

## OREGON ZOO STRATEGIC PLAN

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Date: July 8, 2019  
Department: Oregon Zoo  
Meeting Date: July 23, 2019  
  
Prepared by: Sarah Keane x5705  
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Presenter(s) (if applicable):  
Don Moore, Zoo Executive Director (*and select staff*)  
Kathryn Jarrell, consultant from Future Work Design

Length: 60 minutes

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### ISSUE STATEMENT

The Oregon Zoo is in the midst of a strategic planning process. The process is designed to honor the needs of key stakeholders, be open and transparent, and embody the zoo's "GPS" – innovation, adaptability, and originality.

This process includes meaningful engagement opportunities at key milestones to develop an informed, innovative and inspiring outcome. The plan will provide strategic goals for:

- Clarity and understanding for staff
- Visibility for our community and stakeholders
- Operational focus and sustainability
- Clear decision-making.

### ACTION REQUESTED

Zoo staff seeks council engagement to seek feedback and guidance on targeted priorities through participation in an interactive workshop with zoo staff and several foundation board members. While the whole plan is open for comment and discussion staff recommends Metro Council's attention be focused on the areas with the most potential overlap with overall Metro goals. The following areas have been identified for focus:

*Priority: Drive Wildlife Conservation - Campus sustainability*

*Priority: Elevate the Staff Experience*

*Priority: Create Diverse, Equitable & Inclusive Environments*

*Priority: Achieve Financial Sustainability – Long Term Funding*

Staff also seeks clarity on how Metro Council would like to endorse the final plan in September 2019; via email communication, briefings, work session, or some other avenue.

### IDENTIFIED POLICY OUTCOMES

N/A

### POLICY QUESTION(S)

N/A

## POLICY OPTIONS FOR COUNCIL TO CONSIDER

N/A

## STAFF RECOMMENDATIONS

N/A

## STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Oregon Zoo has engaged its community of stakeholders and used design workshops led by consulting firm Future Work Design to draft strategic priorities and outcomes. A feasibility check was conducted and the plan was scaled to reflect projected resources. The **draft** priorities are as follows:

### Lead the Way in Animal Care & Welfare

*We're driven to create a better life for wildlife inside and outside our zoo – this means creating environments in which all our animals thrive. We will accomplish this by steadily **upgrading habitats** based on basic needs and at the same time, testing **new innovative approaches** that integrate choice and cutting edge techniques for training, enrichment, fitness and research.*

### Deliver an Inspiring Guest Experience (Every Time)

*The zoo experience is our opportunity to **WOW** our guests and also **connect** them to our mission. Our experience will be welcoming, modern, and allow guests to experience the wonder of animals at every possible opportunity.*

### Drive Wildlife Conservation

*Wildlife conservation is at the heart of our mission. Externally, we'll achieve impact through **inspiring** our community to **take action, meaningful partnerships in species recovery**, policy **advocacy** work, and building **strong conservation networks**. Internally, it's critical that we align our **operations** with our values and goals in conservation. (For instance, to conserve natural resources through optimizing renewable energy production on-campus and taking action to mitigate climate change.)*

### Elevate the Staff Experience

*Staff is the bedrock of our animal and guest experience. We know we have some of the most knowledgeable and passionate employees among zoos. We also know that we have work to do when it comes to creating a staff experience where staff feel **included, informed, heard, and connected** to the mission and our overall success.*

### Connect with our Community

*Community perceptions of the zoo are generally very positive, showing high credibility and trust. Our opportunity lies in making our impacts in animal care and conservation evident through our **brand**. We have strong community connections but we can increase our impact through increased **partnerships** and **co-creation** with our key stakeholders.*

### Create Diverse, Equitable & Inclusive Environments (DEI)

*We used DEI as a lens in creating our strategy. It is part of creating inspiring experiences for guests and increasing our staff and community engagement. It's also a strategic priority on its own because this effort requires **intention, focus, and funding** to do it right. We're committed to doing it right.*

### Achieve Financial Sustainability

*We've made a lot of progress towards improving our financial condition and the success of this organization requires that we continue to steadily increase our revenue while carefully managing our expenses. This requires both **planning** and **strategy**.*

### **BACKGROUND**

On Tuesday, April 30, 2019 Don Moore emailed Metro Council with an update regarding Oregon Zoo's planning process indicating the zoo was in the first phases of a strategic planning process which will guide the zoo for the next three years. The plan and the process will support the zoo's mission and vision of creating a better future for wildlife as well as align with the Metro Council's priority goals. The following timeline and touch points with Metro Council were outlined:

March-April	Planning and research	Develop process, form strategic planning team, collect research and data – including brand perception data
May-June	Discovery	Staff kickoff events, stakeholder input on key priorities
 June-July	Design – phase one	Draft strategic priorities, stakeholder engagement, feasibility check, <b>Metro Council guidance</b>
July-August	Design – phase two	Gallery walk for all stakeholders, feedback synthesis, final strategic plan developed, approval from zoo cabinet
Sept-Oct	Activation	<b>Metro Council endorsement</b> , launch communications, integrate into work plans, develop measurement scorecard, develop brand strategy
November +	Budget integration	Incorporate into budgeting process

### **ATTACHMENTS**

Is legislation required for Council action? ☐ Yes ☒ No

- If yes, is draft legislation attached? ☐ Yes ☐ No
- What other materials are you presenting today? Powerpoint, posters on wall