

APPENDICES TO “HVZ REPORT”

INDEPENDENT INVESTIGATION CONCLUSIONS AND RECOMMENDATIONS

By Judge Valerie Bailey-Rihn
October 2022

APPENDIX 1



Henry Vilas Zoo Staff Climate Survey (September 2022)

Section 1: Questions related to Dane County Board HVZ resolution

The Dane County Board of Supervisors has requested an independent, third-party investigation of the HVZ so as to "restore public trust in the zoo, ensure that all zoo employees are treated fairly and to ensure that animals are being humanely cared for." As part of the investigation being conducted by retired Judge Val Baily-Rihn, we are requesting all HVZ staff to respond to the questions in this survey as we seek to provide valid and reliable information to the Dane County Board of Supervisors. This staff survey is anonymous and voluntary.

* Q1. The June 2022 Dane County Board resolution establishing an independent investigation of the HVZ identified specific allegations of concern. To what degree are you concerned about the below allegations at the HVZ?

	Extremely concerned	Moderately concerned	Somewhat concerned	Slightly concerned	Not at all concerned
Allegations of racism by zoo management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allegations of retaliation for union activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allegations of retaliation for whistleblowing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allegations that employees have been unequally disciplined	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allegations that animals at the zoo have been neglected or mistreated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allegations that zoo employees have left their jobs due to a hostile work environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you have additional thoughts or comments about the above identified allegations?

Henry Vilas Zoo Staff Climate Survey (September 2022)

Section 2: Questions related to perceptions and experiences of HVZ employees

* Q2. The following questions relate to your perceptions and experiences as an employee of the Henry Vilas Zoo (HVZ). Please tell us how much you agree or disagree with the following statements:

	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
I feel like I belong here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a clear understanding of how I can move my career forward at the HVZ.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like my unique attributes and background are valued at the HVZ.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Co-workers typically listen respectfully to my views about work-related issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive mentoring to help me grow in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel free to express my opinions about work related matters at the HVZ.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* Q3. The following questions relate to your perceptions and experiences as an employee of (HVZ) and fair and equal treatment of staff. Please tell us how much you agree or disagree with the following statements.

	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
I am treated differently by my coworkers because of my race.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have hidden or downplayed certain aspects of my identity to avoid unfair treatment or harassment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have modified my personal appearance in order to avoid unfair treatment or harassment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been treated different by my coworkers because of my ability/disability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have experienced or felt like there would be negative consequences for me if I reported unfair treatment at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* Q4. The following questions relate to your perceptions and experiences about your immediate supervisor or manager at the HVZ. Please tell us how much you agree or disagree with the following statements.

	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
Treats everyone on our team fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Handles disagreements effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives me feedback on my work performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages me to participate in learning and development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keeps me well-informed about things I should know.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is held accountable for ensuring all employees are treated fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is responsive to my ideas, requests, and suggestions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takes prompt action to address inappropriate behavior that comes to their attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is easy to approach with my work concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotes a supportive, safe work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HVZ supervisors and managers have the knowledge, skills and abilities to address difficult situations in our workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HVZ supervisors and managers are well trained and prepared to deal with workplace issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* Q5. The following questions relate to your perceptions and experiences around the overall work environment and climate at the HVZ. Please tell us how much you agree or disagree with the following statements.

	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
Relationships between employees of different racial groups in my department are positive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership holds all employees to the same workplace expectations and disciplinary standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees have equal access to learning and development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationships between employees of different genders at the HVZ are positive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotions are based on fair and objective criteria.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* Q6. Which three words would you use to describe the HVZ work culture and environment?

* Q7. If you could changed one thing about your your job or workplace at the HVZ, what would it be?

* Q8. How would your rate the overall effectiveness of Dane County in...

	Ineffective	Somewhat ineffective	Unsure	Somewhat effective	Effective
Fostering mutual trust and respect in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting professional growth of all employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing policies to promote fair treatment of employees regardless of race.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing policies to promote fair treatment of employees regardless of gender.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding to incidents of harassment and discrimination in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Henry Vilas Zoo Staff Climate Survey (September 2022)

Section 3: Questions related to HVZ workplace harassment, bullying and discrimination.

The following questions cover a difficult topic. Your participation is again voluntary; please take breaks or skip questions as necessary. Again your responses are confidential and anonymous.

Harassment and bullying may include, but is not limited to, offensive jokes, slurs, epithets or name calling, physical assaults or threats, intimidation, ridicule or mockery, insults or put-downs, offensive objects or pictures, and inference with work performance.

Sexual harassment may include, but is not limited to, unwanted sexual attention, advances or coercion and other verbal or physical harassment of a sexual nature.

Discrimination is the unjust or prejudicial treatment of different categories of people, such as on the grounds of race, age, gender, or ability/disability.

* Q9. Have you personally experienced workplace harassment, bullying, or discrimination as a HVZ employee?

- ☐ No (Skip to question 20)
- ☐ Yes - One incident (Continue to question 10)
- ☐ Yes - Multiple incidents (Continue to question 10)
- ☐ Unsure (Skip to question 20)
- ☐ Would rather not say (Skip to question 20)



Henry Vilas Zoo Staff Climate Survey (September 2022)

Questions related to HVZ workplace harassment, bullying and discrimination (continued...)

The questions below are for employees who have experienced workplace harassment, bullying or discrimination at the HVZ. This information will be used to evaluate and improve Dane County's prevention and response procedures.

If this is not relevant to you, please skip to question 20.

Q10. What was the nature of the incident(s)?

- | | |
|---|--|
| <input type="radio"/> Sexual harassment | <input type="radio"/> Age-related harassment |
| <input type="radio"/> Gender-based harassment | <input type="radio"/> Disability-related harassment |
| <input type="radio"/> Race/ethnicity-based harassment | <input type="radio"/> Would rather not say |
| <input type="radio"/> Sexual orientation-based harassment | <input type="radio"/> None of the above (please specify) |

Q11. What was the job level of the person(s) responsible for the harassment, bullying, or discrimination?

- | | |
|---|---|
| <input type="radio"/> Peer | <input type="radio"/> Elected official |
| <input type="radio"/> Supervisor or manager | <input type="radio"/> HVZ client or citizen (not employed by Dane County) |
| <input type="radio"/> Direct report (someone I supervised) | <input type="radio"/> HVZ contractor or vendor |
| <input type="radio"/> Employee from a different Dane County agency/department | <input type="radio"/> Would rather not say |
| <input type="radio"/> Other (please specify) | |



Henry Vilas Zoo Staff Climate Survey (September 2022)

Questions related to HVZ workplace harassment, bullying and discrimination (continued...)

Q12. Did you report any of the incidents you experienced?

- ☐ No (Continue to question 13)
- ☐ Yes - to a supervisor or manager at HVZ (Skip to question 14)
- ☐ Yes - to Dane County Office of Equity and Inclusion (Skip to question 14)
- ☐ Prefer not to say (Skip to question 20)
- ☐ Yes - to someone not listed (Please specify and skip to Q 14.)



Henry Vilas Zoo Staff Climate Survey (September 2022)

Questions related to HVZ workplace harassment, bullying and discrimination
(continued...)

The questions below are for employees who have not reported their experiences with harassment, bullying and/or discrimination in the past year.

Q13. What is the main reason you did not report the incident(s)?
(Choose all that apply).

- ☐ I did not think it was serious enough to report.
- ☐ I preferred to handle the situation myself.
- ☐ I did not want anyone else to know.
- ☐ I did not think I would be believed.
- ☐ I did not want the person to get in trouble.
- ☐ I did not know where to go or who to tell.
- ☐ I did not trust the complaint and resolution process.
- ☐ I was concerned about being ostracized and shunned at work because I reported it.
- ☐ I thought it might hurt my career.
- ☐ Other (please specify)



Henry Vilas Zoo Staff Climate Survey (September 2022)

Questions related to HVZ workplace harassment, bullying and discrimination
(continued...)

The questions below are for employees who have not reported their experiences with harassment, bullying and/or discrimination in the past year.

Q14. If you experience a similar incident in the future, how likely are you to report it?

- ☐ Very likely
- ☐ Somewhat likely
- ☐ Unsure
- ☐ Somewhat unlikely
- ☐ Very unlikely

Q15. Do have other comments about the reporting of harassment, bullying or discrimination?

Henry Vilas Zoo Staff Climate Survey (September 2022)

Questions related to HVZ workplace harassment, bullying and discrimination (continued...).

The questions below are for employees who have reported one or more incidents of harassment, bullying, and/or discrimination.

Q16. Did the inappropriate behavior stop after you report the incident(s)?

- ☐ Yes
 ☐ No, and the behavior got worse.
 ☐ No, but the behavior improved.
 ☐ Unsure
 ☐ No, the behavior stayed the same.
 ☐ Other (please specify)

Q17. How satisfied were you with...

	Very Unsatisfied	Unsatisfied	Neither satisfied nor unsatisfied	Satisfied	Very satisfied
The availability of information on how to file a complaint?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How you were treated by personnel handling your complaint?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being informed about the status of your complaint?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of time it took to address your complaint?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The outcome of the complaint/investigation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18. If you experience a similar incident in the future at the HVZ, how likely are you to report it?

- ☐ Very likely
 ☐ Somewhat likely
 ☐ Somewhat unlikely
 ☐ Very unlikely
 ☐ Unsure

Q19. Do have other comments about the reporting of harassment, bullying or discrimination?



Henry Vilas Zoo Staff Climate Survey (September 2022)

Questions related to HVZ workplace harassment, bullying and discrimination (continued...).

* Q20. Have you personally witnessed any workplace harassment, bullying, or discrimination while an employee of the HVZ?

- ☐ No (*Skip to question 25*)
- ☐ Yes - One incident (*Continue to question 21*)
- ☐ Yes - Multiple incidents (*Continue to question 21*)
- ☐ Unsure (*Skip to question 25*)
- ☐ Would rather not say (*Skip to question 25*)

Henry Vilas Zoo Staff Climate Survey (September 2022)

Page 10

Q21. What was the nature of the incident(s)?

(Check all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Sexual harassment | <input type="checkbox"/> Age-related harassment |
| <input type="checkbox"/> Gender-related harassment | <input type="checkbox"/> Disability-related harassment |
| <input type="checkbox"/> Race-related harassment | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Other (please specify) | |

Q22. What was the job level of the target or person(s) receiving the harassment, bullying, or discrimination?

(Check all that apply)

- ☐ Peer
- ☐ Supervisor or manager
- ☐ Direct report (someone I supervised)
- ☐ Employee from a different Dane County agency/department
- ☐ Elected official
- ☐ HVZ client or citizen (not employed by Dane County)
- ☐ HVZ contractor or vendor
- ☐ Prefer not to say
- ☐ Other (please specify)

Q23. What was the job level of the person(s) who committed the harassment, bullying, or discrimination?

(Check all that apply)

- ☐ Peer
- ☐ Supervisor or manager
- ☐ Direct report (someone I supervised)
- ☐ Employee from a different Dane County agency/department
- ☐ Elected official
- ☐ HVZ client or citizen (not employed by Dane County)
- ☐ HVZ contractor or vendor
- ☐ Prefer not to say
- ☐ Other (please specify)

Q24. How did you respond to the incident(s) you witnessed?

(Check all that apply).

- ☐ I interrupted, intervened or disrupted the incident as it was occurring.
- ☐ I spoke privately with the person who was targeted about the incident.
- ☐ I spoke privately with the person who was responsible about the incident.
- ☐ I reported the incident.
- ☐ I did nothing.
- ☐ Other (please specify)



Henry Vilas Zoo Staff Climate Survey (September 2022)

Section 4: Culture questions from the American Zoological Society (AZA)

* Q25. How confident do you feel about your ability to influence the culture at the HVZ?

- ☐ I can make a big difference.
- ☐ I can only influence my team.
- ☐ I can only have a small impact.
- ☐ I have no ability to influence HVZ culture at all.

* Q26. I am good at holding people accountable when their behavior does not align with positive HVZ culture.

- ☐ Yes
- ☐ No
- ☐ No idea
- ☐ Sorry... not my job.

* Q27. How would you rate your own listening skills when working at the HVZ?

- ☐ Need focused improvement
- ☐ Could be better
- ☐ Fair
- ☐ Pretty decent
- ☐ Excellent

* Q28. What are your uncertainties as they relate to your work at the HVZ?

* Q29. What, if anything, makes you nervous or anxious about your work at the HVZ?

* Q30. What is everybody thinking about but no one is talking about at the HVZ?

* Q31. What are you afraid of in regards to culture at the HVZ?

Henry Vilas Zoo Staff Climate Survey (September 2022)

Section 5: Questions pertaining to HVZ animal care, safety and security.

* Q32. The following questions relate to your perceptions and experiences on how the animals are cared for at HVZ. Please tell us how much you agree or disagree with the following statements.

	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
The animals at the Henry Vilas Zoo have a good welfare and receive the right amount of care as needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The veterinary care for animals at HVZ is appropriate and timely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The zookeepers are knowledgeable about the animals in their care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The zookeepers share important and timely information regarding the care of individual animals with each other, their supervisors and the veterinary team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* Q33. Do you feel the veterinary program for the care of HVZ animals is...

- ☐ Not enough
- ☐ Just right
- ☐ Too much

What would you change about the program of veterinary care at HVZ?

* Q34. Do you feel the overall welfare and care of the animals at HVZ is...

- ☐ Poor; needs definite improving
- ☐ Somewhat poor; could be better
- ☐ Just about right
- ☐ Exceptional

What would you change about how the animals are cared for at HVZ if anything?

* Q35. Do you feel the overall environment at HVZ is safe for animals and people?

- ☐ Yes
- ☐ No
- ☐ Unsure

If "No"... why? What might improve HVZ safety?

* Q36. Do you feel has enough security?

- ☐ Yes
- ☐ No
- ☐ Unsure

If "No" why? What do you feel could improve security at the HVZ?



Henry Vilas Zoo Staff Climate Survey (September 2022)

Section 6: HVZ employee demographic data questions

Data from this section will be used to gain additional insight through breakouts by categories such as HVZ job classification, gender, race, seniority, etc.

Judge Val Bailey-Rihn's final investigative report to the Dane County Board of Supervisors will NOT report data on a single respondent or breakouts for any work groups with fewer than five people. We will ensure that results are only shared in an aggregated, summarized form that protects the anonymity of individual HVZ employees.

* Q37. What is your official HVZ job title or classification?

- ☐ HVZ Manager (e.g. Director, Deputy Director, General Curator, Education Curator, Zoo Managers Education Manager).
- ☐ Animal Caretaker (Lead Zookeeper, Zoo Keeper, Lead Vet Tech or Vet Tech)
- ☐ HVZ Education & Operations (e.g. Lead Facilities Tech, Facilities Tech, SS Laborer, Janitors, Horticulturist, Clerks, Marketing & Outreach Coordinator, Volunteer Coordinator, Guest Services Coordinator, Education Specialist).
- ☐ HVZ Concessions Operations Staff
- ☐ Other (please specify)

* Q38. What is your gender?

- ☐ Female
- ☐ Male
- ☐ Non-binary/third gender
- ☐ Prefer not to say
- ☐ Prefer to self-describe:

* Q39. In your own words, please describe your race/ethnicity.

* Q40. Which of the following best represents your race/ethnicity?

(Choose all that apply).

- ☐ White or Caucasian
- ☐ Black or African American
- ☐ Hispanic or Latino
- ☐ Asian or Asian American
- ☐ American Indian or Alaska Native
- ☐ Native Hawaiian or other Pacific Islander
- ☐ Prefer not to say
- ☐ Other (please specify)

APPENDIX 2

APPENDIX 2-DOCUMENTS REVIEWED

1. Newspaper Articles---Capital Times, Wisconsin State Journal
2. Two Exit Interviews
3. HVZ Employee Letter
4. Summary of HVZ Workplace Environment Investigation
5. Zoo 2022 Budgeted Positions
6. 2002 RES-O16
7. Chapter 18 Dane County Ordinances
8. USDA PST Inspection Report
9. Dane County Official Violation (USDA)
10. AZA Incident Response Letter from HVZ
11. Employee Benefit Handbook, December 2020
 - Discipline, Suspension and Discharge
 - Employee Performance Evaluations
 - Employee Performance Problems
 - Ethics
 - Grievance-Civil Service
 - Grievance General
 - Human-Resources-General
 - Training -General
12. African Penguin Information
13. Aracari information
14. Capybara Information
15. Harbor Seal Information
16. Vdd Hornbill Information
17. Amended USDA Inspection Letter
18. Animal Incident Report
19. AZA Animal Welfare Response 2022
20. Bactrian Camel Boog Specimen Report
21. Bison Beefcake Specimen Report
22. Bison Mama Cow Specimen Report
23. USDA Inspection Report May 26, 2022
24. Emails between zookeepers and Zoo Director
25. Training materials for Diversity
26. Emails regarding Concerns with Animal Welfare
27. Emails regarding confirmed investigation week of April 18th
28. DEAI Committee notes
29. Draft Welfare Assessment Program
30. FEI Proposal for training for all zoo managers and staff regarding Workplace Bullying, Civility in the Workplace and other topics.
31. Emails regarding exit interviews
32. Complaints made directly to the County Board

33. Staff meeting notes.
34. Pre-disciplinary notes, coaching notes and uniform meeting.
35. Resignation letter from Greg Peccie
36. Incident report from Angela Sutton in 2017
37. Seal information provided to AZA
38. Updated Workplace Plan
39. Goat Hooves Information
40. Uniform Information and warnings
41. Conservation and DEI Committee Formation
42. All Staff meeting minutes.
43. Employee In-service training and Continuing Education Criteria
44. Peacock Enrichment Approval Request
45. Budgeted Positions from 2018 to 2022 (2018 had 21, 2022 has 39.5)
46. 2022 Zookeeper Time Off Memo
47. Giraffe Exhibit discussion
48. Emails regarding concern about retaliation
49. Information regarding Seal Case- 2019
50. Updated Draft Henry Vilas Zoo Workplace Plan, 2022
51. Draft Plan for Giraffe Enclosure
52. Goat Hooves Disease Information
53. Emails regarding animal care and discrimination article
54. DEI and Conservation Committee Formation Outline
55. Notes regarding Capybara
56. February 11, 2020, meeting notes with RS and JE
57. Memo regarding BP and JD regarding unfair treatment
58. Email to JE from LW regarding Barns area dated July 22, 2021
59. April 24, 2022, email regarding grievance
60. April 20, 2022, email regarding complaint against JE
61. February 4, 2022, email regarding accountability
62. Guidelines for Zoo and Aquarium Veterinary Medical Programs 2016
63. Dane County Contract with UW Vet school dated 2/18/2019-12/31/2024
64. Clinical note regarding Capybara
65. Missing page from AZA Report
66. Animal Welfare Committee email and description
67. Information about other departments
68. Response to HR/OEI zoo report from AFSCME leadership
69. Meeting notice dated May 3, 2022, with emails regarding covid requirements
70. Discipline log obtained through open records
71. AFSCME August 5, 2022, Supervisor email
72. EGR's response to Parisi email on June 2, 2022
73. Goat Hooves incident
74. EGR Update on \$1000 Relief Payment Proposal
75. Remote Access issue
76. Pre-De Letter dated June 2022

77. Pre-D Meeting Notice dated April 15, 2022
78. Employee Group Representation dated April 7, 2022, regarding representation
79. June 8, 2022, memo regarding workplace conduct
80. Janitor opening at the Zoo
81. Resetting the Tone memo and related emails regarding the investigation
82. Statement position regarding Chinese food incident
83. March 15, 2022, email regarding request to Redirect Employee Relations Division regarding Handbook
84. Emails regarding concern that intra-department exit interview is "pointless."
85. Email and letter regarding PIP and expectations and alleged "micromanagement"
86. Email regarding lack of medication by manager on December 31, 2021
87. Email chain between MM and Equal Employment Opportunity office
88. Evaluation dated December 21, 2018, allegedly reflecting first negative review but references past issues
89. Email regarding discussion on assignments; alleged disparity in work assignments
90. August 2021 Email chain regarding keeper expectations
91. Complaint regarding manager dated July 2021
92. Vacation and Time off policies dated July 2021
93. Email to group 65 seeking to opposition to reclassifying janitor to Zoo Horticulture Specialist dated June 14, 2021
94. Email regarding reclassification and alleged "promised" job dated May 21, 2021
95. March 23, 2021, email regarding public works committee regarding LTD hiring
96. November 10, 2020, budget amendment discussion
97. April 28, 2022, email regarding follow up on HVZ allegations
98. December 21, 2018, email from Equity and Inclusion
99. Letter regarding 2018 complaints against fellow employee Equal Employment Opportunity referring previous complaints pre-2018
100. July 27, 2018, email string regarding discipline
101. Documents regarding alleged issues between employee group representative and manager and covid suspension
102. Issue concerning Chinese food incident reported in June 2020 when the incident occurred in Feb. 2020
103. Grievance issue settled by rescinding written reprimand in 2022 concerning COVID response
104. Request to reclassify as janitor and efforts to require county to agree to it
105. Concern with Director of Administration
106. Personnel and Finance Committee email against director alleging retaliation and mismanagement
107. Animal welfare concerns dated July 10, 2019
108. Hours of Work grievance
109. Tuition assistance issues
110. Email regarding involvement in employee group
111. LTE issue dated February 26, 2019
112. Coaching note issue
113. Lead keeper expectations

114. Vacation request process in 2019
115. August 2019 meeting requests regarding staff meetings
116. Welfare issues dated December 7, 2020, off condition
117. Goat diet reduction and hoof trims
118. Zoo parking situation dated July 7, 2022
119. Attendance grievance issue
120. May 3, 2022, PIP attendance
121. Further PIP attendance emails
122. Pre-D notice regarding absences
123. Grievance filed because of PIP unrealistic expectations
124. More goat hooves information dated January 14, 2022
125. Continued of discussion of Chinese food incident dated January 13, 2022
126. Goat Hooves recommendation

APPENDIX 3



DATE: October 7, 2022
TO: Honorable Judge Valerie Bailey-Rihn (Retired)
FROM: Captain Joe Balles (Retired)
SUBJECT: HVZ Staff Climate Survey Final Results

BACKGROUND

In mid-August 2022, you requested my assistance with your inquiry into several significant allegations at the Henry Vilas Zoo. The nature of these allegations was summarized in a Dane County Board resolution adopted on June 2nd, 2022. The allegations ranged from concerns around general animal care at the Zoo, and internal work climate, both perceived and experienced, by Dane County staff (e.g., managers, employees and contractors) who work at the Henry Vilas Zoo. In an effort to measure and quantify staff experiences and perceptions, you requested my assistance in designing a survey instrument, administering the survey in a way that insured staff confidentiality, and provide you with this summary of survey results.

SURVEY DESIGN & METHODOLOGY

The final version of the HVZ Staff Climate Survey contained six sections described below:

- Section 1: Questions regarding staff concern about specific Dane County Board HVZ allegations as identified in the June 2nd, 2022 resolution.
- Section 2: *General questions regarding HVZ employee work perceptions and experiences.
- Section 3: *Specific questions regarding harassment, bullying and discrimination.
- Section 4: Specific questions related to zoo culture as recommended by the AZA (Association of Zoos and Aquariums).
- Section 5: General questions regarding overall animal care, HVZ safety and security.
- Section 6: Survey respondent demographic data questions.

**NOTE: Questions in Sections 2 & 3 were adopted from the 2019 [City of Madison's Multicultural Affairs Committee and the Women's Initiatives Committee \(MAC/WIC\) survey](#) that was responded to by over 900 City employees.*

The survey instrument was designed using SurveyMonkey and a link to the online survey was emailed to 72 HVZ staff (FTE and LTE) email addresses provided by HVZ Zoo Director Ronda Schwetz on Monday, September 12, 2022. HVZ staff were requested to complete the survey by Friday, September 23rd, in order to meet the timeline for completing this inquiry as requested by the Dane County Board of Supervisors. Survey completion reminder emails were sent to HVZ staff on Thursday, September 15th and Tuesday, September 20th.

SURVEY RESPONSE RATE & RESPONDENT DEMOGRAPHIC DATA

A total of 49 persons started the HVZ Staff Climate Survey; 46 persons completed the survey through the final question for a 94% completion rate. ***While we observed a very strong overall survey response rate of 64%,*** we suspect the response rate was even higher for FTE staff as LTE employees who work seasonal hours are likely not currently checking their HVZ Dane County email accounts at this time of year. The *“Typical Time Spent”* completing the survey according to SurveyMonkey was 30 minutes and 48 seconds. Below is a summary of survey respondent sample demographic data:

- Survey sample breakdown by HVZ job title or classification (N=46)

<u>Title/Classification</u>	<u>Total</u>	<u>Percent</u>
HVZ Manager (e.g., Director, Deputy Director, General Curator, Education Curator, Zoo Managers, Education Manager)	7	15.22%
Animal Caretaker (e.g., Lead Zoo Keeper, Zoo Keeper, Lead Vet Tech or Vet Tech).	18	39.13%
HVZ Education & Operations (e.g., Lead Facilities Tech, Facilities Tech, SS Laborer, Janitors, Horticulturist, Clerks, Marketing & Outreach Coordinator, Volunteer Coordinator, Guest Services Coordinator, Education Specialist)	16	34.78%
HVZ Concessions Staff & Other	5	10.87%

- Survey sample breakdown by gender:

Female	32	69.57%
Male	4	8.70%
Non-binary third gender	1	2.17%
Prefer not to say	8	17.39%
Prefer to self-describe	1	2.17%

	<u>Total</u>	<u>Percent</u>
• Survey sample breakdown by race/ethnicity:		
White/Caucasian	44	95.65%
Black/African American	0	0.00%
Hispanic/Latino	1	2.17%
Asian/Asian American	0	0.00%
American Indian/Alaskan Native	0	0.00%
Native Hawaiian/Pacific Islander	1	2.17%
Prefer not to say	2	4.35%
Other	0	0.00%

SURVEY RESULTS SUMMARY

SECTION ONE: Dane County Board Allegations

Question #1 asked HVZ staff to express their degree of concern for the six specific allegations listed in the Dane County Board resolution of June 1st. The below three allegations were identified as most concerning to staff:

1. Allegations that employees have been unequally disciplined (30 or 57% reported being Extremely or Moderately Concerned).
2. Allegations that Zoo employees have left their job due to a hostile work environment (27 or 55% reported being Extremely or Moderately Concerned).
3. Allegations of retaliation for whistleblowing (25 or 51% reported being Extremely or Moderately Concerned).

The remaining three allegations were found to be concerning to staff, but to a lesser degree when compared to the allegations described above:

1. Allegations of retaliation for union activity (22 or 45% reported being Extremely or Moderately Concerned).
2. Allegations that animals at the Zoo have been neglected or mistreated (22 or 45% reported being Extremely or Moderately Concerned).
3. Allegations of racism by Zoo management (20 or 41% reported being Extremely or Moderately Concerned).

27 of 49 respondents to Q1 provided additional information when asked for additional “thoughts or comments” about the allegations. **Responses were mixed.** Some saw

the allegations as concerning, but overall unfounded or lacking any foundation based on evidence. Some disagreed with a specific allegation (e.g., racism), but believed *“favoritism”* instead existed in the workplace. Some were appreciative of HVZ managers and their efforts despite the public scrutiny. Others believed managers were largely responsible or inadequately responded to publicity regarding the HVZ allegations.

SECTION TWO: HVZ employee work perceptions and experiences

Question 2 presented staff with six different statements regarding their perceptions and experiences as an HVZ employee. Three statements were scored very positively by HVZ staff:

1. *“Co-workers typically listen respectfully to my views about work related issues;”* (36 or 76.6% Agreed or Strongly Agree with this statement).
2. *“I feel like I belong here;”* (31 or 65.9% Agreed or Strongly Agreed with this statement).
3. *“I feel my unique attributes and background are valued at the HVZ;”* (31 or 65.9%).

The remaining three statements to Q2 were scored less positively by HVZ staff than the above reported statements:

1. *“I feel free to express my opinions about work related matters at the HVZ;”* (27 or 57.4% Agreed or Strongly Agreed with the statement).
2. *“I have a clear understanding as to how I can move my career forward at the HVZ;”* (22 or 46.8% Agreed or Strongly Agreed with the statement).
3. *“I receive mentoring to help me grow in my job;”* (only 20 or 42.5% Agreed or Strongly Agreed with the statement).

Question 3 presented staff with five different statements regarding their perceptions and experiences as an HVZ employee *“and fair and equal treatment of staff.”*

- When asked if they were *“treated differently by my co-workers because of my race,”* 43 (91.49%) disagreed with the statement; 3 were “Unsure and 1 “Agreed.”
- When asked if they had *“hidden or downplayed certain aspects of their identity to avoid unfair treatment or harassment,”* 39 (82.97%) disagreed with the statement; 8 agreed or strongly agreed.
- When asked if they modified their personal appearance in order to avoid unfair treatment or harassment, 46 (97.87) disagreed; 1 strongly agreed.

HVZ Staff Climate Survey Final Results

October 7, 2022

Page 5

- When asked if they had been treated different by coworkers because of their ability/disability, 43 (91.48%) disagreed; 2 agreed or strongly agreed and 2 were “Unsure.”
- When asked if they had experienced or felt like there would be negative consequences if they reported unfair treatment at work, 27 (58.70%) disagreed, 12 (26.08%) agreed or strongly agreed, 7 (15.22%) were unsure.

Question 4 presented HVZ staff with 12 statements related to their perceptions and experiences with their immediate supervisor or manager at HVZ. The top three most positively rated statements regarding immediate supervisor or manager were as follows:

1. *“Is response to my ideas, requests, and suggestions;”* (74.47% Agreed or Strongly Agreed with this statement).
2. *“Gives me feedback on my work performance;”* (e.g., 78.72% Agreed or Strongly Agreed with this statement).
3. *“Promotes a supportive, safe work environment;”* (e.g., 76.09% Agreed or Strongly Agreed with this statement).

The three least positively related HVZ supervisor or manager statements were as follows:

1. *“Handles disagreements effectively;”* (57.4% of staff Agreed or Strongly Agreed with this statement).
2. *“Have the knowledge, skills and abilities to address difficult situations in the workplace;”* (only 44.68% Agreed or Strongly Agreed with this statement).
3. *“Are well trained and prepared to deal with workplace issues;”* (only 38.29% Agreed or Strongly Agreed with this statement).

Question 5 presented survey respondents with five statements related to the overall work environment and climate at the HVZ. The two statements below scored significantly higher than the others:

1. *“Relationships between employees of different genders at the HVZ are positive;”* (70.21% Agreed or Strongly Agreed with this statement).
2. *“Relationships between employees of different racial groups are positive;”* (55.32% Agreed or Strongly Agreed with this statement; NOTE- 40.43% reported unsure likely due to lack of racial diversity in HVZ workplace).

The below three statements presented in Question 5 scored significantly lower:

1. *“Employees have equal access to learning and development opportunities;”* (e.g., Only 51.06% Agreed or Strongly Agree with this statement).

2. *"HVZ promotions are based on fair and objective criteria;"* (e.g., only 31.92% Agreed or Strongly Agreed with this statement).
3. *"HVZ Leadership holds all employees to the same workplace expectations and disciplinary standards;"* (only 42.55% Agreed or Strongly Agreed with this statement, 38.3% Disagreed or Strongly Disagreed and 19.15% were Unsure).

In Question 6, HVZ survey respondents were asked to enter THREE words to describe the HVZ work culture and environment. There were 47 responses to this question. Some comments tended to be more positive such as, "Supportive, understanding, fun" or "Fast pace, friendly, a family." Other comments were less positive such as, "Toxic, uncompassionate, unresponsive;" or "Toxic, hostile, stressful." Some were mixed such as, "Change, growing pains, overworked;" "Divided, fun, cooperative" or "Cliques, complaining, high school mentality."

Question 7 in this section was an open-ended question asking survey respondents *"if they could change one thing in their job or workplace at HVZ, what would it be?"* 47 responses were received to this question. Some responses were directed at changes in HVZ management; some response at the "EG" or Employee Group. Other suggestions were focused on how HVZ workplace is organized and communication issues with current structures. Some comments were directed at animal care improvements. A number of responses simply wanted to see positive, team-oriented work environment.

Question 8 asked survey respondents to respond to five statements rating Dane County (administration) and how it's supports the HVZ work environment. While 47 responses were received to this question, nearly 1/3 of respondents simply responded *"unsure"* to most statements. 46% of those who did respond rated Dane County as *"ineffective"* in *"fostering mutual trust and respect in the work place"* and *"promoting professional growth of all employees."* Only 42.55% of survey respondents rated Dane County *"effective"* in *"developing policies to promote fair treatment of employees regardless of gender,"* and only 40.42% rated Dane County as *"effective"* in *"developing policies to promote fair treatment of employees regardless of race."* In regards to rating Dane County (administration) in *"responding to incidents of harassment and discrimination in the workplace,"* respondent ratings were very mixed (38.29% ineffective, 31.91% unsure, 29.79% effective.)

SECTION THREE: Specific questions about harassment, bullying & discrimination

Question 9 asked survey respondents if they have personally experienced workplace harassment, bullying or discrimination as an HVZ employee. 17 survey respondents indicated they had experienced ONE or MULTIPLE incidents of “*harassment, bullying or discrimination.*” For those 30 respondents who did not indicate or report having a personal experience, they were advanced forward in the survey to Question 20 if they “witnessed any harassment, bullying or discrimination” in the HVZ workplace (*analysis will be reported later in this report*). For the 17 who did report having one or more personal experiences, the survey instrument asked them to respond to a series of questions about their experience and summarized below.

Question 10 asked those 17 respondents who had indicated “Yes” to personally experiencing HVZ workplace harassment, bullying or discrimination to describe the “nature of the incident(s)? One reported the nature was sexual harassment; one reported race/ethnicity-based harassment; one disability related harassment and three gender based harassment. Ten indicated “None of the Above” and “One” marked “Would rather not say.”

Question 11 asked those 17 respondents what was the “job level of the person(s) responsible for the harassment, bullying or discrimination.” Eight reported “Supervisor or manager;” four reported it was a “Peer;” three reported it was a “Direct report (someone I supervised);” and two responded “Other.”

Question 12 asked those 17 respondents if they reported any of the incidents they experienced. Seven indicated “Yes – to a supervisor or manager at HVZ;” four indicated “Yes – to Dane County Office of Equity and Inclusion;” Two indicated “Yes – to someone not listed” and described later as a HVZ manager or an HVZ manager and other County officials. ***In total, 13 of the 17 respondents (76%) who reported a personal experience with harassment, bullying or discrimination at HVZ did make a report of the incident to someone at HVZ or Dane County.***

Only four persons indicated “No” or did not report their incident(s). When these four were provided a list of possible reasons why they did not report their harassment, bullying or discrimination incident, they checked a number of different reasons:

- Three indicated concerns about being ostracized and shunned at work because they reported it.

- Two thought it would hurt their career.
- Two did not trust the complaint and resolution process.
- Other reasons checked by this group of four included...
 - They did not think it was serious enough to report.
 - Preferred to handle situation themselves.
 - Did not want to get the other person in trouble.
 - One did not know where to go to or who to tell.
 - One listed a comment in the “Other (please specify)” response how *“(NAME REMOVED) would make day-to-day life at the Zoo difficult if I questioned how (NAME REMOVED) handles (their) business.”*

In Question 14, all 17 respondents who personally experienced harassment, bullying or discrimination were asked if they would report a future similar experience. Ten (66.6%) reported “Likely” or “Very Likely.” Three reported “Not Sure” and two reported HVZ Staff “Somewhat Unlikely.” When asked a follow up, open-ended question seeking “other comments” about the reporting of harassment, bullying or discrimination;” 13 of the 17 respondents provided lengthy comments and suggestions. The comments are not detailed here in order to protect the confidentiality of the 17 respondents, but were found to be largely constructive and very specific.

When the HVZ Staff Climate Survey was designed, Questions 16 through 19 were designed to ask those who had personally experienced harassment, bullying or discrimination the following:

- Did the inappropriate behavior stop after you reported the incident(s)?
- Questions related to their satisfaction with the complaint and investigation process?
- Provide any additional comments on the reporting of harassment, bullying or discrimination.

Unfortunately, we realized too late an error is in the SurveyMonkey “Page Logic” which skipped these 17 respondents past the page with these questions. Consequently, we have no data to report on for Questions 16 through 19.

HVZ Staff Climate Survey Final Results

October 7, 2022

Page 9

Question 20 asked ALL survey respondents who personally experienced harassment, bullying or discrimination. 47 respondents answered this question; 28 (59.6%) reported “No” or “Not Sure” and were advanced to Section 4. 19 (40.4%) reported “Yes” to witnessing one or multiple incidents. 18 of the 19 responded to Q21 when asked to indicate the types of harassment they have. Five reported witnessing “race-related harassment;” three gender-related harassment;” two “age-related harassment;” two “disability-related harassment;” two indicated “Prefer not to say.” 10 of the 18 who responded to Question 21 also marked “Other (please specify). Below is a description provided by these ten of the other types of harassment they have witnessed:

- “Cornering employees to join union. Bringing other employee group members to meetings they are not allowed to attend while refusing to listen to directives. Staring into offices of leaders while they are working. Video filming and recording keepers and managers without their knowledge. Drawing pictures of dead animals on HJVZ Enrichment sheets and turning them in to get reaction from staff. Badgering and intimidating leaders in open County Board meetings.”
- “Work related.”
- “Employee group harassment.”
- “Targeting due to being an employee group member.”
- “Favoritism.”
- “Bullying/retaliating against staff for speaking up.”
- “Personal harassment.”
- “Unprofessional behavior towards those outside the EG or with opinions different from the EG.”
- At one point there was a “game” between 2 individuals to hit each other on the shoulders or rip papers out of each other hands. It made others in the room feel uncomfortable and intimidated with these physical interactions. I have previously heard some keepers, including (XXXXX) no respond to radio calls by some members of staff but respond readily to others moments later.”

Question 22 asked those 19 respondents who “witnessed” harassment, bullying or discrimination the “job level of the target or person(s).” Respondents were allowed to select multiple job levels. 18 responded to the question providing 23 responses. **15 (83.3%) were described as “Peer” level;** 6 (33.3%) as a “Direct report (someone they supervised); 1 (5.5%) indicated a “Volunteer;” and 1 (5.5%) indicated “Prefer not to say.”

Question 23 asked those 19 respondents what was “job level of the person(s) who committed the harassment, bullying or discrimination.” Respondents were again allowed to select multiple job levels. 18 responded providing 21 responses. **12 (66.6%) indicated “Supervisor or manager;”** 4 (22.2%) indicated “Peer;” 2 (11.1%) indicated “Direct report (someone I supervised);” 1 (5.5%) indicated “Elected Official;” 1 (5.5%) indicated “HVZ contractor or vendor;” and 1 (5.5%) indicated “Other” adding into a comment box “another HVZ department.”

Question 24 asked those 19 respondents who “witnessed harassment, bullying or discrimination to report how did they “respond to the incident(s) you witnessed.” Respondents were allowed to select multiple options. 18 responses were received. 10 (55.5%) indicated they “spoke privately with the person who was targeted about the incident;” 6 (33.3%) indicated they “reported the incident;” 16.6%) indicated they “did nothing;” 2 (11.1%) indicated they “interrupted, intervened or disrupted the incident as it was occurring;” and 3 (16.6%) indicated “Other” (e.g., Chose to limit contact with individual or made themselves available to managers if they had questions about this incident as they knew it was reported).

SECTION FOUR: Questions related to Zoo culture from the AZA

In the development of the survey instrument, Zoo Director Ronda Schwetz provided us with a series of questions from the American Zoological Society (AZA) to assess “Zoo Culture.” We decided to include those questions as presented to us in our HVZ Staff Climate Survey. Below is a summary of the survey results from those questions.

Question 25 asked respondents “how confident to (they) feel about (their) ability to influence the culture at the HVZ?” 46 responses were received and the results were mixed. 17 (36.9%) believed they could “only have small impact;” 14 (30.4%) believed they could “make a big difference;” 9 (19.5%) believed they “only influence (their) team;” and 6 (14.4%) indicated they had “no ability to influence HVZ culture at all.”

Question 26 asked respondent if they were “good at holding people accountable when their behavior does not align with positive HVZ culture.” 46 responses were received and results were again mixed. 18 (39.1%) indicated “Yes;” 7 (15.2%) indicated “No;” 13 (28.2%) indicated “No idea;” and 8 (17.4%) indicated “Sorry... not my job.”

HVZ Staff Climate Survey Final Results

October 7, 2022

Page 11

Question 27 asked respondents to rate their own “listening skills when working at the HVZ?” 46 responses were received with most (85%) indicated “Excellent” or “Pretty decent.” Only 7 indicated “Fair” or “Could be better.” No one indicated “Need focused improvement.”

Question 28 was an open-ended question asking respondents to share their “uncertainties as they relate to your work at the HVZ.” There were 46 responses to this question. ***The majority of those responding to this question expressed a great deal of uncertainty with regards to the current work climate at the HVZ.*** Below is an example of some of the comments:

- “I am uncertain things will get better and that the culture will improve.”
- “That there is a way to ‘fix’ the culture and staff moral under the current management. That these surveys and interviews will not actually make positive changes for the staff at HVZ.”
- “Confusing messaging or variable support from Dane County.”
- “How to get everyone on the same and positive page. There are a lot of negative people that I don't seem to be able to reach to look at things more positively.”
- “Why do keepers stay if they are miserable and think this is the worst place. Many of us are here and think we are pretty great, and want to help with improvements.”

Question 29 was another open-ended question asking respondents “what, if anything, makes (them) nervous or anxious about (their work) at the HVZ?” 46 responses were received. ***Similar to question 28, most HVZ staff responding to question 29 expressed overall anxiousness in their comments.*** Below is an example of some of the comments:

- “Anxiety is through the roof and is affecting my health”
- “Being disproportionately punished for common, minor mistakes”
- “The constant negative press.”
- “Because I’ve witnessed peers being targeted by management for no apparent reason, it makes me anxious that could also happen to me even though I try to be the best employee and coworker I can be.”
- “I’m anxious that if I speak up about the wrong thing or push for change too much, I might make management mad and that would result in them treating me differently in a bad way.”

Question 30, another open-ended question, asked respondents to describe “what is everybody thinking about but no one is talking about at the HVZ.” 46 responses were received. Below is an example of some of the comments:

- “Nothing will come out of this and management will get a pass as usual.”
- “That these investigations are a waste of time and Dane County is going to protect the managers no matter what.”
- “Targeting/ favoritism by managers.”
- “Exhaustion from the constant investigations and arguing between the employee group, county, management, etc.”
- The level of animosity fostered by the EG toward management or those outside the EG
- “Many of the managers have very defensive personalities which destroys effective trust and communication.”
- “Poor management. Managers that don't hold themselves accountable. Managers that made rash decisions without talking with their 'team' first and taking into account that their staff has worked with some of these animals for several years and may know something or more than they do.”

Again, most staff responding made very pointed comments as to problems they see within the current staff climate at the HVZ. Some were directed at the Zoo Director, others directly at specific mid-level managers, others at the Employee Group and some at Dane County.

Question 31, the last AZA culture question, was another open-ended question asking staff “what are you afraid of in regards to culture at the HVZ?” 46 persons responded to this question. ***While there were many less than positive comments made about HVZ culture, the comments made were fairly split in regards to whose responsible for culture related problems at HVZ. Some respondents blamed management and at times specific managers, other respondents pointed blame directly at the Employee Group.*** Some staff were simply afraid that “nothing would get better” unless specific named people left HVZ. Others were afraid of specific staff, supervisors or managers. Others expressed fear of retaliation, poor attitudes toward animal care, or the overall “toxicity” of the HVZ work environment. While there appears a genuine desire by some for improvement in HVZ culture, there is not a lot of confidence anything will improve in the foreseeable future.

SECTION FIVE: Questions related to animal care, HVZ safety and security

The final section of the staff climate survey contained a series of questions related to animal care, overall “safety” and “security” at the HVZ. Q32 asked staff to rate their perceptions and experiences on how animals are cared for at the HVZ. **46 responses were received and the majority of respondents indicated positive ratings in regards to animal care at the HVZ.**

- 40 (86.95%) responded “Agree” or “Strongly Agree” when asked if “Zookeepers were knowledgeable about the animals in their car.” Only 4 (8.7%) responded “Disagree” and 2 (4.35%) were “Unsure.”
- 37 (80.43%) responded “Agree” or “Strongly Agree” when asked if “Zookeepers share important and timely information regarding the care of animals.” Only 2 (4.35%) responded “Disagree” and 7 (15.22%) were “Unsure.”
- 36 (78.26%) responded “Agree” or “Strongly Agree” when asked if the “veterinary care for animals at HVZ is appropriate and timely.” Only 4 (4.35%) responded “Disagree” and 6 (13.04%) were “Unsure.”
- 31 (67.39%) responded “Agree” or “Strongly Agree” when asked if “the animals at the HVZ have a good welfare and receive the right amount of care as needed.” 10 (21.74%) responded Disagree or “Strongly Disagree” while 5 (10.87%) were “Unsure.”

Question 33 asked survey respondents to rate the veterinary program for care of HVZ animals. 46 responses were received. 33 (71.74%) indicated the level of veterinary care was “Just right;” 11 (23.91%) indicated “Not enough;” while only 2 (4.35%) indicated “Too much.” When asked an open-ended follow up question as to what they would change about the program of veterinary care at HVZ, 35 responses were received. A few comments expressed concern. Most provided positive thoughts and constructive ideas on how to improve overall animal veterinary care and the relationship between HVZ and the UW School of Veterinary Medicine.

Question 34 asked respondents to assess the “overall welfare and care of the animals at the HVZ.” 46 responses were received the majority of which were again positive. 8 (17.39%) rated overall welfare and animal care as “Excellent;” 23 (50.0%) indicated “Just about right;” 13 (28.26%) indicated “Somewhat poor, could be better;” and only 2 (4.35%) indicated Poor, needs definite improving.” When asked an open-ended follow up question as to what they would change regarding animal care at the HVZ,

36 responses were received. ***The vast majority of responses were very positive, specific thoughts and ideas as to how to improve animal care.***

Question 35 asked respondents to assess if they “*feel the overall environment at HVZ is safe to animals and people.*” 46 responses were received. The vast majority of those (36 or 78.26%) responding indicated “Yes” that it was safe; 6 (13.04%) responded “No” and 4 (8.70%) were “*Unsure.*” For those who indicated “No,” they were asked an open-ended question seeking suggestions to improve HVZ safety. 7 responses were received. A number of very constructive and helpful comments were made such as:

- “People are not properly (thoroughly) trained and broken equipment is not fixed in a timely manner. Safety concerns are not addressed by management.”
- “Develop a Safety Committee that visits the different areas of the zoo on a monthly basis and speak to keepers and other staff about safety concerns.
- “We need to re-evaluate our codes and radio safety - our communication is poor and that is partially due to managers not following current protocol.”

Question 36 asked respondents if the HVZ has “*enough security.*” 46 responses were received. **23 (50.0%) responded “No;”** only 9 (19.57%) responded “Yes;” while 14 (30.43%) indicated “*Unsure.*” Those responding “No” were asked an open-ended follow up question seeking thoughts on how HVZ security could be improved. 27 responses were received. The majority of the responses were again very constructive and helpful. A number of responses were simply requests for more security personnel. There was also a suggestion for a specific “*security leader*” and improvements to the HVZ physical environment. Other comments related to security were as follows:

- “Security technology has opportunity for improvement. Personnel Security should be hired on as a county employee and work solely for the Zoo. NO outside contract.”
- “Even just motion lights at the gates or cameras to monitor movement throughout the zoo or “important” areas. Near the gift shop, restaurant, admin, main walkway.”
- A security team should be present 24/7 and an operations staff member should always be present for emergencies (even on holidays and weekends).

SURVEY DISCUSSION & CONCLUSION

The following synopsis is not intended to be comprehensive as the results presented in this report speak for those who voluntarily completed the survey. Overall, there was an amazingly high participation rate and HVZ staff should be applauded for this accomplishment. The survey was taken very seriously by staff as indicated by the 30-minute average time it took for respondents to complete the survey. Over 1/3 of respondents did report personally experiencing or witnessing some form of harassment, bullying or discrimination in the past at HVZ. However, the data was mixed in regards as to the nature of this incident, and the intended “target” or “responsible party” for the behavior as perceived by the respondent to be harassment, bullying or discrimination.

The AZA Zoo culture question results described in Section 4 of this report, particularly the open-ended questions, prompted a wide array of lengthy responses, many of them very strongly stated. Some pointed blame at specific individuals (e.g., HVZ managers, Employee Group, etc.), but many were simply concerned over the impact of existing poor relationships between HVZ managers, the Employee Group and staff; and the continuing impact this dysfunction was having on the day-to-day HVZ work environment. A recommendation going forward might be for Dane County Employee Relations to organize a series of professionally facilitated focus groups to help HVZ staff address past incidents which seem to prevent them from moving forward. The HVZ work group is small with some describing it as “a family.” However, like many families, sometimes outside professional help is needed to work through events from the past before you can find a way to move forward together.

There were few concerns raised by staff in regards to “*overall animal care*” though there was concern expressed at different points in the survey about recent past animal incidents and the unresolved trauma some staff continue to experience from those incidents. Similar to police officers, nurses and others who are exposed to trauma on a daily basis, HVZ staff experience trauma anytime one of their much loved and cared for animals becomes ill or dies. Trauma informed practices and mental health support for all HVZ staff would be something which should be further explored. Lastly, there was strong sentiment expressed that the HVZ is “*safe for animals and people.*” However, we were surprised that 50% of survey respondents also believed HVZ did not have “*enough security.*” There is likely a multitude of reasons for this perception by HVZ staff which should be further explored by Dane County and HVZ leadership. Doing some focus groups specifically focused on HVZ security or a discussion of this topic at an upcoming all HVZ staff meeting would be a great start.

APPENDIX 4

HENRY VILAS ZOO WORKPLACE PLAN 2022

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	Future Goal: establish training for senior staff to improve communication			Sr. Mgmt.	
	9/22	Working with external review team on an anonymous survey so staff can share specific concerns in a safe way	Take survey results and implement work plan to build trust and a more functional work place		RS	
	9/22	Provided contact information to all staff regarding external reviewers so they could contact on their own	Additionally pro			
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	
	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		RS, RK	Personnel change on point person to help with plan

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
			bringing in a new point person. Proposal will be sent next week			
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.
	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	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)
	5/9/22	Create office hours for Management to meet with all staff			RS	RS office hours on M/Th 1:30pm – 3:00pm
	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
	5/11/22 5/19/22 On-going	Attend morning staff meetings weekly or more	Asked for team input on the work plan from		RS, JD	This has been on-going and working well for more frequent day to day updates

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	6/21/22	Talked about RES-085 DD for Giraffe Exhibit	animal care team on 5/19		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	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
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			

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
			so would not be aware of efforts in this category			
3. Communications and Transparency – Management and Staff						
1	On-going	Include transparency in our norms & commitments, establish outreach plan for staff			Managers	Add to work with ER, OEI and FEI
2	On-going	Request additional technology to make access to internet easier to all staff (ex. iPads in all zoo areas without a computer)	Working with Jamie from Dane County IT on getting more equipment at zoo		JD	Veterinary team has better ability to communicate electronically
	7/22	Had IT provide equipment for the Animal Health Center and gave more access for vet team to communicate by email, etc.	Continue to assess where IT equipment upgrades are needed throughout zoo		JD, RS, JT	
	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			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

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
B	On-going	Research alternative modes of communication for all staff			KM	
	5/20/22 6/22	Gave access to Zoo Staff Calendar for all staff			JT	Zoo Staff Calendar generally has all non-keeper staff on grounds/off grounds information for all staff to see
	7/20/22	Gave Corp Counsel, ER and OEI access to Zoo H drive Admin section to assist and review policies/etc.			RS, OEI, ER, Corp Counsel	
3	On-going	Develop comprehensive on-boarding process to introduce new staff to all areas and department functions at the zoo	SOGs Onboarding check lists All Staff meeting introductions		All Staff	
	Mar/Apr 2022 On-going	New FT staff meet with all managers and departments (education, marketing, operations, etc.)	Provide overview of entire zoo operations and how they all fit together		Each Dept.	New Staff on board with Education, Marketing
	7/6/22	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

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	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	Continue to refine meetings to include all interested parties to provide input in decisions	Vet Meeting (5/11) discuss geriatric camel treatment options		All Staff	Have continued to have meetings on animal welfare, collection planning, maintenance priorities, events and other issues for all staff interested
	6/22	Continue to involve all animal care staff in QOL meeting decisions			RS, BP, Vet Team, ZM, ZK	Ensures all staff are able to have input in difficult decisions regarding animals in their care
	7/28/22	Held Giraffe exhibit brainstorming session with all staff invited			Barns Keepers, LW, RS, ES	Several keeper, animal care, operations and education staff attended and shared suggestions for exhibit
	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	Identified keeping porcupines, next steps		Green Barn Keepers,	Identified some solutions but also some questions and future challenges,

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No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
1	On-going	Ensure ER and/or Corp Counsel review issues and provide guidance on next steps			Managers, EA, Corp Counsel	
2	On-going	Work with EAP and outside consultants to work towards resolutions to any outstanding past misconceptions			Managers, EAP, Consultants	
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						
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
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	On-going 7/12/22 7/20/22	Meet with ER to define Position Descriptions and gain role clarity			RS, AU	Continue to define and share with all staff roles and responsibilities of different staff classifications

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
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 club of Wisconsin the first week of June	Was the only Black Birders Week event held in Wisconsin		KM	Huge success with 60+ attendees. Have committed to doing again next year and looking at future collaboration efforts.

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	6/7/22 9/6/22	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	Were able to get over 60% response rate from those asked to participate (typically anything above 50% is considered a very good response rate)		JT	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
	4/26/22	Held first listening session with Bayview Community Center to get feedback for our Interpretive Masterplan for the zoo:	Incorporate feedback into our messaging on new signage throughout the zoo in 2023		JT, CC	This is part of an empathy grant to create inclusive and effective signage throughout the zoo
	5/12/22 6/13/22 Fall 22	Ho Chunk Nation Centro Hispano One City School				
	6/22 7/22 8/22	Partner with Dane County Libraries to bring first ever story walk to children's zoo	Making reading and story time more accessible to our younger guests		JT	Continue with different stories for the summer
	8/22	Attended KEEN presentation at County Board Executive Committee	Provided feedback to Lisa McKinnon regarding suggestions for report clarity		JT, RS JT	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			

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
			County Board will present at 9/6/22 Zoo Commission meeting		RS, KM, LM, Zoo Commission	
2	4/25/22 3/10/22 1/13/22	Met with nINA Collective to discuss proposal for consultation Received EQT process design proposal for consultant on DEAI program The People Co.	Get Nina Collective meeting/proposal Not local, based internationally Provided 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	7/13/21 7/28/21	Shared videos of macroaggressions and bias Shared videos of microaggression and anti-racism	DEAI members watch and discuss at meetings		BP MM	DEAI team provides resources for others to learn about these issues
4	4/2/21 2021	The Niceties play	OEI sponsored play exploring equity and inclusion Professional org whose aim is to increase	 All staff	All Staff KM	Sponsored by OEI for all county staff Resource for job openings and recruitments

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
		Joined the Association of Minority Zoo And Aquarium Professionals	minority representation at all levels in the fields of animal husbandry			
	2021	Created Zoo DEAI committee	Continue to define mission, goal and objectives		DEAI committee	
	6/21	Created self-guided PRIDE scavenger hunt at zoo	Held in 2022 and updating for 2023		CC	Continue coming up with ways to ensure our grounds are inclusive for all 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
	Summer 2022	Sponsored Madison 365	Donated Leadership Academy training given with sponsorship to Bayview Foundation		DEAI Committee	

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	6/21	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
10. Recruitment and Retention of Staff of Color						
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
3	On-going	Advertise open positions at the zoo through the county alternate selection process	Continue to identify ways to include as many job positions as possible to this process		JT, BP	Have used for LTE Education staff and LTE Zoo Attendants in 2021 – 2022 Used alternate selection for Janitor position 5/22, some LTE positions filled with diverse candidates, T&C and LTE Education
1. Discrimination, Harassment, Bullying and Retaliation						
	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
	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
	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	

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
2. Animal Welfare Committee						
	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	
	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
	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
3. Employee Training and Development						
	5/20/22	Research GRAZE	Growing Resiliency for Aquarium and Zoo Employees group to support mental health of zoological professionals and facilitate organizational shifts in that direction		JT	JT will reach out to group to see what resources are available to HVZ

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			JT	
	9/22	Mentioned GRAZE in social media post in regards to support for animal care staff dealing with recent geriatric deaths	Review training and see if workshop would be beneficial to others GRAZE reached out to HVZ to offer support		KM, BP	Sharing story with public increases transparency, animal welfare efforts and empathy
	On-going	HVZ supports Badger American Association of Zoo Keepers (AAZK) chapter and their efforts in conservation, compassion fatigue	Develop MOU with HVZ and AAZK to continue to help support efforts		Zookeepers, RS, KM	
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	

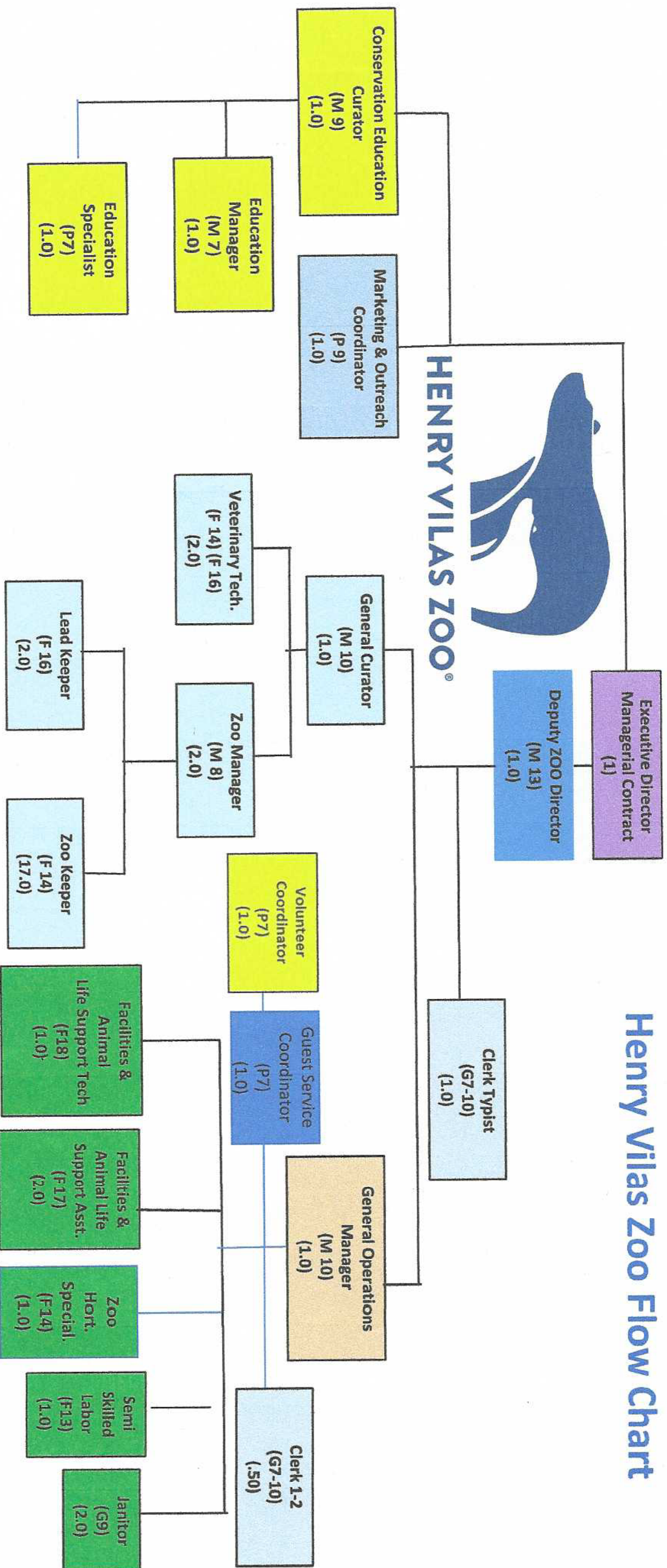
No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	8/22	New comp time policy for managers from Dane County	Ensure Managers are recording CTE and using it		Managers	Provides a way for managers to have more work-life balance
5. Management and Staff Honoring Line 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
6. Zoo Facilities						
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

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome
	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)
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		ES	
	09/22	Identify new software system to implement tracking for maintenance projects	County uses, "Facilities Dude" our team working with them on Zoo application		ES	

No.	Date(s)	Event	Next Steps	Other work standards that apply	Point Person(s)	Process/Outcome

APPENDIX 5

Henry Vilas Zoo Flow Chart



Henry Vilas Zoo Flow Chart-Revised

