



## A ZOO FOR ALL

### **Purpose Statement:**

*Roger Williams Park Zoo is committed to fostering, cultivating, and preserving a culture of diversity, equity, accessibility, inclusion and belonging. We not only recognize, but hold in high regard, that our staff is the most valuable asset we have. Our individual differences, life experiences, innovativeness, knowledge, self-expression, unique capabilities, and talent are proudly represented in all we do. We respect, encourage, and embrace our differences and what makes us unique. We do this not only because it is important to us, our culture, and the community we serve, but also because it is significant to the work we have passionately done and will continue to do, conserving and celebrating the diversity of wildlife and wild places.*

*We recognize that conservation begins with how we interact with the places we live, work, and play. Therefore, a conscious commitment to recognizing the richness of diversity in terms of race, class, culture, gender expression, ability, sexual orientation, and other characteristics are critical for us to engage authentically with our closest neighbors as well as our global conservation partners. We imagine a world in which everyone sees themselves as champions for natural resources and leaders in conservation. We will continue to dedicate ourselves to the creation of a community of collaboration and empowerment rooted in the conservation of the natural world.*

*This is an ongoing and evolving process. It will require regular assessment and realignment of our efforts. DEAI(B) is an embedded and integrated part of how we do our work rather than a stand-alone initiative. While this is true, newly evolving DEAI(B) efforts will require heightened intentionality and be framed as independent effort designed to be woven into our culture and daily work.*



### Definitions:

**Accessibility**-giving equitable opportunities to everyone along the continuum of human ability and experience. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings.

***Belonging-*** all staff are seen and embraced as individuals with a diversity of lived experiences and feel encouraged to be their authentic selves, express ideas, share experiences, and freely contribute to the team.

**Diversity**-all the ways in which people differ, encompassing all the different characteristics that make one individual or group different than another. These groups are not limited to race, ethnicity, and gender, but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, physical appearance, neurodiversity, different ideas, perspectives, values, and other characteristics.

**Equity**-proactive reinforcement of policies, practices, attitudes, and actions that result in fairness in power, access to opportunities, treatment, impacts and outcomes for all.

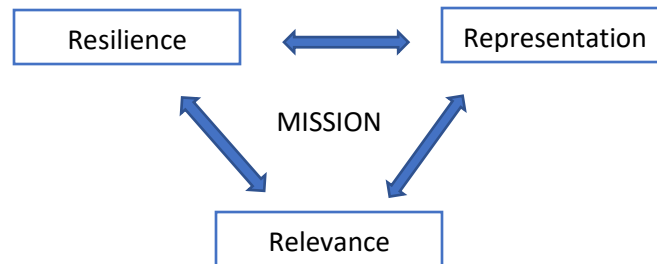
**Inclusion**-creating involvement, environments, and empowerment in which everyone is welcomed, respected, supported, and valued.

***Justice-*** everyone has the right to be treated with respect, fairness, and equity. We all share in this responsibility by challenging prejudice and supporting principles, rules, and laws that promote justice. We recognize inequalities that arise from disparities that exist in the distribution of opportunities, power, privilege, and resources. We strive to be more equitable in all we do for our staff and the community we serve.



## The Framework- How Our Plan is Organized:

Roger Williams Park Zoo's DEAI efforts focus on both **internal** and **external** constituencies, understanding that our work in *each* of these spaces (internal and external) is essential to our success in *both* spaces. An inclusive workplace with a diverse team at all levels will better ensure a broad representation of perspectives and lived experiences in our decision-making as an organization. This diversity of voices and ideas will yield community facing offerings, experiences, and initiatives that better reflect our audiences' ideals and priorities. Authentic engagement of the communities in which we are doing our work is a key component of how we work toward our mission. When communities see relevance in our work, members of those communities are more likely to join our team, further strengthening our organization and making us more resilient.

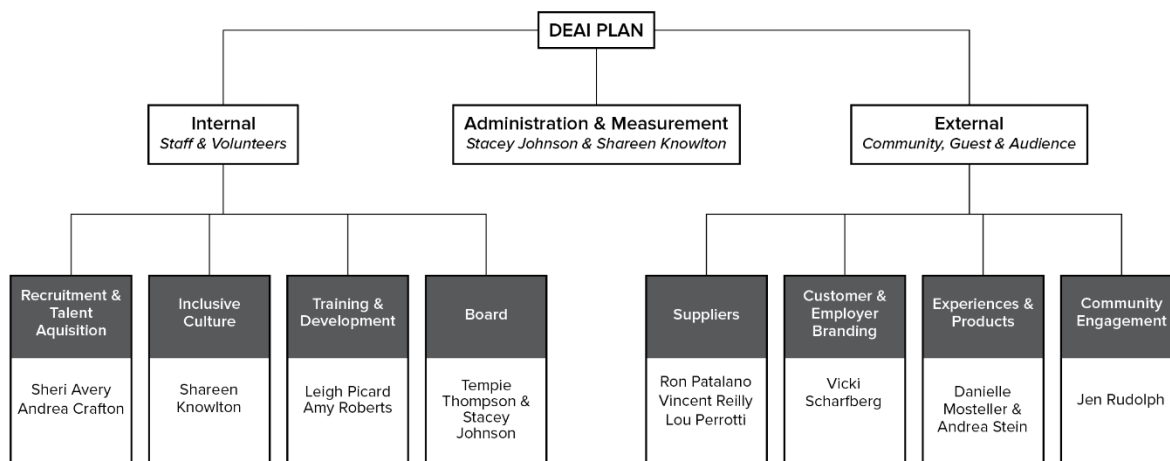


Across the internal and external hubs of the plan, there are 8 focus areas. Each of these focus areas has articulated goals and defined projects that support them. A team of focus area champions ensure that the work in these areas is being prioritized and advanced.

Ideally, focus areas should interact and inform one another. For example, insights gleaned in Community Engagement could provide valuable input to developing Experiences & Products, or Training & Development initiatives could help support Inclusive Culture goals.

This initial version of our plan will be operationalized over a two-year timeline. Throughout this period, the administration and measurement team will work with the champions to assess progress and the need for any course correction.

### Roger Williams Park Zoo's DEAI Framework



## **INTERNAL FOCUS AREAS**

### ***Recruitment & Retention (Sheri Avery & Andrea Crafton)***

**Description:** Expanding and monitoring the success of volunteer and employment recruitment sources and community outreach initiatives, that engage underrepresented groups.

**Contributors:** Marie-Elena Monteiro, Mary Figueroa and Kara Nickerson

**Long-term Aspiration:** Attract, engage, and continue to grow a more diverse employee and volunteer team that is representative of the community the Zoo serves.

#### **2022-2024 Goal(s):**

- A. Increase and diversify both recruitment resources and participation in community outreach events.**
- B. Ensure our job and volunteer position descriptions and postings are written in an inclusive way.**

#### **Projects Supporting Goal(s):**

- Evaluate employment and volunteer position descriptions for gender and ability language, required versus preferred experience, training and education, and ensure desired skills are not characteristics. Timeline: EOY 2023 (Avery, Crafton, and Monteiro). **(B)**
- Identify and establish successful community DEAI partners to assist with creating a more diverse candidate pool. Timeline: EOY 2024 (Avery, Crafton, Figueroa, and Monteiro) **(A)**

#### **Indicators:**

Increased candidate referrals from DEAI partner organizations. **(A)**

- Track number of applicants receiving from DEAI partner organizations and community outreach events that the Zoo participated in. (Figueroa, Nickerson)
- Add a “How were you referred to us?” section to our applications (Avery, Crafton, Monteiro).
- Evaluate and report on application referral data (Figueroa, Crafton, Avery, Nickerson).

Increased number of diverse applicants. **(A&B)**

- Evaluate and report on application zip code data (Nickerson, Figueroa, Monteiro).
- Evaluate and report on attendance data of Zoo and partner-hosted career and volunteer fairs, festivals, and expositions. (Figueroa, Avery, Crafton).
- Work with PR & Marketing department on “click-through” data reports pertaining to the Zoo’s Career and Volunteer website and social media pages (Figueroa).
- Continue to expand community outreach by sending career and volunteer postings to all local schools, colleges, universities, and applicable community organizations (Figueroa).
- Continue to attend local community and school career and volunteer fairs, festivals, and expositions (Figueroa, Crafton, and Avery/Monteiro, as needed).

Increased number of diverse hires and volunteers. **(A&B)**

- Establish a baseline and evaluate voluntary EEO data on Paycor and through volunteer SurveyMonkey and Volgistics data to determine any increases (Avery, Monteiro, Crafton).

#### **Work Happening in this Area:**

- Talent Acquisition and Community Outreach Specialist promoted from part-time to full-time status (Avery).

- Evaluating position descriptions to ensure they represent appropriate language, experience, and skills (Avery, Crafton, Monteiro).
- Added interview questions for all volunteer programs about applicants' thoughts on the Zoo's DEAI mission (Crafton).
  - Will ask/remind senior managers to (Avery):
    - consider inviting employees from other departments to participate in their interviews to allow for varying perspectives.
    - adding Zoo DEAI mission related questions to their interviews.
- Began building community partnerships (Figueroa, Crafton, Avery).
- HR representative hosting recruitment tables on some Free Saturdays, Food Truck Fridays, and applicable Zoo-wide events (Figueroa).
- Zoo's core values have been added to our employment postings (Avery, Monteiro).
  - Currently adding to volunteer postings (Crafton).
- Began researching offering voluntary second language classes to staff (Nickerson).
- Developed partnership with Skills for RI to offer internship opportunities to public school rising seniors and work with their job developers to find work opportunities at the Zoo for individuals with varying abilities (Avery/Figueroa).

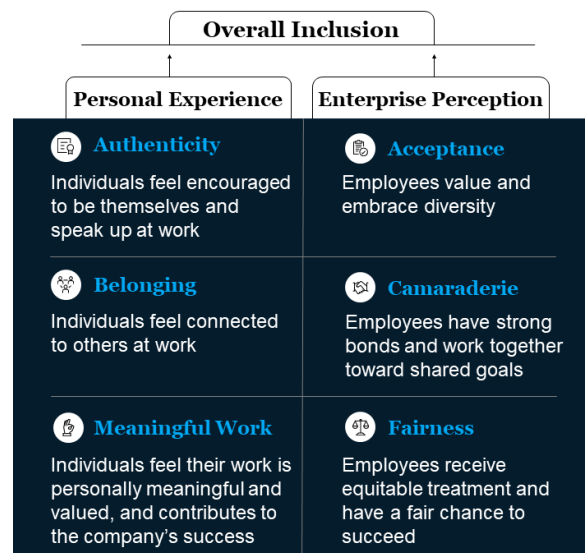
## Inclusive Culture (Shareen)

**Description:** Using McKinsey & Company's [inclusion model](#) that centers 17 practices and 6 outcomes, this focus area will impact both employees' perceptions of the Zoo's inclusivity and their personal experiences in this space. We will be working in three areas that shape workplace inclusion: organizational systems, leaders, and peers/teammates.

**Contributors:** All Zoo staff (via employee engagement survey), Sheri Avery, Jen Rudolph, Stacey Johnson

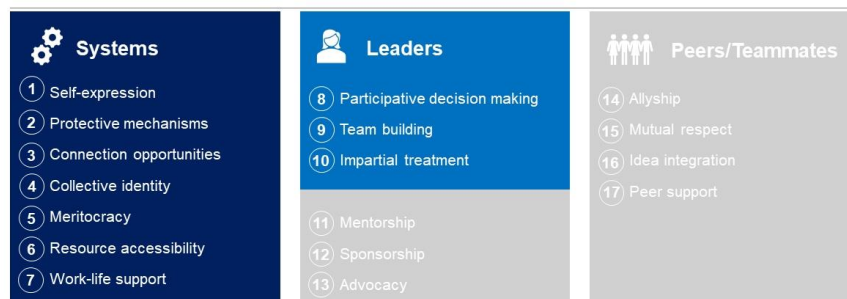
### Long-term Aspiration:

Roger Williams Park Zoo aspires to be a workplace where a diversity of team members feel a profound sense of belonging and purpose.



(Credit: McKinsey & Company)

## Inclusion Assessment Model Practices



McKinsey & Company 1

### Organizational Systems: More than No-Tolerance Policies

*The organizational systems practices—supported by research from multiple fields, including organizational justice and social identity—provide the process and execution guardrails for a robust diversity, equity, and inclusion (DE&I) strategy.*

1. Self-expression: Creating a space for all employees to express themselves in ways that are personally meaningful.
2. Protective mechanisms: Discouraging inappropriate, disrespectful, or biased behaviors at work and providing employees a safe way to report such behaviors.



3. Connection opportunities: Creating opportunities for employees to get to know one another and develop interpersonal relationships across the organization.
4. Collective identity: Uniting all employees around an overarching purpose.
5. Meritocracy: Creating objectives and consistent processes for personnel decisions and merit-based rewards.
6. Resource accessibility: Providing all employees with equal access to information, opportunities, and relationships they need to be successful.
7. Work-life support: Showing appreciation for employees' non-work demands, responsibilities, and interests.

**Leaders: Key Enablers of the Organizational System**

*Inclusive workplaces also rely on leaders to act as role models, translators, and signals of organizational values and priorities. Leaders can shape positive perceptions by employing three practices stemming from research on mentoring, inclusive leadership, and justice.*

8. Participative decision making: Encouraging and incorporating a broad set of ideas and input from all colleagues.
9. Team building: Fostering trust, collaboration, and healthy conflict among team members to build bonds.
10. Impartial treatment: Treating all employees fairly when allocating resources and making decisions.

**Peers/Teammates: Creating a Safe, Collaborative Environment**

*Employees' daily encounters with peers and teammates largely shape what is socially accepted, which ideas get heard, and whether bias is challenged or amplified. Research on workforce diversity and allyship point to four key practices peers/teammates can adopt to enhance personal experiences of inclusion:*

11. Allyship: Supporting and learning about other employees with diverse backgrounds and experiences.
12. Mutual respect: Showing genuine concern for each other's well-being and a commitment to treating each other fairly and respectfully.
13. Idea integration: Being open and receptive to others' ideas and opinions, even if they are different from one's own.
14. Peer support: Helping each other and inspiring confidence in one another's ability to meet work goals.

**2022-2024 Goal(s):**

- A. Assess Zoo for all 14 practices using an intentionally designed employee engagement survey.
- B. Working across other focus areas, develop priorities for improving culture using findings from survey.

**Projects Supporting Goal(s):**

- Review McKinney & Company model with DEAI Champion team. Timeline: By July 2023 (A)
- Develop plan for collecting input from staff across the 14 practices. Consider hiring an outside consultant to assist in this effort. Timeline: proposal completed in advance of budget submission in the fall of 2023 (A)

- Use baseline findings to identify priority practices and build this effort into the Zoo's Strategic Plan. Timeline: EOY 2024 **(B)**

**Indicators:**

- Leadership adoption of McKinney model to assess and describe our organizational culture work. **(A)**
- Completion of baseline data collection **(A)**
- Integration of findings and recommendations into Zoo's Strategic Plan **(B)**

**Work Happening in this Area:**

- 2021 Engagement Survey included questions specifically related to culture and belonging.
- 2022 Performance Evaluations included questions related to employee perceptions and understanding of the Zoo's DEAI efforts.
- In 2022 staff and board members participated in a training provided by Advancing Workplace Excellence that covered topics like identity, power dynamics, belonging, and privilege.



## **Training & Development (Leigh & Amy)**

### **Description:**

1. Provide staff, volunteers, and board members with:
  - a. information and context necessary to illustrate the value and importance of [DEAI] (The “Whys”)
  - b. tools and resources to support an inclusive work environment (The “Whats” and “Hows”)
2. Ensure that existing and future training (of any sort) aligns with [DEAI] best practices, including:
  - a. language selection
  - b. word choice and terminology
  - c. designing for differing abilities

Can include:

- **Individual:** Personal development opportunities (resource bank, professional development)
- **Group:** Organizational initiatives (orientation training, all-staffs)

**Contributors:** Meg Warburton, Jason Schoolcraft, Jason Theuman, Nathan Amaral, Marie-Elena Monteiro

**Long-term Aspiration:** At the most basic level, we intend to acquaint all incoming staff, board, and volunteers with the Zoo’s [DEAI] philosophy: that we sincerely believe that a diverse and inclusive environment will yield a stronger product as well as more comfortable, productive, and participatory employees. We are not simply ticking required boxes.

Further, we want to ensure our employees feel safe and supported as they tread into what may be unfamiliar and perhaps uncomfortable areas. Providing resources and examples of best practices will transition employees from “it’s a good idea” to “what does it actually look like in practice?”.

Ultimately, we aim to have [DEAI] an integrated part of RWPZ culture – a second-nature characteristic similar to the aim of the Zoo’s Double-Platinum philosophy.

### **2022-2024 Goal(s):**

- A. Assess status of RWPZoo’s DEAI training opportunities and materials.**
- B. Identify required resources, including budget, personnel, and time needed to fill gaps and support evolving needs.**

### **Projects Supporting Goal(s):**

- Compile and organize existing RWPZoo resources. Timeline: By Fall 2023 **(A)**
- Develop annual calendar of regular training and development opportunities to support these needs. Timeline: complete upcoming year’s proposal in advance of fall budget preparations. **(B)**

### **Indicators:**

- Completed inventory of all existing RWPZoo training and DEAI resources, including orientation and area-specific efforts **(A)**
- Completed report highlighting areas for improvement within training **(A & B)**
- Complete the creation of a single repository of all existing DEAI resources (documents, websites, etc. discovered during initial phases of DEAI program), as well as newly researched best practices from other organizations. **(A & B)**

- Employee Engagement Survey results will indicate a favorable perception of usefulness of DEAI resources provided by the Zoo. (A & B)
- Post-training evaluations will indicate a favorable perception of the usefulness of the training. (A & B)

**Work Happening in this Area:**

- The May 2021 All-Staff that featured Lori Perkins's introduction to DEAI has been integrated into our current remote Orientation package.
- Partnership with Advancing Work Excellence (AWE) has provided training sessions for the Board, Senior Staff, and individual employees in January-March 2022.
- The United Way of Rhode Island has approved \$7,000 in funds to be used for DEAI training in 2023.

## **Board (Stacey & Tempie)**

**Description:** This focus area centers around how staff interface with the Board to best support the Board in its own efforts to create an inclusive culture. Consistency of DEAI effort across the Board and staff will ensure more complete and authentic organizational outcomes and is critical to the success of this work.

**Contributors:** Nancy Allen, Marta Gomez-Chiarri, Jeff Mello, Shareen Knowlton, Ron Patalano, Teresa Crean, Liz Grover, DJ Hill, Andrea Stein, Patrick LeBeau, Gina Cantelmo

### **Long-term Aspiration:**

1. Create a standard for staff to best support the Board in their efforts. Establish a clear line of communication between the Board and the organization, and ensure a focus on transparency, where appropriate.
2. Have an institutional Board that matches the organizations' needs and best reflects the diverse lived experiences of our community.

### **2022-2024 Goal(s):**

- A. Support the Board in its efforts to have a diverse member base that include a variety of perspectives, skills, and backgrounds.**
- B. Build and foster inclusion culture and a strong sense of belonging at the Board level.**

### **Projects Supporting Goal(s):**

- Understand and document the makeup/demographic the organization is looking to set to define our "community." Standardize across the organization. Create a matrix of current Board members and the demographics they comprise, noting the myriad facets that comprise identity and define diversity. Identify gaps as they pertain to institutional needs. **(A)**
- Create a process for an onboarding process for new Board members to feel engaged, purposeful, and belonging. Identify ongoing efforts to support the Board and its members to continue that sense of belonging throughout individuals' tenure and after their service is complete. **(B)**
- Recreate and reestablish use of the Board book as an onboarding tool. Share the roles and responsibilities outlined in the Board book as part of larger strategy to educate staff on Board and its responsibilities. **(B)**

### **Indicators:**

- Completion of matrix with Board input and determination of accuracy. (Create new, or continue existing, include feedback from ED, EC as to accuracy; complete additional surveys to acquire data needed; have completed, robust matrix or other measure to paint picture of Board composition.) **(A)**
- Gain consensus on variety of demographics and measures used to create matrix with Board approval. (Staff to offer their input on key indicator demographics; submit to Board for their review/additional input. Finalize mutually accepted indicators.) **(A)**
- When surveyed, greater than 75% of Trustees at end of term have Board reporting belonging and inclusion. **(B)**

### **Work Happening in this Area:**

- A special task force was created at the Board level around DEAI that reports to the Vice Chair.
- AWE training for full Board in March of 2022.
- Board has read the staff survey comments regarding the Board and DEAI.

- May 2022 meeting reinforced revised Commitment form that better positions the Board as to expectations and clearly defines for prospective members. Further revisited financial expectations to be more inclusive.
- Development created a Board matrix (intended as internal only) that can be used in this effort.

## **EXTERNAL FOCUS AREAS**

### ***Suppliers (Ron Patalano, Lou Perrotti, Dave Pertuso)***

**Description:** Expand opportunities for local, minority, women, and veteran owned businesses, to supply goods and services to the zoo, by promoting healthy competition and awareness within the local community about the opportunities available at the zoo.

**Contributors:** Courtney Stockard, Ann Corcoran, Kara Nickerson

**Long-term Aspiration:** To have a robust supplier diversity program by increasing the number of suppliers and vendors by making diversity, equity, and inclusion a priority. The more we expand our vendor pool, the more competitive our pricing options will be. This initiative should open opportunities to vendors with whom the Zoo may not have had previous relationships by removing obstacles and communicating opportunities out to the community. However, the selection of a vendor will also be based on price, sustainability considerations, and other criteria. *If all else is equal, first consideration will be given to the minority vendor.*

#### **2022-2024 Goal(s):**

- A. Fully integrate locally owned, minority owned, women owned, and veteran owned businesses into the zoo's portfolio of vendors.**
- B. Increase the purchase of goods and services, from local, minority, women, and veteran owned business by 3 to 5% annually over the next 3 to 5 years.**

#### **Projects Supporting Goal(s):**

- Evaluate our current supplier/vendor list **Kara and Courtney by September 30, 2023 (A & B)**
- Inventory purchases made by the zoo annually **Kara and Courtney by September 30, 2023 (A & B)**
- Establish a process for vetting and selecting a more diverse supplier pool. **Ron and Lou by 8/31/24 (Much will be driven by info provided by Antioch Study) (A & B)**
- Review state's MBE and WBE list to identify minority and women owned businesses candidates with a goal of identifying new companies that offer goods and services that the zoo typically purchases. **Kara and Ann by 9/30/23 (A & B)**
- Reach out to RIBBA for recruitment of vendors **Ron by June 30, 2023 (A & B)**
- Reach out to local companies in the communities around the zoo to solicit interest in bidding for zoo goods and services. **Ann ongoing (A & B)**
- Review zoo's RFP and accounts payable process with a goal of removing obstacles for small businesses to participate. **Dave Pertuso by 5/31/23 (A & B)**
- Host a vendor fair **Entire Committee by September 30, 2023 (A & B)**

#### **Indicators:**

**Increase the purchase of goods and services, from local, minority, women, and veteran owned business by 3 to 5% annually over the next 3 to 5 years.**

## **Customer & Employer Branding (Vicki)**

**Description:** Promote the Zoo as a diverse and inclusive brand internally and externally. Review current marketing efforts, identify growth opportunities, and ensure communications are inclusive and accessible.

**Contributors:** Brett Cortesi, Stacey Greenberg, Corrie Ignagni, Justine Phrathep, Judy Lockard

**Long-term Aspiration:** Foster a sense of belonging and resonance in diverse communities through our communication and branding efforts.

Develop internal and external communication plans around DEAI work with institutional change and long-term goals at its center.

Develop marketing and communication strategies to effectively reach currently under-represented audiences to build sustained relationships that will increase attendance as well as awareness of our mission while also resonating with our current demographics.

Future branding strategies will look through an equity lens, considering the inclusion and representation of diverse backgrounds in our communications.

### **2022-2024 Goal(s):**

1. **In collaboration with the Community Engagement team, begin the listening process to learn what hurdles and drivers are for visitation and affiliation. We need data before moving ahead solely based on assumptions.**
2. **Complete an inventory of marketing materials and communications vehicles to better understand how we present our brand to different audiences (internal and external)**
3. **Hire a market research company to build on the information gleaned from the Antioch project to do quantitative and qualitative research of the visitor, non-visitor, and members. Using that research, work with a branding agency to create a refreshed RWPZ brand.**

### **Projects Supporting Goal(s):**

- Obtain quantifiable information about the community's perception of the Zoo and why they do or do not visit (drivers and hurdles to visitation). **(A)**
- Review marketing materials, media strategy and onsite signage to ensure that it reflects the community in which we live. Evaluate the need for content translations of onsite signage and promotional materials, appealing to those who may be hard-of-hearing, visually impaired, or speak a different language and otherwise diverse. It also includes website review and greater ease of finding community programs. **(B)**
- Schedule photo shoot- we currently have very few photos of visitors interacting with our animals, and they are not diverse. We need a broad selection of photos to speak to various constituencies. **(B)**
- Build authentic, trustworthy campaign with historically under-represented audiences to share why RWPZ might matter in our diverse community. **(C)**
- Determine KPI's that allow us to measure and track changes. **(C)**

### **Indicators:**

- An increase in historically under-represented zip codes for all online sales/member records to evaluate outreach success.

- Securing enough actionable information from the Antioch partnership to allow us to integrate the information into our branding strategy.
- Monitor audience satisfaction data for comments about accessibility and equitable offerings.
- Year to year increase in sales of EBT cardholder memberships.

**Work Happening in this Area:**

- We have ensured that our website meets all accessibility regulations.
- We have become more inclusive in our paid media efforts, increasing expenditures in Latinx markets, specifically.
- There is a centralized webpage dedicated to explaining accessible services available via the Zoo.
- We have started analyzing zip codes for all online sales/member records to evaluate outreach success.



## ***Experiences & Products (Andrea S & Danielle M)***

**Description:** This area of the Zoo's DEAI plan focuses on the services, products, and experiences available to our external audiences.

**Contributors:** Zoo Staff (via a survey), Liz Grover, Corinne Nowell, Angel Bazinet, Mackenzie Maynard

**Long-term Aspiration:** All audiences regardless of language spoken, ability, ethnicity, socioeconomic status, age, and gender can easily access the Zoo, enjoy their visit equally, see themselves represented and see themselves as part of the Zoo community.

### **2022-2024 Goal(s):**

- A. To better understand the existing products, services and experiences in place that are intended to provide a more equitable, inclusive, and accessible experience for all external audiences.**
- B. To identify recommendations and strategies to address the identified gaps in our current experiences, services, and products.**

### **Projects Supporting Goal(s):**

- Survey the staff to come up with the initial list of current inventory of products, services and experiences (completed) **(A)**
- Follow-up interviews/check-ins with staff in Guest Services, Education, Marketing, and SSA to identify any products and services that may be missing from the list (to be complete by end of summer 2023) **(A)**
- Meet with Leigh and Amy to share findings and identify ways to build awareness of current offerings among staff (end of fall 2023) **(A)**
- Share the inventory with Jen R. and the AmeriCorps team as a reference for community interviews (end of summer 2023) **(A)**
- Create a space for the inventory to "live" so that it is accessible to all Zoo staff (society, city, SSA and security) (EOY 2023) **(A)**
- Meet with Jen R. and the AmeriCorps team to learn the needs of the community (end of summer 2023) **(B)**
- Do a cross walk of the current offers with the needs that the community identified to find gaps in offerings (EOY 2023) **(B)**
- Work with Jen R. and AmeriCorps team to make recommendations and identify strategies for next steps (1st quarter 2024). **(B)**

### **Indicators:**

- An inventory of current products, experiences, and services will be completed and shared with staff and volunteers **(A)**
- A set of recommendations/strategies will be completed and shared with departments **(B)**

### **Work Happening in this Area:**

- Kulture City (including staff training, identified quiet areas in the Zoo, sensory bags)
- Membership program for EBT card holders
- Free Saturdays for Providence residents
- Inclusion Specialist position for camp programs
- Camp scholarships
- Free admission to Providence school groups
- Accessibility of Hasbro's Our Big Backyard Exhibit
- Employee pins that indicate language(s) spoken
- Library discount passes
- Sensory friendly mornings in the Big Backyard Exhibit (open early at the Zoo)

- Sensory friendly Tuesdays at the Carousel
- Environmental Justice Academy
- RI Public Transit Authority (RIPTA) bus stop at the Zoo
- Sensory friendly nights at JOLS
- Dream Night
- Spanish language translations on Covid signs
- Wheelchair rentals
- Vegetarian and gluten free food options
- Play Partner program

## **Community Engagement (Jen R)**

**Description:** Community Engagement is building relationships with residents, leaders, organizations, businesses, and schools to inform current and future Zoo initiatives and to build capacity. Active dialogue that sheds light on the community's priorities is essential in this effort. Effective and authentic community engagement will create a workforce, programming and initiatives which are reflective of our shared aspirations.

**Contributors:** All other focus area teams, AmeriCorps VISTA members

**Long-term Aspiration:** The DEAI Community Engagement focus area envisions a more equitable, engaged, and self-transforming Zoo. Living up to our mission of empowering people to join us in our conservation efforts, by centering community voices through co-design, the Zoo and community work together protecting a natural world in which all living things can thrive.

### **2022-2024 Goal(s):**

- A. Successfully complete phases one and two of the Antioch Co-designing for Conservation initiative and begin third phase.**
- B. Throughout phases one and two, share insights with other focus area champions to help inform their work.**

### **Projects Supporting Goal(s):**

#### **Phase 1 (May 2022 – 2023)**

- Engaging community members and residents, service providers and other stakeholders through focus groups, listening sessions, surveys, participatory events, and similar activities. **(A & B)**

#### **Phase 2 (June 2023 – December 2023)**

- Working with key stakeholders to conduct strategic planning that will identify and develop program concepts based on the results of Phase 1. **(A & B)**

#### **Phase 3 (January 2024 – December 2024)**

- Implementing a pilot of programming that was co-designed in Phase 2 and evaluate and modify the program based on stakeholder feedback and effectiveness. **(A & B)**

### **Indicators:**

- We will have recruited, trained, and retained 3 AmeriCorps VISTA from the Providence community. **(A & B)**
- VISTA members and RWPZ staff will have built collaborative relationships with at least 25 community organizations. **(A & B)**
- Data points will have been submitted to Antioch university and analyzed by students and staff at the Conservation Psychology Institute. **(A & B)**
- Suggestions for at least two new initiatives will have been identified and presented to residents and community partners at community events. **(A & B)**
- Two pilot programs will be launched. **(A & B)**

### **Work Happening in this Area:**

- The Antioch University partnership is already in year one.
- Internal stakeholder meetings have taken place.
- External community stakeholder analysis is currently underway.
- VISTA are being actively recruited.