



## RACIAL EQUITY BUDGET TOOL

Date Submitted:

Department: Zoological Department

*Please note: each response field below has a 2,500 character limit.*

### STRATEGIC OBJECTIVE CATEGORY 1: DIVERSE & INCLUSIVE WORKFORCE

**What activities are you doing to attract and retain a diverse and inclusive workforce in your department? What are the associated costs of these activities?**

Our revenue partner, SSA, recruits staff from job fairs, including the Milwaukee Public Schools Job Fair. They also work with Employ Milwaukee on opportunities they have around the community for hiring and workforce resources. The Education Department, the Zoological Society of Milwaukee (ZSM) is looking into alternative ways to recruit summer educators including advertising in more diverse schools and adjusting some of the minimum requirements. The ZSM Animal Ambassador Programs not only teaches children about animals but also develops an understanding of careers available in environmental fields and encourages the interest of minority and low-income youth in the sciences both as an academic and career choice (2019 data - 2,865 students @ 26 metro-Milwaukee schools).



**How do you use professional development and advancement opportunities to advance equity in your department's workforce? What resources are used to support these opportunities for professional development and advancement?**

The Zoo's revenue partners, SSA and the Zoological Society of Milwaukee, began a High School Education Assistant program this year which provides opportunities for SSA's diverse staff to gain experience. Due to COVID-19, our Education department is closed and this will resume when our in-person classes/camps come back. High school/college intern programs at the Zoo- Animal Dept, Evaluation and for 2021 Business analytics/accounting. KultureCity training to better assist guests with sensory challenges. Participation in the County's Racial Equity training

### STRATEGIC OBJECTIVE CATEGORY 2: PEOPLE-FOCUSED DESIGN

**How and when have service users, particularly users of color, and other key stakeholders been engaged to inform decisions about your requested budget (Who was involved, what was the forum, what were the results)?**

Evaluation to gauge effectiveness and impact of grant-funded programming (e.g. Animal Ambassador program survey results showed that the at-home, family activities were a burden on many due to language barriers and economic disadvantages. The program was adjusted based on this feedback.) Our exit survey is conducted annually to get guest feedback about their Zoo experience, and offers opportunities to suggest how we can improve. Around 350 guests took the survey in 2019. Demographic data is collected and the results are analyzed by subsamples, including Milwaukee County residents, to ensure their voices are heard. Zip code data from members and school groups is also assessed to know who is using our services and who we need to further assist.

**What are the multi-lingual needs of your department's service users? How do you use your budget to meet these language needs?**

Spanish language maps. Staff to serve as translators, informally. Future: Additional translations on exhibit interpretive graphics and map translations in other languages

### STRATEGIC OBJECTIVE CATEGORY 3: EMPLOYEE PERSPECTIVE

**Our employees can be a great resource for innovation and knowing what is working well and what needs work. Have you engaged a diverse group of frontline employees to inform decisions about your proposed budget changes? If yes, how was input solicited, who was involved, and what were the results?**

Our anonymous COVID-19 Employee Survey gauged how comfortable staff was with reopening the Zoo, how well we communicated changes in operations, and whether or not they had the resources they needed to get back to work safely. The results showed that some staff needed additional supplies and they were given direction on where to get them, concerns with returning to work for those teleworking and concerns surrounding the need for employees to wear masks including guests were addressed. The Zoo holds two annual Zoo-wide meetings and allows for staff Q&As and staff are encouraged to submit budget ideas and/or cost savings measures to the Administration/Finance and Operations Division. Future: engaging all front line staff in strategic planning set for 2021



### STRATEGIC OBJECTIVE CATEGORY 4: IMPROVED PERFORMANCE & EQUITABLE PRACTICE

**Describe ways in which racial and economic data was used to prioritize resource distribution. (Data can include sources found in the resources section of this tool, department collected data, or any other relevant data from other sources.)**

Zoological Society of Milwaukee provides grant-funded educational programs to students, particularly in under-served areas, including MPS Nature Play, Kohl's Wild Theater, Animal Ambassador Programs, Animal Connections Continuum and the MPS Extended Learning Program. We used zip code data from our exit survey to target our marketing campaign to underrepresented Milwaukee County zip codes, including free family events information.

**What are the positive or negative racial equity implications of your proposed budget changes? For reference departments may refer to the "Form 1 – Major Changes" tab of your Supplemental Forms 2021 spreadsheet. Any change with identified impacts should be described.**

As part of the Accounting section reorganization planned for 2021, a broader range of focus will be implemented to keep up with business trends and strategies. One of those strategies is dynamic pricing. Dynamic pricing allows for improvement in visitation from low-middle income households while maintaining admission revenue trends consistent with recent years. Another positive result from the Accounting section reorganization is the creation of a student intern program geared towards undeserved and/or economically challenged student populations living in metro-Milwaukee. This program will introduce students to the business analytical world and touch on accounting to encourage students to pursue careers in these fields.



**What are the expected benefits and potential unintended consequences to disadvantaged communities of your proposed budget changes?**

**a. What analysis did you do to determine the expected benefits and potential unintended consequences?**

Dynamic pricing - Based on reach and experiences from other zoos and museums, dynamic pricing has had a positive result on revenues and also providing greater opportunities for visitation from low-middle income households. Intern programs will encourage careers in the animal fields and business. Expanding the funding to a more diverse audience will increase visitation from minority guests.

**b. What will your department do to mitigate unintended consequences resulting from your proposed budget changes?**

Dynamic pricing will help the Zoo remain affordable and more accessible to guests. Keeping admissions fees for school groups affordable may have a negative impact on revenue; however, dynamic pricing will incorporate this impact and will hopefully mitigate any negative impacts to revenues.