> <p>Held first listening session with Bayview Community Center to get feedback for our Interpretive Masterplan for the zoo: Ho Chunk Nation Centro Hispano One City School</p> <p>Partner with Dane County Libraries to bring first ever story walk to children's zoo</p>	<p>Was the only Black Birders Week event held in Wisconsin</p> <p>Were able to get over 60% response rate from those asked to participate (typically anything above 50% is considered a very good response rate)</p> <p>Incorporate feedback into our messaging on new signage throughout the zoo in 2023</p> <p>Making reading and story time more accessible to our younger guests</p>		<p>JT</p> <p>JT, CC</p> <p>JT</p>	<p>year and looking at future collaboration efforts.</p> <p>County Board issued press release on results. Lisa M. from CB office presented results to Zoo Commission on 9/6/22. Asking for diversity line item in 2023 to help with plan implementation</p> <p>This is part of an empathy grant to create inclusive and effective signage throughout the zoo</p> <p>Continue with different stories for the summer</p>

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	8/22	Attended KEEN presentation at County Board Executive Committee	Provided feedback to Lisa McKinnon regarding suggestions for report clarity		JT, RS	Zoo Commissioners attended and discussed at next ZC meeting on 8/2/22
	8/11/22	Final KEEN report	Sent out publicly week of 8/28/22, Lisa M from County Board will present at 9/6/22 Zoo Commission meeting		JT	
	12/6/22	KEEN Cultural Advisory Group Thank You	Celebration thank you for all attendees on the KEEN report		KM, LM, Zoo Commission	
	12/7/23	Held KEEN group listening session for further collaboration and attended Zoo Lights afterwards			JT, KM	Keeping relationships with all groups
	Nov/Dec 2022	Work with Ho-Chunk partner on Prairie signage and translations	Continue to pay for translation and interpretive element services		CC, JT, KM	Part of exhibit interpretation upgrade for the prairie exhibit in 2023
	2/28/23	Developed the Marcia Mackenzie scholarship for girls/boys in STEM for zoo education programs	Scholarship will be for middle school children to expose them to zoo career		JT, CC, KM	Announce scholarship in 2023

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	3/1/23	Scheduling installation of power assist doors for all zoo buildings	Install should be March-April		RS, KM, JT	Completed in May, 2024
	Mar – April 2023	Automatic door installation being done on all zoo buildings over the month			ES, RS, JD	Have better accessibility to all zoo buildings on ground
	June 2023	Fly PRIDE flag all month with AZA and USA flags	Show support for LGBTQ+ community as a safe place for all		ES	Show support for LGBTQ+ community to all guests, volunteers and staff
2	4/25/22	Met with nINA Collective to discuss proposal for consultation	Get Nina Collective meeting/proposal	Need 3 quotes/proposals for consulting work	RS, JT, LS	Currently looking at The People Co. but on hold due to questions about County Board process
	3/10/22	Received EQT process design proposal for consultant on DEAI program	Not local, based internationally			
	1/13/22	The People Co.	Provided proposal			
3	7/13/21	Shared videos of macroaggressions and bias	DEAI members watch and discuss at meetings		BP	DEAI team provides resources for others to learn about these issues
	7/28/21	Shared videos of microaggression and anti-racism			MM	

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4	4/2/21	The Niceties play	OEI sponsored play exploring equity and inclusion		All Staff	Sponsored by OEI for all county staff
	2021	Joined the Association of Minority Zoo And Aquarium Professionals	Professional org whose aim is to increase minority representation at all levels in the fields of animal husbandry	All staff	KM	Resource for job openings and recruitments
	2021	Created Zoo DEAI committee	Continue to define mission, goal and objectives		DEAI committee	Continue coming up with ways to ensure our grounds are inclusive for all
	6/21	Created self-guided PRIDE scavenger hunt at zoo	Held in 2022 and updating for 2023		CC	Add new scavenger hunt ideas for other ideas. Keeper week, ways the public could support keepers. Indigenous people month in November. (ICS, Ho Chunk, Hmong community – relationships with animals)
	7/26	DEAI Meeting	Added notes to this plan on next steps for DEAI committee		DEAI Committee	Review plan and set up next meeting for goals for 2023

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	Summer 2022 2023	Sponsored Madison 365	Donated Leadership Academy training given with sponsorship to Bayview Foundation		DEAI Committee	
	6/21 Summer 2022 2023	Have Dream Bus come to zoo each Friday in summer and for some special events	Continue to provide access on grounds		JT	More accessibility for library books for community
	6/22	County approved PRIDE flag to be flown at zoo	Will continue to celebrate PRIDE month on grounds		BP	Continue to have ways to celebrate PRIDE all year long
	9/30/22	Supervisor Ritt interested in working with zoo to create a sensory room	Involved DEAI committee and work on next steps		DEAI committee	
	12/3/22	Donate a portion of Zoo Lights proceeds to Second Harvest Food bank	Give back to community		KM	Started partnership with Second Harvest Food bank
	1/11/23	DEAI meeting – added staff and set review of plan for February meeting	Organize 2023 into internal work and externally facing work		DEAI team	

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	2/5/23	Adding SSA representative to DEAI meeting	SSA is our concessions partner		DEAI team and SSA	SSA is a leader in the Zoo & Aquarium concessions profession for advancing DEAI
	3/27/23	Met with Supervisor Ritt, Gen Ops manager and Marketing & Outreach Coordinator on next steps for a sensory outdoor area	Talk to Education and horticulture about rain garden area possibilities		Ops, Ed team	
	April 2023	Re-doing interpretive education and welcome signs in Spanish and English (welcome signs are in several languages at each gate)	Focus on Primates, Herpetarium and Children's Zoo		Ops, Ed team	More on-grounds signage in two languages
	May 2023	Getting new signs translated into Spanish	Continue to translate signs on grounds in several languages for more access		Ops, Ed team	Provide general zoo information to visitors who speak Spanish and not English
	5/26/23	Created general zoo brochure in both English and Spanish	Have printed and available including on website		RS, KM	
	6/9/23	Zoo hosts first ever PRIDE ticketed event, drag me to the zoo and drag story time	Support LGBTQ+ communities and provide accessibility		Ops team	Plan to make a yearly event and donated \$1000 to Madison Outreach

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	8/2/23	All staff dementia training	Create a dementia friendly zoo		DEAI Committee	Awareness for staff on dementia issues and how to communicate more effectively
	9/26/23	Primate Outdoor signage installed	Part of interpretive master plan grant and added in Spanish QR codes		CC	Provide more languages on grounds and more age appropriate signage for comprehension and understanding
	Sept 2023	Increased Zoo After School Program by 50% all students have partial or full scholarships.	Continue to expand program		Ed Managers JD, ES, RS	Provide school aftercare for low-income families with children at Franklin and Randall Elementary schools.
	10/5/23	Received donation for wheelchair accessible caboose for zoo train	Ordering caboose for 2024 season		DEAI Committee	Provide more accessibility for guests with mobility issues to ride the zoo train.
	11/3/23	Updated DEAI project planning documents	Help identify project, timeline and who is driving DEAI initiatives		DEAI Committee	Provide easy resources for staff and volunteers
	12/1/23	Created 1 page summary for all staff of KEEN access and inclusion recommendations for zoo	Provide quick snapshot of things staff and volunteers can do		DEAI committee	Provide clear DEAI plan and initiatives
	12/11/23	Provided tickets for Operation Fresh Start kids	Help get new audiences to the zoo that may not have been before		DEAI Committee	Provide more accessibility to zoo

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	12/12/23	Moved DEAI electronic folder to ZOO drive so all staff has access to materials	Continue to add in resources to folder for staff			More resources for all staff
10. Recruitment and Retention of Staff of Color (EXTERNAL RECOMMENDATION #10 - Opportunities for Advancement and Growth)						
1						
2	On-going	Advertise open positions at the zoo through the MIAZA and AMZAP websites	Continue to identify positions at HVZ to post on these websites including hourly wage		BP, JT, ES	Also working with ER, Rodrigo on getting job positions out to a diverse audience
	10/5/21	HVZ posted 2 LTE Zoo Attendant Positions on both			BP, TW	
	7/22	Education LTE post position in Alternate Selection	For After School Program with scholarship attendees from Franklin and Randall Elementary Schools		JT, HM	Started program in spring semester 2022, continuing into next school year. Most attendees on partial or full scholarships
	7/22 – 9 22	Add diversity line item in 2023 budget	Interpretives, consultants, Intern/LTE, translation services		RS, JD	Asked for \$15,000 in 2023 DICE program employee/outreach education on zoo roles, etc. Currently going through the County Board process

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	11/10/22	Conservation Education Curator was a panelist in a career day for the Wisconsin Society of Conservation Biology Student Chapter	Was first in-person conservation careers information panel with experts in the conservation field.		JT	Provided information for students including a Q&A and small break out groups for connecting students with professionals
	Mar 2023	Created new Outreach Coordinator position to help with tabling requests and zoo to you requests with further reach and access	Recruiting for diverse candidate to reach a broader audience		JT	
	May 2023	Hired Education Outreach coordinator	First time paid staff able to go with volunteers for outreach		JT	Provide staff dedicated to zoo outreach in community
	Aug 2023	Education Outreach Coordinator going with Bookmobile to neighborhoods	Tracking all zoo to you outreach programs we are able to provide with paid staff			
	Jul – Nov 2023	Create 0.6 Zoo Attendant position	Provide position with benefits for candidates with less experience		EWG, RS	Animal care staff requested. It will also help introduce those with less experience to the role and provide benefits as well
3	On-going	Advertise open positions at the zoo through the county alternate selection process	Continue to identify ways to include as		JT, BP	Have used for LTE Education staff and LTE Zoo Attendants in 2021 – 2022

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	Summer/Fall 2022	Sponsorship of Madison 365 provided 2 tickets to Leadership Summit	many job positions as possible to this process Sent our Education Specialist and donated spot for attendee from Bayview		KM, JT, CC	Used alternate selection for Janitor position 5/22, some LTE positions
	1/3/23	Held M-Class recruitment meeting with OEI	Zoo Manager opening – posted position on AZA, AAZK (zookeeper assoc), and diversity committees of AZA		BP	Filled with diverse candidates, T&C and LTE Education
	2/15/23	Janitor position interviews being scheduled. Included city of Madison facilities manager and OEI representative in interview process	Several excellent diverse candidates applied and interviewed		ES, JT, OEI	Position filled in March by a diverse candidate
	Mar 2023	Offered Janitor position to a well-qualified diverse candidate	Position to start in April		ES, JT, OEI, City of Madison Facilities	Had a diverse interview team to help identify the best candidate
	June 2023	Hired two Centro Hispano interns and one from the Boys & Girls club. All are in high school	Provide information about all of the roles in the zoo profession		JT, KM	Provide an opportunity to explore zoo jobs for high school age children
1. Discrimination, Harassment, Bullying and Retaliation						

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	7/1/22	Consulted with FEI to provide a proposal to define what these terms are and aren't	Part of overall organizational and leadership development		RS, ER, OEI, Corp Counsel	Waiting for proposal
	7/25/22	Reached out to FEI on proposal timeline	Response received should get something in the next couple of weeks		RS	Reviewed objectives with FEI and expect proposal by 8/12/22
	8/3/22	Follow up meeting with Randy Kranz on next steps	Unexpected personnel changes created delay on FEI end		RS	Proposal has been agreed to and scheduling of presentations to begin in November 2022
	December 2022	FEI training for all staff on Civility in the Workplace	Three sessions so that all staff can attend		Zoo Staff	
	February 2023	FEI training for all staff on Bullying in the Workplace, What it is and What it isn't	Three sessions so all staff can attend		Zoo Staff	
	7/19/22	Worked with OEI/ER/Corp Counsel on potential harassment concern	Investigation done by OEI, Zoo Managers got information regarding concern from individual		RS, ES, TM, OEI, ER	Investigation done, manager work with staff member on ways to alleviate concerns and came up with plan

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	8/22	Work with OEI – regarding concern with work assignment	Investigation done by OEI – still in progress	Managers working on providing accommodations where possible	RS, BP, ES	
	Mar 2023	Work with ADA on work assignment modifications for staff			RS, JD, ES	Added sensory/input options and other suggested modifications to offices
2. Animal Welfare Committee (EXTERNAL RECOMMENDATION #5 – UW veterinary care and reporting animal welfare)						
	7/8/22 7/22/22	Quarterly review with members from management, animal care, maintenance, education, vets and UW researcher			JD, JT, ES, LK, RJ, MT	
	Mar 2023	Held quarterly AWC meeting			AWC	
	June 2023	Held quarterly AWC meeting			AWC	
	Aug 2023	AWC meeting on research and mortality	Provide updates on research projects and cases		AWC	Provide information and an opportunity to ask questions
	7/26/22	Hired AZA consultant to review animal welfare process, policies and benchmark with other AZA facilities	Held first meeting to discuss project		RS, JD, EW	Documents provided and in review for updates and suggestions

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	9/22	Working on streamlining process and adding in an anonymous reporting component	Shared with all staff at meeting next steps and asked for input on 9/23/22		RS, JD, BP, JT	Meeting with consultant in early October to review progress and next steps
	Nov 2022	Received final report of recommendations from consultant on streamlining Animal Welfare processes and committee	Meet with current AWC to implement suggestions		JD, BP	
	12/6/22	Animal Welfare Committee meeting to discuss report results and implementation	Plan rollout for all staff		JD, BP	Staff feedback has been positive on better communication and understanding of process
	January 2023	Several staff and volunteer trainings on streamlined animal welfare process including flow chart and anonymous reporting options	All staff and volunteers will receive the training on the process		JD, BP, JT, Animal Welfare Committee	
	2/5/23	Anonymous complaint on welfare of tortoise move to lemur exhibit	Complaint was addressed through process and staff went		ZK, ZM, AWC	

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	<p>3/15/23</p> <p>June 2023</p> <p>July – Nov 2023</p>	<p>Reviewed Animal Welfare Committee purpose, AWC process and anonymous complaints, investigations and solutions with all staff</p> <p>Create a veterinarian LTE to increase hours of vet care on grounds at zoo</p> <p>Create 1.0 FTE Veterinarian position</p>	<p>through concerns and addressed them</p> <p>Ensure all staff understands new process and gets opportunity to ask questions.</p> <p>Look to budget 2024 for FTE Veterinarian</p> <p>First ever position for zoo</p>		<p>All Staff</p> <p>RS, JD</p> <p>RS, JD</p>	<p>Staff was able to get concerns addressed and come up with other solutions where needed.</p> <p>Meet and exceed animal welfare standards</p> <p>Meet and exceed AZA accreditation standards by having increased on-site care for animals</p>
<p>3. Employee Training and Development (EXTERNAL RECOMMENDATION #9 - Zoo-Wide Training and Support for Employees AND #10 Opportunities for Advancement and Growth)</p>						
	5/20/22	Research GRAZE	<p>Growing Resiliency for Aquarium and Zoo Employees group to support mental health of zoological professionals and facilitate organizational shifts in that direction</p>		JT	<p>JT will reach out to group to see what resources are available to HVZ</p>

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	7/6/22	Jess discussed options for GRAZE for all employees to help with compassion fatigue/resilience at All Staff meeting	Asked to contact Jess if interested in testing program in pilot		JT	Many webinars, 1:1 training, group trainings are offered
	10/22	Jess is taking class from GRAZE on how to be a resource to staff	Review training and see if workshop would be beneficial to others GRAZE reached out to HVZ to offer support		JT	Sharing story with public increases transparency, animal welfare efforts and empathy
	9/22	Mentioned GRAZE in social media post in regards to support for animal care staff dealing with recent geriatric deaths	Resources available include webinars, 1:1 options and resources on compassion fatigue and other crisis issues		KM, BP	Creating staff with training to help support mental health and crisis issues faced by animal care takers
	January 2023	Subgroup of staff including Education, Zookeepers and Vet technician working on GRAZE training and resources to be accessible to all staff.	Develop MOU with HVZ and AAZK to continue to help support efforts		JT, KM, MR	
	On-going	HVZ supports Badger American Association of Zoo Keepers (AAZK) chapter and their efforts in	First time attendee and we also have an infant orangutan so able to network and ask questions		Zookeepers, RS, KM	

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	August 2022 October 2023	conservation, compassion fatigue Sent Orangutan Zookeeper to Orangutan SSP Workshop and Husbandry Course	First time attendee to an invite only summit and will do presentation to staff		EG	Zookeeper has since become our primary orangutan keeper
	10/22	Sent Bear Keeper to Polar Bear International summit to learn about p. bear conservation in the wild	Make presentation available to all staff		KM	Help all staff learn what the “Just Culture” approach is.
	10/19/22	Managers and Lead Keepers watched “Just Culture” presentation provided by NEI	First group started on 10/19/22 total of 11 staff attending		Managers and Lead Keepers	Better understanding of Just Culture process
	10/22 – 12/23	Send all managers and lead keepers to County/Madison College leadership training classes			Managers and Lead Keepers	Managers given training on leadership
	11/11/22	Conservation Education Curator attended the Mental Health First Aid course taught by GRAZE	Course teaches risk factors and warning signs for mental health as well as recovery and resiliency		JT	JT earned a 3 year certification in Mental Health first aid.

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	11/14/22	Education Specialist present on Empathy research done at HVZ for signage and Interpretives for the zoo. Presentation was in Seattle at the ACE (Advancing Conservation and Empathy) conference	Invited to present with consultant on what messages guests resonate most with		CC	These findings will be used to update and develop new signage at the zoo
	11/29/22	General Curator attended first webinar on Just Culture	Course will teach how to solve the root cause of mistakes made and provide positive ways of moving forward		BP	This course is several classes and will be used to ensure the Just Culture program is worked consistently with Dane County's APM and civil service process
	02/07/23	Cons Ed Curator and Ed Specialist attend Empathy Summit	Extension of grant work on empathy towards animals		JT, CC	Groundbreaking research on empathy messaging around animals and people
	2/15/23	Con Ed Curator working with Zookeeper on GRAZE compassion fatigue offerings for all staff	Several staff throughout zoo interested in webinar and support hours with GRAZE professionals		JT, KM	Provide a resource for trauma around animal care issues
	3/1/23	Sent Seal Keeper to IMATA conference to present poster Keeper presents poster to all staff	Poster features work done by keepers to get eye drops into seals		JK	Development opportunity and networking for seal keeper. Keeper shares knowledge with staff

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	4/5/23	Sent Maintenance Lead to LSS class	Help learn life support systems techniques and network with other LLS experts		ES, BW	Continue LSS training opportunities
	3/27/23-3/28/23	Send Con Ed Curator to AZA mid-year for Green Summit	JT is helping organize the green sustainability practices for zoos and aquariums summit		JT	JT will be able to network and bring sustainability best practices back to zoo
	3/27/23 – 3/31/23	Send Horticulturist to Hardy Plant Society training by another Zoo Horticulturist	There are few zoo horticulturists, this will be a great learning and networking opportunity		ES, VM	Apply knowledge learned to zoo grounds
	4/19/23	All manager training by Growing Resiliency Amongst Zoo Employees (GRAZE) to help assist staff experiencing mental issues and compassion fatigue	GRAZE provide 20 hours of support for all staff when needed		JT	Provide resources for mental issues or compassion fatigue
	6/1/23	GRAZE Quarterly check in meeting	On-going mental health support system		JT	Ensure staff has mental health resources
	10/10/23	GRAZE proposal for 2024 continued partnership and support for HVZ staff	2023 was successfully implemented and		JT, RS	Expand mental health resources

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	12/1/23		useful so wanted to keep using			
4. Work-Life Balance for Management and Staff						
	On-going	Discuss time off for managers at Sr. Mngr. meetings	Ensure coverage as well as confirm times out of office		Managers	
	8/22	New comp time policy for managers from Dane County	Ensure Managers are recording CTE and using it		Managers	Provides a way for managers to have more work-life balance
	11/23/22	Invited all county staff to Zoo Lights preview	Thank you to all staff for their hard work!		RS, KM	
	12/1/22	Gave all zoo staff ticket to brew lights	Thank zoo staff for hard work!		RS, KM	
	June 2023	Gave all zoo staff ticket to Drag me to the zoo	Thank staff and promote inclusion and diversity		RS, KM	Provide fun opportunity for staff
	7/16/23 – 7/22/23	National Zookeeper Appreciation Week	All managers celebrated zookeepers, brought in food, chair massages and thanked keepers for their hard work and commitment		All Staff	Show appreciation for our animal care staff

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	11/17/23	Gave all staff one ticket to Zoo Brew Lights event	Thank Zoo Staff for their hard work		KM, ES, RS	Work life balance and appreciation for staff with fun event
	11/22/23	Zoo Lights free for all county staff	Thanks Dane County workers		RS, ES	Show appreciation for county workers
5. Management and Staff Honoring Line Between Professional and Personal Social Relationships						
	8/2/22	Discussed ways to ensure management and staff are not crossing boundaries	Provide clarity and dialogue on how to be successful		RS, JD	
	On-going	Check in with management teams weekly at Sr. Manager meeting on staffing balance and any other potential issues			RS, JD, JT, BP, ES	Discussion helps identify any short staffing, on-call needs or other issues that might result in outside work hours communication
	3/1/23	FEI manager training on EAP resources and how to help staff access them	Provides training on how managers can appropriately assist staff with EAP resources when needed		All Zoo Management	Better communication of needs between managers and direct reports
	2023	Provided extended leave options and reduced work hours for two new parents throughout the year	Continue to provide as long as the operation can support and there is a desire from staff		Maintenance and Zoo Managers	New parents have more time with their family beyond already given leave

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
6. Zoo Facilities (EXTERNAL RECOMMENDATION #4 - Dealing with Limited Resources, #7 – Security Concerns, #8 – Improve Communication about Maintenance)						
1	05/15/22	Working on Heart of the Zoo.	D/D phase to county board		RS	Team effort including any zoo staff member or stakeholder including Zoo Commission, neighbors, UW, etc.
	On Going	Maintenance log/LSS focus	Create database to track maintenance WO		ES	Work with CCB Facilities department on best practices
	07/06/22 9/19/22	Invited all staff to be part of giraffe exhibit D/D meetings for input	Invited Giraffe care/exhibit experts to consult		RS	Staff from each department participated throughout the workshop
	Nov 2023	Started Zoo Safety Committee	Help identify safety issues and prioritize resolutions		ES,	Added in safety members from all different departments
	7/25/22	Discussed maintenance process for vehicle maintenance	Review process with team		RS, JD, ES, JT, JM	Maintenance provides simple things like oil changes and will take to mechanic for more complicated things
	9/19/22- 9/22/22	Architects CLR here for workshop to start progress on D/D	Invited all staff and stakeholders at meetings throughout the week to focus on all aspects of design		RS	Departments all took a deeper dive into their sections of the development and staff invited from each department (ex. Animal care, maintenance, education, operations)

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
2	05/20/22	All staff given passes to park full days in lots. Parking policy plan.	Refine plan to work more efficiently	FT vs. PT/LTE staff plan	JD	Staff can park in admin spots if one is left open
	07/06/22	Discussed in All Staff meeting to add more options to park in lot as well as talk about long term options	Asked staff to continue to provide input and suggestions		RS	
3	05/20/22	Maintenance fixed lock on women's locker room	Discuss process in maintenance so important issues are addressed in timely manner	AZA accreditation standard improvement	ES	
	09/22	Identify new software system to implement tracking for maintenance projects	County uses, "Brightly" our team working with them on Zoo application		ES	
	Dec 2022	Re-establish Animal Care/Maintenance team regular meetings Zoo work with County	Help prioritize animal maintenance needs		RS, ES, BP, ZM's	
	January 2023	Facilities and have Brightly maintenance program installed for zoo. In pilot test with maintenance, education and animal care staff.	Streamline, track and review maintenance work orders and priorities for entire zoo		ES, FALST, ZK, ED	

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	2/20/23	Received 100% D/D plans for new giraffe exhibit	Shared with facilities and animal care staff to review and provide suggestions		ES, BW, JM, AY, BP, RS,	Provide input from staff to ensure facilities are the best they can be for staff to work as we move into construction documents
	3/20/23	Capybara secondary gate modification made in exhibit	Allows keepers more shifting options for capys		Maint staff/Animal Care staff	Improves animal welfare options
	7/18/23	General Operations Manager meet with County Facilities manager on Brightly updates for zoo	Major upgrade of program being installed county-wide in January 2024		Maintenance Staff	Continue to develop better process for maintenance issues
	Aug 2023	Started safety committee at zoo	Includes 8 staff from different departments		ES	Provide staff opportunity to work with safety committee on any safety concerns
	Sept 2023	Animal Care, Vet and Maintenance staff problem solve seal water quality issues	On-going meeting to ensure proper water quality parameters needs all departments to be working together		All Staff	Need to ensure all SOG's are up to date and each department knows all SOG's