



## Museums for America

Sample Application MA-20-18-0176-18  
Project Category: Community Anchors

### Woodland Park Zoo

Amount awarded by IMLS:	\$211,379
Amount of cost share:	\$265,838

Attached are the following components excerpted from the original application.

- Abstract
- Narrative
- Schedule of Completion

Please note that the instructions for preparing applications for the FY2019 Museums for America grant program differ from those that guided the preparation of FY2018 applications. Be sure to use the instructions in the FY2019 Notice of Funding Opportunity for the grant program and project category to which you are applying.

## Abstract

Woodland Park Zoo (WPZ) requests \$212,221 over two years from IMLS to build our capacity to establish the *Volunteer Inclusion Program* that will provide new opportunities for people with disabilities to become part of our volunteer corps.

The *Volunteer Inclusion Program*, as a critical component of our zoo-wide Diversity and Inclusion Initiative, will advance WPZ's goal of becoming a model for community inclusion by expanding opportunities for people with disabilities to participate as volunteers. To our knowledge, currently there are no cultural organizations in the region with a dedicated volunteer inclusion program. While WPZ engages a small number of volunteers with disabilities at this time, it is on a case- by-case basis. We know that to fully address this need in our community, we require professional training and the benefit of our partners' experience and knowledge. These opportunities will also function as the contributive, socially integrative and skills enhancing roles in the community that disability organizations are seeking for their clients. WPZ will leverage our expertise in volunteer program management and build upon our partner collaborations to respond to the community-identified need for systemic change and integration by providing meaningful and purposeful volunteer service opportunities for persons with disabilities.

The proposed project timeline runs from October 2018 through September 2020. To increase our capacity and build our expertise, we will partner with community disability organizations to provide specialized training for zoo staff and volunteer mentors to design an inclusive volunteer program and remove access barriers for individuals with disabilities. An advisory council will be formed composed of disability partner organizations and community members to provide expert guidance on the creation of an accessible and inclusive environment, the development of a training manual, modifications to our volunteer policies and procedures manual, and the recruitment of volunteers.

The community will benefit from the *Volunteer Inclusion Program* program in a number of ways including: 1. Individuals with disabilities will have the opportunity to volunteer in a welcoming and inclusive environment and be in a position of helping others, which can lead to a greater sense of self-efficacy, increased social skills and feelings of contribution; 2. WPZ staff and mentor volunteers will have access to training enabling them to better understand and support individuals with disabilities in the zoo setting; 3. Disability organizations in the community will have a dedicated volunteer program to direct clients to who seek service opportunities and potential job and life skills development. As WPZ is the largest cultural organization in the region, the impact of the *Volunteer Inclusion Program* program reaches beyond the new volunteer participants and also serves as a model for other organizations.

WPZ's internal Audience Research team will collaborate with all project stakeholders to manage an evaluation plan utilizing a mixed methods approach designed to measure participant outcomes and assess WPZ's progress towards fostering an inclusive and welcoming environment. Data collection strategies will include both traditional and non-traditional methods and be adaptive to participants' abilities and preferred communication styles.

## 1. Project Justification

**What do you propose to do?** Woodland Park Zoo (WPZ) requests \$212,221 over two years from IMLS to build our capacity to establish the **Volunteer Inclusion Program (VIP)** that will provide new opportunities for people with disabilities to become part of our volunteer corps. As a centrally located community builder for 118 years, we are fortunate to steward 92 acres of urban oasis, more than 1.3 million visitors a year, and the largest membership base of any Pacific Northwest cultural institution. Every day of the year, we deliver powerful emotional and educational experiences connecting people of all ages and abilities with wildlife. WPZ is committed to serving the diverse populations of Seattle and beyond through a developmental approach to lifelong learning. In 2016, WPZ launched a multi-year Diversity and Inclusion Initiative dedicated to fostering systemic change toward our institution becoming accessible, inclusive and relevant for all community members. Volunteers are an essential part of our community. Over 1,000 individuals with a passion for animals and conservation come together through our current award-winning volunteer program (2015 Significant Achievement Award for Volunteer Engagement by the Association of Zoos and Aquariums). The VIP, as a critical component of our zoo-wide Diversity and Inclusion Initiative, will advance WPZ's goal of becoming a model for community inclusion by expanding opportunities for people with disabilities to participate as volunteers. To increase our capacity and build our expertise, we will partner with community disability organizations to provide specialized training for zoo staff and volunteer mentors to design an inclusive volunteer program and remove access barriers for individuals with disabilities. An advisory council will be formed composed of disability partner organizations and community members to provide expert guidance on the creation of an accessible and inclusive environment, the development of a training manual, modifications to our volunteer policies and procedures manual, and the recruitment of volunteers. The VIP will be informed by formative and evaluative assessments that will be shared broadly on our website and through professional conferences and publications.

### **What community need, problem, or challenge will your project address and how was it identified?**

*Need: Lack of dedicated volunteer inclusion programs at cultural organizations in the Seattle area.*

People with disabilities represent 12.9% of the population in Washington state, and 13.2% of the population in King County where WPZ is located. Disabilities may include physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder people's full and effective participation in society on an equal basis with others (United Nations Convention on the Rights of Persons with Disabilities, UN, New York, December 2006). In 2016, 31% of residents volunteered in Washington, ranking the state 16<sup>th</sup> in the U.S. This computes to 1.6 million volunteers and almost 2 million hours of service. There are currently no clear statistics on how many persons living with a disability volunteer in Washington state, but all factors point to the number not being representative of the disability population. The estimated number of WPZ volunteers with a disability is approximately 1% (volunteers who self-reported they have a disability). **The world of volunteer service is often encumbered with barriers for people with disabilities.** These barriers are frequently inadvertent and may exist out of ignorance, fear, and concern, or may be practical such as physical obstacles (Schmidl, 2005). Utilizing techniques and approaches such as training, technical assistance, collaboration, the development of inclusive practices, teamwork, and respect, can help to remove these barriers (Robinson and Fanning, 2006).

According to the Centers for Disease Control and Prevention (CDC, 2017), **disability inclusion** involves including people with disabilities in everyday activities and encouraging them to have roles similar to their peers who do not have a disability. This entails more than simply encouraging people; it requires ensuring that adequate policies and practices exist to support them. Inclusion should lead to increased participation in socially expected life roles and activities such as volunteerism. This can, in turn, serve as a potential bridge to employment and as it fosters their integration into society. In an **inclusive service environment**, persons with disabilities are valued for the individual contributions, talent and strengths they bring, independent of their

diagnosis. It also involves staff and volunteers who do not only cognitively understand this, but also embrace differences as markers of a more robust community.

WPZ launched our **Diversity and Inclusion Initiative in fall 2016** to reflect our belief that all voices should be heard in support of wildlife and nature. This continues to be a major zoo strategic priority. We strive to create a dynamic environment that celebrates the unique qualities, perspectives and values of all and support their needs. In summer 2017, we partnered with the **Welcome Inclusion Initiative (WIN)** that is building community awareness and capacity to facilitate rapid, transformative change to promote a world of inclusion for children and adults with disabilities in Seattle and King County. An important component of this partnership is the WIN Business Pledge that WPZ has taken consisting of six central principles: 1. We welcome everyone with disabilities; 2. We value and strive to understand differences; 3. We communicate with clarity, respect and patience; 4. We encourage all our customers to do the same; 5. We are here to help and accommodate you; and 6. We invite ongoing conversations to improve our service. Another key partnership developed in 2017 is with the **Special Olympics USA Games** to be held in Seattle in summer 2018. WPZ is part of the planning efforts and will participate on-site at the games and host a zoo event for the athletes and their families. This participation will be a high profile marker of our commitment as a *community anchor*. The VIP program is a natural next step on our inclusion journey to reinforce this much needed and critical societal change. **WPZ proposes to develop a program to engage people with disabilities in volunteer opportunities where barriers are removed and they are able to provide a service to their community in an inclusive and accessible environment, thereby increasing participation from approximately 10 to approximately 30 individuals with disabilities.** Our aim is that our volunteer population will reflect our external community and help advance the systemic change to which WPZ aspires with our Diversity and Inclusion Initiative.

**How will the community benefit from your project?** The community will benefit from the VIP program in a number of ways including: 1. Individuals with disabilities will have the opportunity to volunteer in a welcoming and inclusive environment and be in a position of helping others, which can lead to a greater sense of self-efficacy, increased social skills and feelings of contribution; 2. WPZ staff and mentor volunteers will have access to training enabling them to better understand and support individuals with disabilities in the zoo setting; 3. Disability organizations in the community will have a dedicated volunteer program to direct clients to who seek service opportunities and potential job and life skills development. As WPZ is the largest cultural organization in the region, the impact of the VIP program reaches beyond the new volunteer participants and also serves as a model for other organizations. Overall, the activities undertaken to establish individualized, meaningful volunteer opportunities can lead to expanded options and multiple benefits for people with disabilities, communities and the larger society.

**How will your project advance your institution's strategic plan?** Primary among WPZ's core values is *Caring and Respect*. We demonstrate compassion for each other and ensure the highest standard of care is given for the wellbeing of the animals in our care. We value diversity among people from all walks of life and will respect differences among ourselves and in others. WPZ's proposed Volunteer Inclusion Program serves three of our 2015-2018 Strategic Plan goals including: 1. Empower People through Conservation and Science Education; 2. Accelerate the Reach and Awareness of Our Mission; and 3. Strengthen Our Organization. Our Diversity and Inclusion Initiative encompasses the following objectives: 1. To create an inclusive and collaborative environment where everyone feels valued and is enabled to perform to their highest potential, and 2. To ensure work at all levels of the organization is conducted by people who reflect the vibrant, diverse communities we serve and seek to serve. Lastly, a new Strategic Plan that will guide WPZ from 2018-2022 is near completion. Chief among the new plan's core strategic principles is *Inclusion*. **We believe that our staff and volunteers must reflect our community and that we must welcome and respect people of all backgrounds to ensure that a diversity of voices is heard in support of wildlife and nature.** We believe the proposed VIP program will advance WPZ in achieving these all-encompassing goals.

**How will your project address the goals of the Museums for America program and align with the Community Anchors project category?** This project will address the goal of the Museums of America to: *Strengthen museums and libraries as essential partners in addressing the needs of their communities.* It will join WPZ and local disability organizations in the effort to make Seattle a welcoming city that values diversity in abilities and celebrates the unique contributions of all people. To our knowledge, currently there are no cultural organizations in the region with a dedicated volunteer inclusion program. While WPZ engages a small number of volunteers with disabilities at this time, it is on a case- by-case basis. We know that to fully address this need in our community, we require professional training and the benefit of our partners' experience and knowledge. The new volunteer opportunities will also function as the contributive, socially integrative and skills enhancing roles in the community that disability organizations are seeking for their clients. WPZ will leverage our expertise in volunteer program management and build upon our partner collaborations to respond to the community-identified need for systemic change and integration by providing meaningful and purposeful volunteer service opportunities for persons with disabilities.

## 2. Project Work Plan

**What specific activities, including evaluation and performance measurements, will you carry out? When and in what sequence will your activities occur?** The **overarching goal** of the VIP is to create an environment that promotes inclusion and offers meaningful service experiences for people with disabilities to engage with the zoo. This program will be the first of its kind at a major cultural organization in Seattle to empower and enhance the lives of individuals living with disabilities by offering them social and job skills development opportunities. We will meet this goal through accomplishing **two major objectives**: 1) **Build meaningful partnerships with leaders in the inclusion community**, whose professionals will serve as trainers and advisors to help the zoo remove barriers and create opportunities for individuals with disabilities to engage with the zoo; and 2) **Create a sustainable inclusion training model**, in which we work with partners to develop ongoing training for volunteer program staff and volunteers to learn more about the range of disabilities and how to most effectively recruit, train and engage individuals living with disabilities.

**PROJECT DEVELOPMENT (Year 1: October 2018 - September 2019)** The zoo will recruit and hire an **Inclusion Coordinator** in Q1 who will begin by working with identified community partners that are dedicated to improving the lives of people with disabilities in the region. Initially, this will include **Provail**, the **University of Washington Haring Center**, **Northwest ADA** and **Alpha Supported Living Services**, who will assist us in identifying obstacles and solutions for engaging individuals with disabilities in volunteer service.

**Inclusion Advisory Council (IAC)** WPZ will establish the IAC in Q1 composed of the aforementioned and other potential partners including individuals living with disabilities. Their initial role will be to **review** the following: 1) volunteer policies and procedures including recruitment strategies; 2) all current volunteer opportunities and volunteer position descriptions; 3) the volunteer orientation curriculum and processes for onboarding new volunteers; and 4) frequented volunteer spaces and resources (Volunteer Resource Center and relevant program materials and tools) to identify physical and other barriers presented to those with disabilities. We will contract with external experts in Q2 to assess the usability of volunteer resources, including technology, according to **Universal Design principles** (see Attachment 1). The IAC will counsel and support the Inclusion Coordinator throughout the project's development and implementation process.

**Training** The Inclusion Coordinator will work with our community partners to develop and conduct a series of inclusion trainings for zoo staff and volunteers. Initial trainings for key volunteer staff and volunteers will include modules delivered by our partners that encompass learning about the wide spectrum of disabilities, as well as how to best engage individuals based upon their needs and abilities. During Q2, the Inclusion Coordinator, volunteer staff and volunteer mentors will participate in a multi-day workshop focused on how to implement inclusive practices that support participants through planning at the program level, systematic implementation and ongoing evaluation. These same staff and volunteers will participate in an intensive train-

the-trainer workshop in Q3 in order to establish one of the key program objectives: to create a sustainable inclusion training program. Generalized trainings will be conducted throughout Year 1 for identified zoo-wide department leads on how to promote inclusion within their divisions. Concurrently, as part of the zoo's Diversity & Inclusion Initiative, a contracted organization (separate from this grant) will conduct basic training for all zoo staff and volunteers on diversity and inclusion.

**Inclusion Training Manual** The creation of an *Inclusion Training Manual* will guide volunteer staff and others who work with volunteers in inclusion methodology and will be a key element in supporting this endeavor. We will incorporate inclusion training into our continuing education required of all volunteers, so that they are a part of building an inclusive community at the zoo. The first session on inclusion for volunteers at large will take place in Q4, as part of required continuing education for zoo volunteers.

**Program Development** In Q3-Year 1 through Q2-Year 2, the Inclusion Coordinator will work with volunteer staff, volunteer mentors and departments across the zoo to: 1) modify volunteer positions and identify new volunteer opportunities; 2) update volunteer policies, including the *Volunteer Handbook*, and procedures and volunteer recruitment methods; 3) modify volunteer spaces (Volunteer Resource Center and other regularly frequented volunteer areas) and resources to accommodate individuals with disabilities; 4) adapt the two-day new volunteer orientation (both content and methodology); and 5) work with the volunteer mentors to modify the post-class training mentoring process.

#### **IMPLEMENTATION (Year 2: October 2019 - September 2020)**

**Volunteer Recruitment & Initial Training** In Year 2, we will work with the IAC to develop a targeted volunteer recruitment strategy for 2020 and revise relevant recruitment materials. This will include reviewing and updating our website, brochures and other recruitment tools, as well as working closely with partners to identify individuals from their respective programs who are interested in and would benefit from participation in WPZ's volunteer program. We will conduct our first volunteer recruitment sessions, accept applications, interview candidates and confirm volunteer program participants in Q1-Year 2. The first series of new volunteer orientations will be conducted in Q1-Year 2. Where needed, job coaches from partner organizations will assist participants and work closely with the Inclusion Coordinator and volunteer staff to train and mentor new volunteers with disabilities. Volunteer mentors, who participated in the previous year's inclusion training, will assist new volunteers with disabilities post training.

**Volunteer Placement in Specific Positions** Volunteer staff will recruit interested zoo volunteers with disabilities for a variety of activities as well as volunteer positions in departments across the zoo. Throughout the period that a volunteer works in a particular volunteer position or activity, the Inclusion Coordinator and volunteer staff will assist and support the individual volunteer and departmental staff as needed.

**Volunteers Become Part of WPZ Community** Volunteers will be encouraged to participate in a variety of volunteer activities and events throughout the year including volunteer meetings featuring guest speakers, field trips and informal engagements with other volunteers focused on areas of shared interest. Their involvement in directing their own volunteer experience will be an essential element of the program and will be supported by ongoing communication between the volunteer, WPZ staff and the volunteer's support network.

**Zoo Inclusion Day** We will invite current community partners and other organizations that support people with disabilities to an *Inclusion Day* at the zoo in Q4 -Year 2. This event will serve as an occasion for our new volunteers to share their zoo experience with their families and the larger community. In addition to highlighting their involvement with WPZ, the event will provide guests with disabilities and others the opportunity to experience and enjoy the zoo, and serve as a recruitment tool for potential future volunteers with disabilities to join the program.

**Inclusive Volunteer Recognition** In Q4 -Year 2, WPZ will host its annual volunteer recognition event, a long-standing gathering that honors our volunteers and thanks them for their contributions. If funded, this grant will

help us to make the event more inclusive by enabling us to hold it in an accessible venue off zoo grounds and to provide accommodations such as a sign language interpreter, for our volunteers with disabilities.

### **EVALUATION ACTIVITIES (Year 1 and Year 2)**

WPZ's internal Audience Research team will collaborate with all project stakeholders to manage an evaluation plan utilizing a mixed methods approach designed to measure participant outcomes and assess WPZ's progress towards fostering an inclusive and welcoming environment. The evaluation will adhere to the Universal Design for Evaluation Framework (Sulewski & Gothberg, 2013) and include participatory and inclusive approaches to actively engage people living with disabilities in the evaluation process. Data collection strategies will include both traditional and non-traditional methods and be adaptive to participants' abilities and preferred communication styles. As we gain insights from the IAC and our new volunteers, the evaluation plan will be modified as needed. The primary evaluation activities follow:

**Year 1 Activities: Baseline staff and volunteer survey:** Staff and volunteers will complete an online survey to identify perceived barriers to supporting volunteers living with disabilities and establish a baseline of attitudes, confidence and skills competency in working with this audience. It will also assess our workforces' perceptions of the zoo as an inclusive and welcoming environment. Results will inform the development of the inclusion training for the VIP. **Formative assessment with people living with disabilities and their support network:** The evaluation team will recruit people with a range of disabilities (E.g. sensory, physical and cognitive) and caregivers who support this community, to participate in focus groups or other feedback opportunities that are responsive to preferred communication styles. These strategies will build understanding about the perceived barriers to volunteering at the zoo, the needs and interest of this audience and provide valuable information during the development of the program. **Preliminary accessibility assessment:** Usability testing will be conducted by people with diverse abilities to evaluate the accessibility of the volunteer program's spaces and resources. Results will inform subsequent modifications.

**Year 2 Activities: Summative evaluation of VIP participants:** VIP participants and/or their support network will participate in summative evaluation activities to assess participant outcomes and gather feedback about their volunteer experience. These activities will be adapted for varied participant abilities and will possibly include interviews, written narratives and photo-voice methodology. **Interviews with staff and volunteer mentors:** Semi-structured interviews will be conducted with key staff and volunteers to gather detailed feedback about program implementation and obtain additional perspective of the participants' volunteer experience, including perceived benefits, accomplishments and challenges. **Post staff and volunteer survey:** At the end of Year 2, an online survey will be conducted with staff and volunteers to assess change in perception of the zoo's inclusive environment, as well as change in attitudes, confidence and skills in working with volunteers with disabilities. **Summative evaluation with community partners:** In Q4-Year 2, all community partners that played a role in the development and implementation of the VIP, will complete an online post-survey to assess the collaboration and the community performance measures. Members of the IAC will also participate in a group interview, providing added reflection on the partnership and the progress made towards the zoo's diversity and inclusion objectives.

**What are the risks to the project and are they accounted for in the work plan?** The potential risks to the project are fairly low. WPZ will be engaging in new partnerships with the identified disability organizations. However, they are established and well-known organizations that deliver significant services to the disability population in the greater Seattle area with a collective history of more than 150 years. We are cognizant, however, of knowing that while we will look to the partner organizations as experts, we need to listen to the authentic voices of the individuals we will serve, as well. There is also the potential risk of internal resistance to the proposed new program, and we anticipate this will be addressed to a considerable degree through the broader WPZ Diversity and Inclusion Initiative.

**Who will plan, implement, and manage your project?** **Kim Haas**, Volunteer and Community Engagement Manager, is the project lead and will be responsible for the coordination of project elements and be the primary liaison with community partners. The **Inclusion Coordinator**, to be hired, will coordinate all volunteer engagement and partner communications. **Dr. Wei Ying Wong**, VP of Education, and **Dana Keeler**, VP of Human Resources, will collaboratively oversee all project elements and staff. **Mary Jackson**, Audience Research Supervisor, will evaluate all project activities. **Margaret White**, Associate Director of Business Operations, will maintain project financial oversight.

**What time, financial, personnel, and other resources will you need to carry out the activities?** WPZ requests \$212,221 from IMLS towards the \$478,059 budgeted for the two-year VIP. WPZ, the Haring Center, the Northwest ADA Center, PROVAIL and Alpha Assisted Living Services will contribute significant staff time towards this project. IMLS funds will be used to underwrite personnel costs associated with project implementation, training and event materials, and data analysis. Ten percent (10%) of the funds requested will be used to cover indirect costs. Community partners will also be contracted to conduct professional development training on inclusive practices.

**How will you track your progress toward achieving your intended results?** The VIP project team will meet monthly to ensure that the project remains on track to achieve projected outcomes. Kim Haas will coordinate the project elements between team meetings. The project timeline will be utilized to ensure that project activities are completed according to the planned sequence and timing of the overall program. Kim Haas and the Inclusion Coordinator will be the primary points of contact between all community partners. WPZ’s Audience Research team will conduct assessments according to the evaluation plan (see **Project Results** section). Margaret White, WPZ’s Associate Director of Business Operations, will monitor all project expenditures.

**How and with whom will you share your intended results?** WPZ proposes to share the project model extensively through conferences, meetings, publications associated with the Northwest Zoo & Aquarium Alliance, the Association of Zoos and Aquariums (AZA) and American Alliance of Museums (AAM). We will share our results with WISE (Washington Informal Science Education) organizations—a consortium of five cultural organizations located in the greater Seattle region—well as other interested partners in the effort to create an inclusive Seattle. The project model will also be shared with a regional and national network of volunteer administrators including the Puget Sound Museum Managers of Volunteer Programs and the AZA Volunteer Management Committee.

3. Project Results **Performance Goal:**

**The VIP seeks to advance the IMLS Performance Goal to *Strengthen museums and libraries as essential partners in addressing the needs of their communities.***

Performance Measure Statements ( <i>using rating scale of “strongly disagree” to “strongly agree”</i> )	Method of data collection
<b>For Woodland Park Zoo:</b>	
My organization is better prepared to provide a program or service that addresses community needs.	These three statements will be included on an online survey to be completed at the end of Year 2. Staff and volunteers that participated in the VIP activities, such as those who participated in trainings or engaged with people living with disabilities in their volunteer role, will complete the survey.
My organization is better prepared to maintain ongoing relationships with community partners.	
My organization is better prepared to share knowledge and other resources as an active contributor to problem solving in the community.	
<b>For community partners:</b>	
(Woodland Park Zoo) offers programs, services, or resources that address community needs.	These two statements will be included on an online survey to be completed at the end of Year 2.



**(Woodland Park Zoo) is an active contributor to problem solving in the community.**

**Members of the IAC as well as additional community partner staff will complete the survey.**

**Describe your project’s intended results that will address the need, problem, or challenge you have identified.** The VIP will address the overall need for people living with disabilities to have accessible opportunities where they can contribute to their communities through volunteerism. The project activities will expand the zoo’s capacity to foster an accessible, welcoming and inclusive atmosphere, promote meaningful collaboration within the inclusion community, broaden service opportunities to people living with disabilities, and deepen participants’ sense of connection to WPZ and its community of staff and volunteers. The VIP will serve to inspire other cultural institutions such as WPZ that appeal to a diverse cross section of the community to establish similar volunteer programs.

**How will the knowledge, skills, behaviors, and/or attitudes of the intended audience change as a result of your project?** The intended change that results from successful implementation of project activities will be measured using a mixed methods approach (reference evaluation plan). Although possible additional outcomes will arise as we gain insight from the IAC and program participants, the intended outcomes for the program are: 1. WPZ’s staff and volunteer participants in the specialized training opportunities report improved confidence, attitudes and competency in engaging and supporting volunteers living with disabilities; 2. Members of the IAC perceive the zoo as an accessible, welcoming and inclusive community organization; 3. Participating community partners identify the zoo as a source for their clients to gain valuable life experience; 4. An increased number of applicants with disabilities apply for volunteer positions; 5. Volunteers living with disabilities and/or their support network perceive the zoo as an accessible, welcoming and inclusive community organization; 6. Volunteers living with disabilities and/or their support networks report feeling like they are a part of the vibrant zoo community; 7. Volunteers living with disabilities and/or their support network report that physical spaces and resources are accessible; 8. Volunteers living with disabilities report that they have increased opportunities to develop relevant life skills; and 9. WPZ demonstrates measurable progress towards two of its diversity and inclusion goals (*1. Create an inclusive and collaborative environment where everyone feels valued and is enabled to perform to their highest potential; and 2. Ensure work at all levels of the organization is conducted by people who reflect the vibrant, diverse communities we seek to serve*).

**What tangible products will result from your project?** The tangible outputs of the project will include: participation by volunteers with disabilities in the program will increase by at least 200%, from approximately 10 to approximately 30 new volunteers with disabilities; partnerships with at least four disability organizations in the Seattle area; staff and volunteer training modules; an inclusion training manual; updated volunteer policies and procedures; revised volunteer position descriptions; revised new volunteer orientations; an inclusion advisory council (to be sustained after the project period), and qualitative and quantitative evaluation results to inform the continued improvement of the VIP.

**How will you sustain the benefits of the project?** Including people of all abilities to participate in our mission is not just a moral imperative, but also a critical precondition to accomplishing our mission. As WPZ staff builds capacity through training, we will adopt a “train the trainer” model that will ensure future staff and volunteers develop the same skills and knowledge in working with persons with disabilities by incorporating elements of this training into new employee/volunteer orientations. In addition, the Inclusion Training Manual and the updated volunteer policies and procedures manual resulting from this project will aid in the transfer of these skills to assist with the sustainability of the volunteer inclusion program. With the partnerships developed through this project and the creation of the IAC, WPZ will become a model in the Seattle area for other cultural organizations to expand their volunteer programs to become more inclusive. In addition, Seattle’s city council has committed to being a *Welcoming City* which will in turn help to ensure that WPZ continues with our larger institutional initiative to become more inclusive. VIP’s success will naturally contribute to its sustainability as its efforts become mainstreamed into WPZ’s business model.

**VOLUNTEER INCLUSION PROGRAM - SCHEDULE OF COMPLETION - YEAR 1: 10/1/18 to 9/30/19**

	ACTIVITIES	KEY PARTICIPANTS	2018 Q4	2019 Q1	2019Q2	2019 Q3
<b>INCEPTION: Formation of Advisory Council and Review of WPZ Volunteer Program</b>	Inclusion Coordinator recruited and hired	Community Partners				
	Advisory group of partners formed and meet regularly	Inclusion Coordinator				
	Volunteer policies and procedures reviewed					
	Volunteer positions reviewed	Volunteer Engagement Coordinators				
	New Volunteer Orientation curriculum reviewed					
Volunteer Resource Center and relevant program materials reviewed for accessibility						
<b>TRAINING</b>	Baseline training for dept leads on inclusion and engaging people with disabilities	Community Partners				
	Leadership for Inclusion Training	Inclusion Coordinator				
	Ongoing training by partners					
	Positive Behavior Support Training					
<b>PROGRAM DEVELOPMENT</b>	Revise position descriptions based upon recommendations	Community Partners				
	Revise volunteer policies and procedures based upon recommendations	Inclusion Coordinator				
	Create new volunteer opportunities based upon recommendations	Volunteer Engagement Staff				
	Revise new volunteer orientations based upon recommendations					
	Work with the volunteer mentors to modify post-class training mentoring process	Key Volunteer Mentors				
	Modify Volunteer Resource Center / program materials based upon recommendations					
	<b>EVALUATION ACTIVITIES</b>	Baseline staff and volunteer survey	<ul style="list-style-type: none"> <li>• Evaluators</li> <li>• People living with disabilities</li> <li>• Zoo staff</li> <li>• Key Volunteer Mentors</li> <li>• Community partners</li> <li>• Program participants and their support</li> </ul>			
Recruit for and conduct formative assessment with people living with disabilities and caregivers						
Recruit participants and conduct accessibility assessment of volunteer spaces and resources						

**VOLUNTEER INCLUSION PROGRAM - SCHEDULE OF COMPLETION - YEAR 2: 10/1/19-9/30/20**

	ACTIVITIES	KEY PARTICIPANTS	2019 Q4	2020 Q1	2020 Q2	2020 Q3
<b>ADVISORY GROUP</b>	Advisory group continues to meet regularly	<ul style="list-style-type: none"> <li>Community Partners</li> <li>Inclusion Coordinator</li> <li>Volunteer Engagement Coords.</li> </ul>				
<b>TRAINING</b>	Baseline training for dept leads on inclusion and engaging people with disabilities Ongoing training by partners: learning/Intellectual and Developmental Disabilities, etc. Cont Education for Current Zoo Volunteers on Inclusion HR to conduct D & I training for all staff	Community Partners Inclusion Coordinator Zoo Staff				
<b>PROGRAM DEVELOPMENT</b>	Revise new volunteer orientations based upon recommendations Work with the volunteer mentors to modify post-class training mentoring process With assistance from partners develop an Inclusion Training Manual Update volunteer recruitment methods and materials Modify Volunteer Resource Center / program materials based upon recommendations	<ul style="list-style-type: none"> <li>Community Partners</li> <li>Inclusion Coordinator</li> <li>Volunteer Engagement Staff</li> <li>Key Volunteer Mentors/Staff</li> </ul>				
<b>IMPLEMENTATION</b>	Volunteer Recruitment for 2020 Accept applications, interview, confirm new volunteer participants Conduct new volunteer orientations, modifying as needed Volunteer mentors engage new volunteers in post-orientation mentoring process New volunteers recruited for volunteer positions throughout the zoo New volunteers integrate into volunteer community: provide volunteer service, attend volunteer meetings, participate in volunteer activities including Barazas, events, etc. Ongoing support provided to new volunteers by staff, volunteers and Partners Inclusion Day at the zoo Inclusive Volunteer Recognition	Community Partners Inclusion Coordinator Volunteer Engagement Staff Key Volunteer Mentors				
<b>EVALUATION ACTIVITIES</b>	Recruit for and conduct formative assessment with people living with disabilities and caregivers Monitoring of VIP participants in volunteer activities, including social events Summative interviews with key staff and volunteers Summative assessment of program participants Post staff and volunteer survey Online community partner survey Interviews with IAC members	<ul style="list-style-type: none"> <li>Evaluators</li> <li>People living with disabilities</li> <li>Zoo staff</li> <li>Key Volunteer Mentors</li> <li>Community Partners</li> <li>Program participants and their support network</li> </ul>				