



# A PLAN OF TRANSFORMATION

**Strategic Plan, 2018-2025**



# LAND ACKNOWLEDGMENT

These are the lands of the Tribal signatories of the Treaty of Point Elliott (1855), whose stewardship for the waters, plants, land and animal relatives in the Northwest has continued since time immemorial. Woodland Park Zoo acknowledges this stewardship, the sovereign rights of the Tribal signatories, and our responsibility to join with these Tribes to inspire and advance the restoration of relationships between humans and the living world around us.

## *Lushootseed Language*

*g'əḥ dibəḥ, ti d'ix' ʔaciḥtalbix', tiʔə? dəx'xubətəb ʔə ti tud'ix'qscəḥ ti tiliti ʔal bəkəltiu (1855).  
sg'aʔčəḥ swatix'ṭədčəḥ. ləcutiḥdub ʔə ti d'ix' ʔaciḥtalbix' tul'ʔal tudi? tud'ix' pəḍtab ti swatix'ṭəd ʔi ti  
swətix'ṭəd, ti q'ʊ? ʔi ti x'əlč, ti tatačulbix' ʔi ti titčulbix'. sux'ṭəb ʔə ti Woodland Park Zoo tiʔə? cəḍiḥ  
ləcustiḥdx' ʔə ti d'ix' ʔaciḥtalbix' ʔi ti sg'aʔs šəḥxəčəbs dx'ʔal ck'aqid. huy, ʔuyayus ti Woodland Park Zoo  
ʔəsq'ʊ? ʔə ti d'ix' ʔaciḥtalbix' dx'ʔal k'i ɬubəshəliʔtḥ's ti swatix'ṭəd ʔi ti bək' ʔucəḥdalb ʔal ti swatix'ṭəd,  
ʔal ti q'ʊ? ʔi ti x'əlč, ʔal ti šqulg'ədx'. ti Woodland Park Zoo g'əl ʔabyid ti tatačulbix' ʔi ti titčulbix' ʔə k'i  
shəliʔ. ʔəsxaḥtub ʔə ti Woodland Park Zoo g'əpaʔcutəs k'i bək' g'at dx'ʔal k'i sk'ax'ads tiʔə? qič syayus.*

# ALL WILDLIFE AND WILD PLACES ARE NOW IN HUMAN CARE.

**Our impact on this planet is profound and pervasive...**

affecting all lands, waters, and air, near and far, and endangering the very health of our global ecosystem. Trends in species extinction and climate change are alarming and growing even more urgent. Our challenge and commitments are clear. It is imperative that we foster a broad social commitment to wildlife conservation and, in so doing, redefine the relationship between people, our planet, and all its creatures.

In this context, Woodland Park Zoo introduced our Strategic Plan for 2018-2022, defining a new and necessary role for our zoo and all zoos. Under this plan, over the past four years, we pushed beyond our traditional role as a destination of wildlife wonder and exploration. We purposefully defined Woodland Park Zoo as a conservation organization that is determined to both build upon its proud history of innovation and leadership, and to embrace increasingly rapid societal, environmental and technological change. We committed to do more to save wildlife and their habitats, including to continue bringing sustainable solutions to wildlife and habitats in the Pacific Northwest and around the world through our award-winning field conservation programs. We acted to provide tangible, meaningful action and inspiration.

Now, in extending the Strategic Plan through 2025, we both reaffirm and amend our core priorities, informed by societal, environmental and operational developments during the still ongoing COVID-19 pandemic. We reaffirm, with even greater urgency, our commitments to:

- Provide the highest standards of ethical animal care, welfare and enrichment;
- Provide extraordinary experiences,
- Engage a diverse and broad audience through affordable and accessible zoo experiences, with our community partnerships, and in the virtual world
- Inform, amplify and propel a broad and inclusive social movement for wildlife conservation.

During the pandemic, our region and the world have permanently changed in ways that must also be accounted for as we move forward. Foremost, from a conservation perspective, the long-term threats to life on Earth from human-induced climate change and biodiversity extinctions have become more apparent, with adverse climate events and patterns occurring more rapidly and frequently, over a broader geographic

scale and substantially accelerating habitat loss and species extinctions. These changes and disruptions compel an increased investment by Woodland Park Zoo to reduce threats from climate change and loss of biodiversity as well as providing opportunities for education, engagement, and environmental action. In addition, recent events have starkly revealed some of the pervasive disadvantages experienced by marginalized communities. Accordingly, we find it imperative to redouble and accelerate our commitments to equity, diversity, access and inclusion. Finally, the financial and operational challenges posed by the pandemic to Woodland Park Zoo have highlighted the importance of long-term investments to retain and sustain the zoo's talented and stable workforce. We must act now, and with urgency, to sustain this critical resource.

Accredited zoos and aquariums, such as Woodland Park Zoo, are trusted, beloved, and educational institutions that collectively attract approximately 200 million visitors, train 40,000 teachers in science curricula, and spend \$160 million annually saving animals from extinction through field and on-site conservation programs.




In our 92-acre urban oasis alone, 1.3 million visitors a year of all ages, backgrounds, and abilities engage in deeply memorable experiences with 300 species of animals and with each other, and online visitors to our website, zoo.org, exceed our annual on-site attendance. The surge of support for and engagement with Woodland Park Zoo during the pandemic reaffirms our role as a science-based community resource, a safe place to visit, and an inclusive beacon of hope and respite. Because of these enduring attributes, our membership base is the largest of any cultural institution in the region. Although we cherish these unique assets and attributes, they are not ends to themselves. Rather, they bring us a diverse audience through which we may achieve a far broader and essential mission.

This Strategic Plan, as amended, carries forward and strengthens our ambition to rethink and redefine Woodland Park Zoo and all zoos for the 21st century, to do no less than act, educate, innovate, and inspire to create a broad social movement for wildlife conservation. This Plan is also an open invitation to our community, our partners, our members and visitors, and our talented staff and volunteers, to believe in and act with us.



**Sandy Stelling**  
*Chair, Board of Directors*



**Alejandro Grajal**  
*President and CEO*



**WHAT MUST WE  
DO WITH THIS  
RESPONSIBILITY?**





**CARE  
INSPIRE  
EMPOWER**

# OUR VISION

**WOODLAND PARK ZOO**  
**ENVISIONS**   
**A WORLD**  **WHERE**  
 **EVERYONE**  **LIVES**  
**SUSTAINABLY**  **WITH**  
 **WILDLIFE** **AND**  
**THEIR**  **HABITATS**

# OUR MISSION

**WOODLAND  
PARK ZOO SAVES  
WILDLIFE AND  
INSPIRES EVERYONE  
TO MAKE CONSERVATION  
A PRIORITY IN  
THEIR LIVES**



# CORE STRATEGIC PRINCIPLES

Our strategic plan and actions are driven by the following fundamental beliefs:



## SOCIAL CHANGE

We believe that Woodland Park Zoo and other zoos are uniquely positioned to reach, inform and empower a large and diverse audience to join us in taking wildlife conservation actions, and that our vision will be achieved when local and global efforts bring about an inclusive and enduring social movement for wildlife.



## INCLUSION

We believe that including diverse ideas, perspectives, and voices in every aspect of our work—including our staff, board of directors, volunteers, visitors and partners—is not only the right thing to do, but also essential for realizing our mission and vision. Our experiences, since the original plan was adopted, compel us to enhance our efforts to reach out, welcome, purposefully listen to and serve a greater community.



## EDUCATION

We believe that immersive experiences with animals, and programs of science and exploration that inspire empathy for animals and their needs, provide powerful and influential inspiration and motivation for people to care and to act on behalf of wildlife conservation. In particular, we must urgently leverage the power of immersive animal experiences, our conservation and community programs, and our staff expertise to engage our audiences in climate change mitigation and species conservation actions.



## SUSTAINABILITY

We believe that the urgency of climate change forces our zoo to accelerate our commitment to environmental sustainability. We fully intend to 'walk the talk' in our operations and programs, in partnership with our business partners and suppliers. Moreover, sustainability also requires that we intentionally invest in viable populations of zoo animals and in recruiting, training and retaining a strong and stable workforce.



## COMMUNITY

We believe we must genuinely engage in active dialog and partner to take conservation actions with all the communities of which we are a part, including our city, the Pacific Northwest region, our field partners, and the broader zoo and wildlife conservation fields.



## INNOVATION

We believe that a wise and focused use of scientific expertise and new technologies where appropriate will enhance our activities and connect people more deeply and effectively to wildlife conservation, wondrous experiences, and animal care. We will tap into the creativity of our staff and our community to find new ways to build connections between people, animals and our shared habitats.



## LEADERSHIP

We believe that Woodland Park Zoo has both the opportunity and the responsibility to propel 21st-century zoos and aquariums to be global agents of change for wildlife conservation. We commit to the efforts and investments necessary to collaborate with zoo and aquariums and other organizations that share our goals.



## ACCOUNTABILITY

We believe that rigorous evaluation of our work, using and sharing measurements of our impact, are essential components of a social movement for wildlife conservation. We will responsibly and transparently measure and report on our efforts and our progress.



# OUR VALUES

In all our work, we are driven by core values that describe both our institutional character and our aspirations for the ways in which visitors and all members of our community will experience Woodland Park Zoo.



## TRUST

We commit in all our actions to scientific principles, transparency, honesty, and sound financial stewardship.



## INCLUSION

We value and welcome visitors, partners, staff, and volunteers from all backgrounds, cultures, abilities, and perspectives. We commit to identify, embrace, listen to and collaborate with diverse voices, individuals and communities.



## CARE

We treat each other, all members of our community, our employees, volunteers and all animals in our care with the highest level of compassion and respect.



## TRANSFORMATION

We are a learning organization driven toward creative approaches, innovative thinking, and transformative solutions.



## COLLABORATION

We encourage cooperation, teamwork, and partnership, recognizing both individual and collective contributions to wildlife conservation.



## HOPE

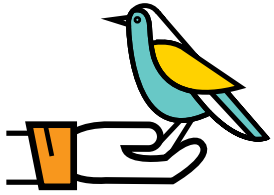
We approach complex problems with a spirit of hope and possibility, and we share that spirit with our visitors and community members.

We will lead by example  
with **ANIMAL CARE**  
of the highest quality,  
establishing innovative  
and ethically balanced  
approaches that invite  
our community to more  
deeply understand and  
connect with animals  
at our zoo and around  
the world.

# CARE







# ANIMAL CARE

## AND WHY IT MATTERS:

All animals and habitats are inextricably influenced by our decisions and actions and the resulting changes to the environment. At the same time, our communities care deeply about the welfare of animals, including those in the care of Woodland Park Zoo. We embrace our community's concern for the welfare of the animals in our care—and we believe that doing so furthers our conservation mission, demonstrating our values in action while promoting empathy for animals, compassion, and a sense of responsibility to all animals on our planet.

## WHAT WE'LL DO

Continue to support our passionate and experienced professionals as they treat every individual animal with the highest level of expert care.

- Continue to set a high standard for animal care at zoos, while also providing examples that inspire our community to care more deeply about wild animals.
- Evaluate animal welfare and identify opportunities for programs, tools and techniques that advance zoo animal care and for sharing best practices with other zoos.
- Develop measures of animal care that demonstrate that zoo animals are living physically and behaviorally healthy lives.
- Engage in balanced and open discussion about the ethics of maintaining animals in human care.
- Bring our community into transparent conversations about the animals in human care at Woodland Park Zoo and how they help drive conservation outcomes.
- Provide clear opportunities for our visitors to see and experience the “behind-the-scenes” components of animal care, leveraging leading- edge innovation in exhibit design and technology.
- Develop measurements to assess visitor perceptions of animal welfare and use this data to continue creating experiences that build empathy and drive conservation action.
- Regularly review the balance between zoo animal population sustainability goals with the individual welfare of animals in our care.
- Increase the contributions of Woodland Park Zoo toward the collective sustainability of zoo animal populations by providing breeding spaces, professional expertise and technological innovation.



We will provide  
**EXTRAORDINARY  
EXPERIENCES**  
with animals, full of  
learning, wonder,  
and hope, that are  
welcoming, accessible,  
and relevant for  
everyone.

# INSPIRE





# EXTRAORDINARY EXPERIENCES AND WHY THEY MATTER:

Zoos inspire wonder, curiosity, and a sense of possibility in people of every age and from every background. We provide deep social, emotional and environmental learning experiences at the zoo and increasingly in the virtual world. These experiences can spark a deeper sense of understanding, empathy, and engagement that leads everyone to develop a commitment to conservation.

## WHAT WE'LL DO

We will ensure that zoo experiences provide inspiring, valuable and relevant events while also being equitable, accessible, and affordable to all members of our community.

- Reduce economic, cultural, and geographic barriers to engage in conservation action.
- Make our zoo a place of inclusion in which people of all backgrounds and abilities feel a welcoming sense of belonging and inspiration.
- Continue to create innovative, inspirational, and immersive experiences of wild animals and their habitats, both at the zoo and through virtual experiences.
- Combine leading-edge technology, innovative thinking, and a deep understanding of learning sciences and conservation psychology, to create remarkable and immersive experiences that create opportunities for individual and collective action for wildlife conservation.
- Ensure that each animal exhibit and its messages are both linked wherever possible to our field conservation program and priorities, and create explicit and effective calls to action on behalf of wildlife conservation goals.
- Ensure that climate change, conservation, education and action receive consistent, integrated and compelling attention through the zoo's programing and messaging, at the zoo, in the community and online.
- Maintain the zoo as an urban oasis and a safe place for communities, particularly those that have been historically marginalized, while providing introspection, fun, respite, and inspirational encounters of the natural world
- Provide a welcoming, educational, enjoyable, and culturally-relevant experience that includes all relevant voices for the conservation of our Pacific Northwest and beyond.
- In collaboration with our communities, create a new long-term master site plan that builds upon our existing onsite strengths while addressing urgent operational and sustainability goals.
- Measure the visitor experience and continuously adapt to advance our impacts.
- Expand financial support of events and programs that make our urban oasis even more accessible and welcoming to all community members.
- Ensure our workforce, community partnerships, and alliances always reflect the diverse communities we serve.
- Provide professional, career, and mentoring opportunities for all members of our community to enhance and expand their participation in conservation solutions.

# EMPOWER

We will inspire a movement of people to embrace and act for **WILDLIFE CONSERVATION** through our zoo and community programs, with our field conservation initiatives, and by advancing meaningful opportunities for individual and collective action.







# WILDLIFE CONSERVATION

## AND WHY IT MATTERS:

Because all wildlife and habitats are in the care of humans, we must confront one of the most profound ethical questions of our time: whether humans will be able to live sustainably on our planet with all of Earth's creatures. Collectively, accredited zoos and aquariums already contribute one of the largest shares of financial support to wildlife conservation and species survival around the world. By leveraging powerful emotional and educational experiences with animals, our field conservation projects, and partnerships in the Pacific Northwest and around the world, Woodland Park Zoo can help build and sustain a widespread commitment to wildlife conservation, inspiring and empowering many more people to take significant and measurable action.

## WHAT WE'LL DO

We will support innovative wildlife and habitat conservation work to save key species and critically endangered ecosystems around the world, with special attention to climate change.

- Increase our local and global efforts to save endangered species and ecosystems through community-based fieldwork that blends professional conservation work, community action and our strategic and financial support.
- Explore the frontiers of information technology applied to field conservation work, seeking to achieve solutions of significant scale through partnerships.
- Encourage urgent and hopeful actions for saving species, bringing wildlife conservation to a relatable scale that invites and prompts action.
- Make our fieldwork more visible and participatory through inspiring and informative examples of wildlife conservation efforts across the globe and inviting our community to join in scientific exploration.
- Combine creative exhibit design with thoughtfully integrated technology and participatory experiences to enhance both enjoyment and learning opportunities.
- Create empowering educational experiences that engender a direct connection to local and global conservation issues and encourage personal and attainable actions with a positive impact for animals and habitats.
- Engage with our communities to identify opportunities for personal and collective engagement in conservation solutions and empower their voices in meaningful conservation action.
- Identify and promote wildlife conservation actions that are both significant and relevant to the people we serve, and that are actions everyone can act on through a variety of methods, such as direct advocacy, consumer and civic choices.
- Activate visitors, community members, and partner organizations to create tangible social change for the environment in our region.
- Be an inclusive conservation leader, dedicated to advancing direct actions as well as broader social change.
- Engage and listen to underrepresented and underserved communities to design programs that bring equitable and just environmental solutions.
- Advance hopeful, empowering, and memorable opportunities for communities and individuals to save species and habitats throughout our communications efforts.

**By fulfilling these aspirations, we will advance our mission and fill an essential role in our region and the conservation community.**

# INCORPORATING AND EXTENDING OUR STRATEGIC PLAN INTO ACTION

The original 2018-2022 Strategic Plan charted an exciting journey for Woodland Park Zoo. This extended and amended revision of the plan drives our priorities forward through 2025. In fundamental ways, our ambitious vision for a sustainable future remains the same: committing to the highest standards of animal care that also explore new levels of engagement and transparency, by providing extraordinary experiences at the zoo, in the community, and in the virtual world that connect people with wildlife, and by fostering a broad social movement for wildlife conservation. And yet, our experiences during the COVID-19 pandemic and widespread discussions about racial equity have taught us new ways to do things, while intensifying our commitments to address

climate change, social justice and the extinction crisis. Accordingly, this amended version of our Strategic Plan requires real change in what we do and how we do it, in who we reach, in measuring success, and in how we partner with our community.

We will rapidly translate and execute this framework through integrated operational, financial, and communications implementation plans. We will use quantifiable impacts to measure our progress in propelling a social movement for conservation, and advancing animal care, extraordinary experiences and conservation action. We will also continue to shape the evolution of our organizational structure and culture, as well as our communications, fundraising, and partnerships.

This Strategic Plan embodies a transformational imperative. There are undeniable changes occurring in the world and, as the COVID-19 pandemic has served to emphasize, these changes have global, national, regional and local consequences, while occurring at a more rapid pace and with less time to adapt. Our response, embodied in this extended and amended Strategic Plan, is to embrace the need for change. We are excited and eager to move this Strategic Plan forward into actions and outcomes.

# WOODLAND PARK ZOO

## LEADERSHIP 2021 BOARD OF DIRECTORS

### Officers

**Sandy Stelling, Chair,**  
*VP of Strategy, Analytics and Transformation, Alaska Airlines*

**Anders Brown, Vice Chair,**  
*Managing Director, Tegria*

**Laurie Stewart, Treasurer,**  
*President and CEO, Sound Community Bank*

**Pallavi Wahi, Secretary,**  
*Managing Partner, K&L Gates*

**Matt Rosauer,**  
**Immediate Past Chair,**  
*Principal, Pine Street Group L.L.C.*

**Rosemarie Havranek**  
*Philanthropist*

**Marlon Dylan Herrera**  
*Deputy Construction Manager, Sound Transit*

**Bill Hilf**  
*CEO, Vulcan*

**Matt Hill**  
*Seattle Market President | Commercial Banking Leader, Key Bank*

**Holly Hirai**  
*Community Volunteer*

**Fred Rivera**  
*Executive Vice President & General Counsel, Seattle Mariners*

**Kyle Rolfe**  
*Associate Principal, Seneca Group*

**Kevin Schofield**  
*Journalist*

**Diane Shrewsbury**  
*Community Volunteer*

**Bryan Slinker**  
*Professor and Dean Emeritus, Washington State University*

### Directors Emeriti

**Rick Alvord**

**Maria Barrientos**

**Kathie Claypool**

**Virgil Fassio**

**Dave Goldberg**

**Jay Green III**

**Jan Hendrickson**

**Carol Hosford**

**Gerry Johnson**

**Jeanne Kohl-Welles**

**Vicki Leslie**

**Bill Lewis**

**Rob Liddell**

**Jim McGraw**

**Charles Morse**

**Phillip Nudelman**

**Mary Odermat**

**John Oppenheimer**

**Nancy Pellegrino**

**Cam Ragen**

**Dale Sperling**

**Jay Tejera**

**David Towne**

**Janet True**

**Maggie Walker**

**Stuart Williams**

**Sally Wright**

**Sheila Wyckoff-Dickey**

### Ex-Officio Directors

**Jesus Aguirre**  
*Superintendent, Seattle Parks & Recreation*

**Alejandro Grajal**  
*President & CEO*

**Jeanne Kohl-Welles**  
*King County Councilmember*

### Executive Leadership Team

**Alejandro Grajal, PhD,**  
*President and CEO*

**Sheri Horiszny**  
*Chief Operations Officer*

**Michele Smith**  
*Chief Finance Officer*

**Serae Kim**  
*Senior Vice President of People and Culture*

**Erica Johnson**  
*Vice President of Learning and Innovation*

**Sarah Valentine**  
*Vice President of Development*

**Rebecca Whitham**  
*Vice President of Engagement*

**Peter Zahler**  
*Vice President of Conservation Initiatives*

### Directors

**Linda Allen**  
*The Alleniana Foundation*

**Katie Bellows**  
*Managing Director, Cascadia Capitol*

**Warren Brown**  
*Executive Director, College Spark Washington*

**Stacey Campbell**  
*Community Volunteer*

**Irwin Gorman**  
*Community Volunteer*

**Angela Griffin**  
*CEO, Launch*

**Katie Matison**  
*Shareholder, Lane Powell PC*

**Shelley McKinley**  
*Vice President, Microsoft Chief Legal Officer, Github*

**Brian Mulvaney**  
*Market President, MUFG Union Bank, NA*

**Larry Phillips**  
*Community Volunteer*

**Robert Plotnick**  
*Professor Emeritus, The Evans School, UW*

**Molly Presley**  
*Senior Vice President of Marketing, Hammerspace*

**Ethan Stowell**  
*Chef, Owner, Ethan Stowell Restaurants*

**Stephanie True**  
*Community Volunteer*

**Jill Walker**  
*Senior VP of Corporate Services & CAO, Starbucks*

**Joe Woods**  
*Managing Partner, Pacific Public Affairs*

**Evan Wyman**  
*Broker & Partner, The Wyman Group @ COMPASS*



