



From the CEO & Board of Trustees

Your support makes us resilient, confident, and deeply grateful, especially after a year like 2023. When we talk about improving access to Oakland Zoo, we don't often mean it literally!

But last January, heavy rainfall caused a culvert under our entry road to collapse. It left a giant hole—10 feet wide and at least 8 feet deep—that forced us to close.

It took more than a month to repair the damage and re-open public access, but thanks to the extraordinary generosity of our donors, we're standing on solid ground again.

Last year, with all the communities we serve in mind, human and animal, we developed a four-year strategic plan. As we finalized the plan, we put into words a new mission statement—the unique role we hope to play: Oakland Zoo deepens connection with animals, saves wildlife, and inspires champions for the natural world.

"In an increasingly urbanized existence, zoos often provide people with their first or most accessible experiences of animals, fungi and plants from around the world," reads a statement published in October 2023 by the International Union for Conservation of Nature (IUCN) on the value of botanic gardens, aquariums, and zoos.

The statement goes on to list dozens of ways that zoos can promote the conservation of wild species: rescuing and rehabilitating animals, developing and sharing veterinary expertise, fostering empathy, encouraging pro-conservation behaviors, and more. Progressive zoos, the IUCN asserts, can be experts in conservation and formidable partners. In this Impact Report, I hope you'll find proof that we're committed to achieving our full potential leading conservation efforts and connecting you to wildlife.

Thank you for your continued support—together we are Taking Action for Wildlife.

With gratitude,

Nik Dehejia, Chief Executive Officer

Cathy Langridge, Co-Chair, Board of Trustees

Cynthia Stoddard, Co-Chair, Board of Trustees

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It's true, this is an #ActivistZoo! What a treasure, and something to be crazy proud of as an Oakland resident.

DIANE, ZOO GUEST

BY THE NUMBERS

Fiscal Year 2023

853k
VISITORS
to Oakland Zoo

62
DAYS OF ZOO CLOSURE

due to rain, smoke, and weather

165 ITEMS

from the wildlife trade relinquished at *Toss the Tusk*

\$544k
INVESTED

in conservation initiatives around the world

CLIMATE CAREER PATHWAYS WORKSHOP PARTICIPANTS

COMPANIES
matched employee donations
to the Zoo

CONDORS
examined and treated

MOUNTAIN LIONS
rescued and rehabilitated

68
COMMUNITY
VOLUNTEER GROUPS
donated 37,557 hours of work

ATTENDEES
hosted at the Zoo's

hosted at the Zoo's Condor Recovery Conference

72k
VOLUNTEER HOURS
from 631 year-round

volunteers

BLACK-CROWNED NIGHT HERONS saved by the Heron Rescue Team

SIERRA NEVADA
YELLOW-LEGGED FROGS
released

ANIMALS RESCUED
from illegal wildlife trade

75k
CHILDREN
who received free field trips
to Oakland Zoo

ZOOSCHOOL WILDLIFE ASSEMBLIES hosted

BIRTHS at Oakland Zoo

31k
MEMBER HOUSEHOLDS

523
SUNRISE SCIENTISTS
attendees

ZOOCAMPERS
developing a love for wildlife, and
46
who received financial aid

3k
DONORS
who made gifts in this year

CUBIC YARDS OF COMPOST

finished by Oakland Zoo, and

6k

square feet of turf converted to drought tolerant landscaping

A LEAP FOR PREVENTIVE CARE

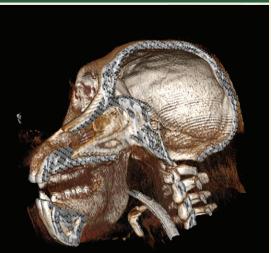
CT scanner joins veterinary family

Oakland Zoo welcomed several new arrivals last year, including a jaguar, a baby giraffe, and a full-body computed tomography (CT) scanner.

The CT scanner weighs 3,510 pounds and is more than eight feet long. It's big enough to scan a grown lion. The images it produces are more detailed than X-rays and quicker, too. CT scanning takes minutes, rather than hours, which means less time under anesthesia for animal patients. Its precise scans can reveal things that could otherwise only be confirmed by invasive surgery, like the sex of a spiny lizard or the extent of an abscess around a black bear's tooth.

"It's a real leap forward," said Dr. Alex Herman, Vice President of Veterinary Services, of the new equipment. "We can catch illnesses and injuries at a whole new level."

126
CT SCANS
conducted at the Vet Hospital







Animals are adept at hiding injuries and signs of disease. It's a survival skill in the wild, but at the Zoo, it's a challenge for their keepers and veterinary staff. Some problems are only revealed during routine checkups, and others are discovered by keepers paying close attention to their animals, day after day. For instance, Tropical Rainforest keepers noticed subtle changes in the behavior of Andi, a chimpanzee in her thirties. They suspected that she had arthritis, and the veterinary team used the CT scanner to confirm their suspicions.

"Her hip looked like a crunchy pile of rocks," said Dr. Herman. It's a success story of preventive medicine: with a quicker and more precise diagnosis, the veterinary team and keepers could design a better treatment plan for Andi.

Although computed tomography is standard for human healthcare, it's rarely used in zoological medicine. In fact, Oakland Zoo is one of only a few zoos in the country with on-site CT capability, and our capabilities are in need. Last fall, Lindsay Wildlife Rehabilitation Hospital brought in a golden eagle for CT scans, and San Francisco Zoo brought a pair of western pond turtles. The veterinary team also contributes images to the Zoo and Aquarium Radiology Database, a resource for specialists in zoo, aquatic, and wildlife medicine, housed at Chicago's Brookfield Zoo. By sharing our expertise and images, we hope to push the field forward.

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The CT scanner has allowed us to practice even better medicine. We can catch illnesses and injuries proactively and early. The animals are really benefitting from it.

MONICA FOX, SENIOR VETERINARIAN TECHNICIAN, OAKLAND ZOO

New Arrivals

Love match for Lucha

The zoo's male jaguar, Lucha, has a new companion: Emma. She came to Oakland from Zoo Miami in fall 2022, and we hope that she and Lucha will have kittens one day. The jaguar pair were introduced slowly, with a fence between them at first. Now, they lounge and interact in the same enclosure for a few hours a week. Their keepers are happy to see them enjoying each other's company.





Tamarin twosome

Mia the cotton-top tamarin joined Alberto, a zoo resident since 2019, in May. These squirrel-sized monkeys with dramatic white crests of fur are the most endangered mammals we have at the zoo. The Oakland Zoo partners with Colombia's Proyecto Tití ("titi" being a nickname for the tamarins) in their efforts to protect the tamarins' habitat.

Happy birthday, baby Kendi

In October 2023, giraffe mom Kijiji gave birth to a female baby, Kendi, which means "loved one" in some languages spoken in Kenya.

Kendi is 150 lbs. and 6.5 feet tall and growing quickly!

OAKLAND ZOO

BIRTHS

- 2 American bison
- **4** Blue spiny lizard
- **75** Eastern Lubber
- **15** Giant African millipede

Henkel's leaf-tailed gecko

- 5 Hill wallaroo
- 1 Lar gibbon
- 6 Pacific pond turtle
- Reticulated Giraffe
- 9 Slender-tailed meerkat1 Southern pudu
- **20** Two-spotted assassin bug

RESCUES

- 2 Cane toad
- **1** Leopard tortoise
- **6** Mountain lion
- 1 Yellow-footed tortoise

NEW ARRIVALS

- **5** Common emperor scorpion
- **1** Cotton-top tamarin
- 12 Day geck
- 2 Derbyana flower beetle
- **15** Giant African millipede
- **25** Giant leaf insect
- **65** Giant thorny walkingstick
- **3** Goat
- **15** Golden silk spider
- **1** Jaguar
- 2 Malagasy leaf tailed gecko
- 3 Shetland
- **1** Suntiger tarantula
- **12** Taveta golden weaver
- **40** Two-spotted assassin bug
- **2** Yellow-billed stork





Neglected animals find safe haven

Partnering nationwide for rescue work

Cracked glass and exposed insulation in animal enclosures. Abscesses and malnutrition. A tiger cage so shoddy that the cats could have leapt out. Those were just a few of the issues that the USDA noted at Tri-State Zoological Park, a roadside zoo in Cumberland, Maryland.

The USDA cited Tri-State more than thirty times for failures of animal care, sanitation, and safety between 2005 and 2017. Yet despite the citations, a temporary license suspension, and an official warning, Tri-State didn't clean up its act.

People for the Ethical Treatment of Animals (PETA) went to the mat, suing Tri-State in 2017 and 2020. In the first lawsuit, a U.S. District Court judge found that Tri-State had committed "flagrant and persistent violations" of the Endangered Species Act, prohibited the facility from keeping endangered or threatened animals, and ordered the transfer of two tigers and a lion to an accredited sanctuary.

"The animals have been housed in fetid and dystopic conditions," wrote the judge.

The second lawsuit ended in a settlement that forced Tri-State to close, leaving 65 animals in need of a home. PETA called on Oakland Zoo and 13 other partners. Two of our staff members flew out, picked up twelve animals, and headed west. On their cross-country drive, they delivered ten animals to reputable sanctuaries and brought two tortoises home to Oakland.

"Rescue and sanctuary initiatives are embracing us: our funding, knowledge, connections, and expertise," said Darren Minier, Director of Animal Welfare & Research, one of the cross-country trekkers. Our partners—from PETA to state and federal agencies—know that we're more than a haven for neglected animals. They rely on us for complicated rescue operations like this one, expert testimony in court cases, and advice on writing and implementing legislation.

30 years of elephant friendship

A farewell and a new chapter

For more than thirty years, Donna and Lisa, our female African elephants, were close companions. They shared a habitat during the day and chose to sleep together in the same barn every night.

Female elephants are deeply social, so as Lisa's chronic arthritis worsened last year, the Zoo's elephant keepers needed to plan for Donna's future, too. They hoped to find a rescued female elephant or a transfer from another Zoo be a companion to Donna.

In the meantime, the elephant keepers and veterinary staff cared for Lisa with extraordinary attention and inventiveness, including physical therapy, warm Epsom salt foot baths, and stem cell infusions. However, her health continued to decline. She moved less and less, and she eventually stopped lying down at all.

"We didn't want her last day to be her worst day," said Gina Kinzley, Elephant Manager. With that principle in mind, Lisa was humanely euthanized in March 2023, at age 46.

One difficult decision followed another: no compatible elephant was available to join Donna here in Oakland, so she needed a new home. The Zoo decided to move her to The Elephant Sanctuary, in Hohenwald, Tennessee.

All last summer, Donna's keepers acclimated her to the transport trailer. It was slow, taxing work, but the keepers were persistent and imaginative, even stabilizing the trailer so it wouldn't squeak under her weight. In September, a small team, which included Kinzley, made the 40-hour journey to Tennessee with Donna in tow.

Donna is now enjoying her new home, still toting the tire she loved to carry around her habitat in Oakland. Sanctuary staff are gradually introducing her to her three new herdmates. Although Donna is missed by everyone that cared for her in Oakland, she'll have the companionship she needs and the exceptional care she's used to in her new home.







Welcoming tomorrow's zoo veterinarians

UC Davis students learn at the Zoo

UC Davis and Oakland Zoo go together like emus and wallaroos, like spoonbills and flamingos, like pudus and cotton-top tamarins. Between mentorship, clinical experience, paid externships, and opportunities to research and publish, the Zoo's Wayne and Gladys Valley Foundation Veterinary Hospital is doing everything it can to welcome students and residents to the field of zoological medicine.

Just last year, we provided tours to high schoolers in the university's Young Scholars Program, hosted research conducted by the Animal Behavior and Cognition Lab and served as a clinical teaching center for the School of Veterinary Medicine. This spring, we'll go one step further and begin hosting veterinarians from the two zoological residency programs at Davis.

The Oakland Zoo Veterinary Hospital is the heart of our collaboration with the university. It serves as a clinical rotation site for fourth-year students of veterinary medicine. The students get the chance to see a day in the life of a zoo veterinarian: working with keepers, examining animals in their habitats, and confronting the vast variety of animal life at Oakland Zoo.

VETERINARY
EXTERNS
hosted by the
Vet Hospital to date

For those fourth-year students that plan to specialize in veterinary medicine, the Zoo offers a paid externship—one of the few paid zoological externships in the country. Students from any university accredited by the American Veterinary Medical Association can apply, but the first extern was a UC Davis student. She studied the effects of nonsteroidal anti-inflammatory drugs on wallaroos, and she presented her research at the national conference of the American Association of Zoo Veterinarians in 2023.

"I love that we're paying a stipend and providing housing," said Monica Fox. "It makes the program equitable."

COMPOSTING FOR THE CLIMATE

Everyone wins on "Team Earthworm"

One person's trash is an earthworm's treasure. That's why Oakland Zoo launched the "Composting for the Climate" campaign on Earth Day, 2023.

When organic waste—like food scraps and yard trimmings—arrives at the landfill, it's soon buried deep in other trash. In that anaerobic environment, bacteria break down this waste and produces methane, a potent greenhouse gas. According to the EPA, organic waste makes up 51.4 percent of all municipal solid waste in landfills, and food waste alone is responsible for 58 percent of landfill methane emissions.

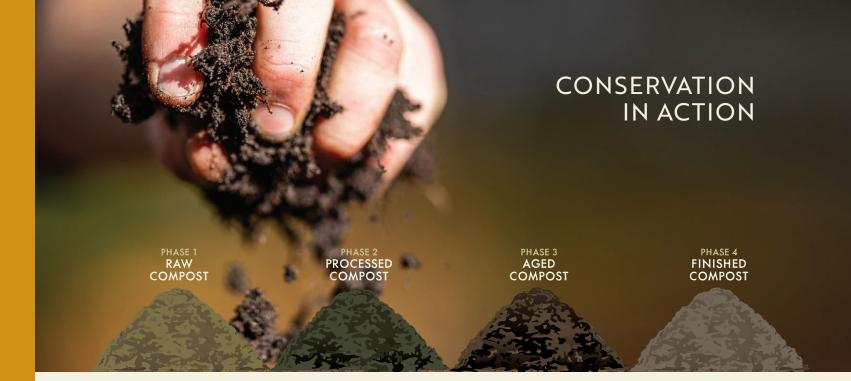
What's more, the waste's carbon and nutrients are trapped in the landfill, not returned to the soil. It's a lose-lose situation.

25
BAY AREA
COMMUNITY GARDENS

supplied with finished compost by Oakland Zoo in 2023







Plenty of animals at Oakland Zoo have big appetites and questionable table manners, so we end up with a lot of organic waste: uneaten food scraps, soiled hay and straw bedding, and manure. Since 2003, Oakland Zoo has been keeping this waste out of the landfill by composting it at the zoo. Our Grounds team shreds the waste in a hay grinder, heaps it into eight-foot piles, and carefully tends it as it decays. After a few months, it's ready to be repurposed as enrichment in animal habitats and soil for our landscaping. All told, we generate around 188 tons of compost each year.

Last year, the Zoo invited all our guests to join "Team Earthworm." To join the team, you don't need to install a compost tumbler or tend a worm farm—you can just make sure that your organic waste goes into the right bin.

To demonstrate how to keep organic waste out of landfills and why it matters, the Zoo installed new waste bins to create 22 "three-stream" collection sites, for compost, recycling, and landfill. The Conservation and Marketing departments designed eye-catching signage on the benefits of composting for our climate and wildlife, and Teen Wild Guides played waste-sorting games with guests.

"Composting is simple, and it makes a huge difference," Adrienne Mrsny, Conservation Manager, said. "And it's attainable, wherever you are in California." Thanks to California Senate

Bill 1383, local governments are required to provide the infrastructure needed for residential composting.

Composting reduces greenhouse gas emissions, it benefits plants and pollinators, and it makes soil richer and less likely to erode. Climate change can feel overwhelming, but joining Team Earthworm is a simple, accessible, and effective way to make a difference.



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Composting is an easy thing to do, especially if you stop and be mindful. It can help save money by increasing mindfulness about food consumption. Becoming educated about how small practices can have a big impact.

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ALEXANDRA PILIOTIS, CLIMATE CAREER PATHWAYS WORKSHOP PARTICIPANT, OAKLAND ZOO

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We are so grateful for your care and precious Paaytoqin. Our community, both Native and non-Native, has been so very thrilled to have the Pregoneesh back in our skies. They are a beacon of hope, in a world where everywhere the wells of kindness seem to be drying up. I saw one of the Pregoneesh flying while I was out hiking—had to sit down to have a good cry. I just want you to know that your work matters to us on a personal level, which is to say...in the heart. Give Paaytoqin a big kiss and tell him we miss him.



Fighting for California's condors

New challenges, new advances

Last summer, highly pathogenic avian influenza (HPAI) devastated a flock of California condors living in northern Arizona and southern Utah. Twenty-one birds—a fifth of the flock—died within three weeks. It was heartbreaking for the scientists and activists working on behalf of this critically endangered species.

Those scientists and activists convened a few months later at Oakland Zoo, which hosted the annual California Condor Field Team Meeting in September 2023. More than a hundred attendees participated, including veterinarians, pathologists, non-lead ammunition activists, and representatives from the U.S. Fish and Wildlife Service, captive breeding sites like the San Diego Zoo, and all flock sites, from the Yurok Reservation to the Grand Canyon. They discussed successes and setbacks in the recovery of California condors, sharing what they had learned about preventing and treating lead poisoning—the leading cause of death for condors—and HPAI.

Lead poisoning afflicts condors that eat carcasses of animals shot with lead ammunition. Oakland Zoo has been treating poisoned condors for almost a decade, and in 2023, two members of the veterinary team contributed to a case study published in the Wildlife Society Bulletin. The paper concerned a bird treated for lead poisoning that had ingested a copper bullet, too, but wasn't poisoned by it: a validation of the arguments of non-lead ammunition advocates.

The Zoo is determined to gain ground in the fight against HPAI, as well. We hope to expand and remodel the condor holding facility and hospital stalls: adding pens, decreasing airflow between them, and installing isolated HVAC systems. Currently, there are no facilities in California equipped to accept condors during outbreaks of infectious disease—but this remodel could make us the first.



CONSERVATION IN ACTION

A refuge for trafficked wildlife

Rescue and rehab in Guatemala

In northern Guatemala, at the edge of the largest forest in Mesoamerica, Oakland Zoo's partner ARCAS operates a rescue center for illegally trafficked wildlife. Each year, ARCAS rehabilitates hundreds of animals confiscated by agencies of the Guatemalan government: spider monkeys, macaws, ocelots, toucans, and more. Most are very young, some are injured, and all require extensive, specialized care before they can be returned to the rainforest.

Some rescued animals, however, can never be released. ARCAS's center doubles as their sanctuary. When members of Oakland Zoo's leadership team stayed at the center in May 2023, they visited one such rescue: a female jaguar with a broken tooth.

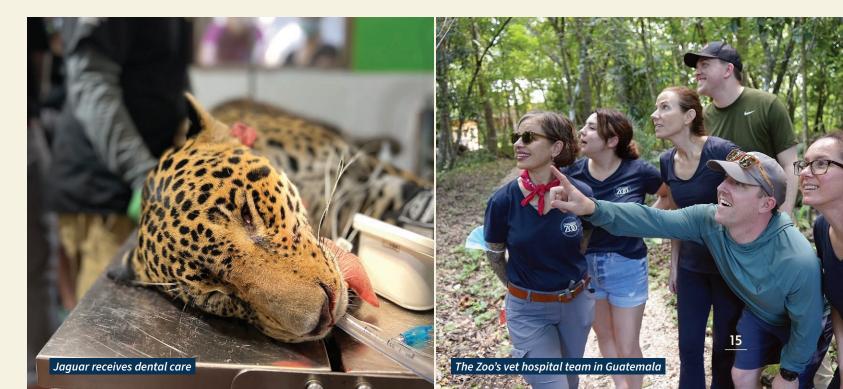
"She deserves a pain-free life in a large, natural enclosure," said Amy Gotliffe, Vice President of Conservation.

That's why a crew of veterinary specialists from our own hospital, along with a dental specialist, returned to Guatemala in November 2023. They pulled the abscess-impacted tooth, administered vaccines, and performed a thorough physical on the ten-year-old feline. The Zoo has also begun collaborating with ARCAS on the design of her new enclosure, which they hope to build in the next year if funding is secured.

ARCAS and Oakland Zoo have been partners for more than twenty years, and we continue to deepen the alliance: hosting staff exchanges and training programs; sharing wisdom, expertise, and resources between us; and collaborating on conservation and education initiatives.

"The work they do at ARCAS is so heroic, so challenging, and so difficult," said Gotliffe. In the decades to come, we hope to continue facing their challenges alongside them.





Sharing the land with wolves

Wolf advocates and ranchers work together

WILD WOLF PACKS
in California

How many wolves are you willing to share the land with? How much risk can you tolerate? Can you reconcile your livelihood with the efforts of wolf conservationists? For ranchers in northern California, those questions aren't hypothetical.

In 2011, a gray wolf left his pack in Oregon, traveled more than a thousand miles, and wandered into California. He was the first wild wolf spotted in the state in almost a century. Now, California is home to eight wolf packs, according to Oakland Zoo's conservation partner Working Circle.

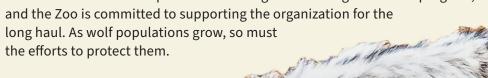
As some ranchers push to legalize lethal control of wolves in California, Working Circle advocates for understanding and coexistence. They hope to prove that wolves, livestock, and people can thrive on shared land as they once did a hundred years ago.

"Working Circle's respect for all people and animals is the key to conservation success," said Amy Gotliffe.

Working Circle works with ranchers in California, Oregon, and Colorado to reduce conflict between wolves and livestock. The organization tailors management and mitigation strategies to individual ranches and offers Range Steward training. Range Stewards work directly on the ground supporting their communities to implement and manage conflict reduction strategies.

IN MEMORY OF SISKIYOU GRAY WOLF, OAKLAND ZOO, 2013 - 2023

Oakland Zoo is the sole sponsor of Working Circle's Range Stewards program,







ANIMAL AMBASSADORS TEACH EMPATHY

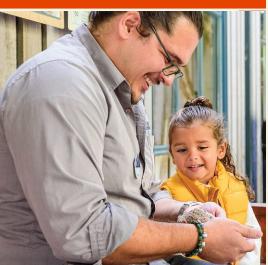
Plus, cataloging animals' unique personalities

"Draw yourself and a snake." That's the prompt that Sarah Bowser, Program Manager, Ambassador Animal Education Programs, gave to middle schoolers on their first day of ZooCamp this summer. The next day, she set up a pegboard on a stand and invited the campers to attach pegs and platforms to it for a snake to use. Then, they watched one of the Zoo's "ambassador" snakes use the pegboard, rearranged the pegboard to make it more engaging, and watched the snake use it again. At the end of the week, she asked the campers to draw the same subject a second time.

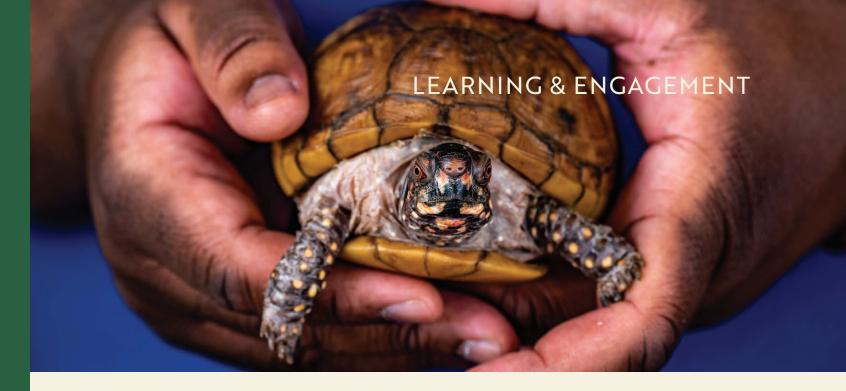
In some of the camper's first drawings, snakes are accessories—wound tightly around the arms or necks of smiling figures—or fearsome squiggles. In the later drawings, however, they have personalities and names. Nuba, a ball python who preferred the ground to the painstakingly prepared board, appears true to life in one camper's sketch: drooping from the pegboard and nosing onto the floor.

1.6k
ZOOCAMPERS

developing a love for wildlife







Ambassador animals, like the gopher snake and ball pythons that navigated campers' pegboards, appear in more than 75 percent of the Zoo's educational programming, from ZooCamp to media appearances. Other diplomats include a tenrec, a box turtle, a blue-tongued skink, and a California tiger salamander.

Every interaction with an ambassador animal is an invitation to empathize, whether it's Bowser asking middle schoolers to imagine what snakes would find comfortable and interesting, or an intern comparing cockroaches to housecats. (They both groom, hiss, and adapt well to urban areas, after all.) And empathy—a combination of understanding, identification, and concern—is an important predictor of someone's willingness to take conservation action.

Her fellow manager, Wilson Sherman, Program Manager, Community Engagement & Belonging, wants to equip every Zoo employee to build those connections. That's why he spent more than a year designing and gathering information for the Oakland Zoo Empathy Guide, a website accessible to staff and volunteers that launched in June 2023. Now, Zoo staff and volunteers use the Empathy Guide every day to discover animals' names, biographical data, and personal details, like a jaguar's favorite food or a baboon's preferred playmate. They can then share those facts, encouraging guests'

SCAN FOR VIDEOI Curiosity while representing the animals accurately and respectfully.

"We know that personal information about animals—their quirks, their histories—is crucial to inspiring empathy," Sherman said. For all the animals that can't be touched, fed, or closely examined by guests, the guide is an indispensable tool for fostering connection.

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When people build connections with these animals, they feel a stronger sense of stewardship towards their species.

SARAH LYNN BOWSER, PROGRAM MANAGER, AMBASSADOR ANIMAL EDUCATION PROGRAMS, OAKLAND ZOO

Welcoming our community

Zoo joins Museums for All initiative

Oakland is a hub city for Museums for All, a nationwide initiative to broaden public access to museums, zoos, and other cultural institutions. Participating institutions offer free or heavily discounted admission to individuals utilizing Supplemental Nutrition Assistance Program (SNAP) benefits.

Last autumn, Oakland Zoo enrolled in the program. And in October, the first full month that the Zoo offered this benefit, people used SNAP cards to reserve more than 2,000 tickets.

Because over 100,000 households in Alameda County have SNAP cards, our participation in Museums for All will open the Zoo's doors wider than ever before. And once people set foot in the Zoo, they can enjoy free, educational activities like encounters with ambassador animals and our popular trading card program, which Dr. Megan Sweet, Vice President of Learning & Engagement, calls "a gem of public programming."

Our commitment to improving access isn't limited to Museums for All. Since February 2023, we've offered a 25 percent discount on tickets to all Oakland residents. Both of these efforts require ongoing support through donations to our Admissions Access Fund and public funding approved by City of Oakland voters, which the Zoo hopes to receive in 2024.



Institute of Museum and Library Services

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造訪奧克蘭動物園(Oakland Zoo) 是一段令人難忘的旅程。這個動物 園坐落在加利福尼亞州奧克蘭市,

提供了一個獨特的動植物體驗

A visit to the Oakland Zoo is an unforgettable journey. Located in Oakland, California, this zoo offers a unique flora and fauna experience.

H STEVEN, ZOO GUEST





New priorities and leadership

Elevating equity, inclusion and accessibility

The Learning & Engagement Department had a busy year. Team members ran thirteen sessions of ZooCamp and presented at the annual conference of the Association of Zoos & Aquariums, for starters.

They also found time to develop a strategic plan under the leadership of their new vice president, Dr. Megan Sweet. In coming years, the department will prioritize internal alignment, external connections, and diversity, equity, inclusion, and accessibility.

One way that Learning & Engagement plans to align internally is through staff training. This spring, two employees will pursue the National Association for Interpretation's Certified Interpretive Trainer credential. Once they earn it, they'll teach interpretive techniques to Learning & Engagement and Guest Services staff, so that all guest-facing employees can make meaningful connections with visitors to the Zoo.

Although the department hopes to develop additional external relationships, Oakland Unified School District (OUSD) remains a vital partner. After successfully aligning their K-5 programming with OUSD curricula, the department plans to do the same for middle and high schools and the Zoo Mobile programs.

"We want to serve schools in our immediate area," said Sweet. "We're especially trying to reach middle schoolers, whom we serve the least."

The more closely Oakland Zoo can work with OUSD, the easier it will be for teachers to benefit from our Zoo to Community program, which provides free programming and transportation to local Title I schools. Here, Sweet's connections will be invaluable. A former teacher and administrator, she's worked in Oakland for most of her thirty-year career in education.

As for diversity, equity, inclusion, and accessibility, the department's values will color all their work within the Zoo and in Oakland, as well as guiding specific projects. For instance, the team is carefully refining its high-school internship program to draw from underrepresented schools. They're also proud of our participation in the Museums for All initiative, which drastically lowers financial barriers to visiting the Zoo.

ZooCamp inspires animal lovers

More grades, more financial aid, and more adventures

Kids who love dinosaurs have it rough. No extracurricular program in the East Bay offers them the chance to feed an ankylosaur or chat with a T. rex keeper. But for kids who love lemurs and bald eagles, there's always ZooCamp.

"Most campers have a deep interest in animals and conservation," said Leah Coburn, ZooCamp Director. The curriculum is designed to encourage that interest, along with campers' senses of curiosity, wonder, and belonging in the natural world.

At ZooCamp, campers from transitional kindergarten through eighth grade learn about animals and the environment through songs, games, crafts, and the unforgettable experiences that only the Zoo can offer. Last year, they met tortoises and Guinea hogs, built enrichment items for sun bears and snakes, and spread food for bison and baboons. Their teachers challenged them to think about animals' diets, behaviors, and personalities, as well as global issues, like conservation and climate change. Campers also had the chance to meet the Zoo's own animal keepers and veterinarians. At the end of their busy days, they took home gifts of native seeds, nature journals, and recycled paper that they made themselves.

Last year, we opened registration to middle schoolers for the first time in years. Now, wildlife-minded young people can attend ZooCamp right up until they're eligible to become camp teaching assistants or Teen Wild Guides.

We also awarded more scholarships to ZooCamp than ever before, thanks to a one-time grant from the Eat.Learn.Play. Foundation. Forty campers received full scholarships, and others had their tuition partially discounted. With scholarships funded by donations to the Youth Access Fund, ZooCamp will continue to welcome local kids to explore their passion for science and wildlife, regardless of financial barriers.





A big-picture vision for the Zoo

Our strategic plan for the next 4 years

With so much at stake for the communities we serve, human and animal, local and global, it is critical to chart an intentional path forward. We are proud to present our new vision and a strategic plan that guides our work towards it.

VISION: A flourishing planet where people and wildlife thrive together.

This vision captures our aspirations for generations to come, and the world we want them to inhabit. We also refined our mission statement to reflect our holistic work:

MISSION: Oakland Zoo deepens connection with animals, saves wildlife, and inspires champions for the natural world.







To develop our strategic plan, the executive team, trustees, and staff from all departments worked together for seven months in 2023. The Zoo gathered extensive feedback from staff, volunteers, guests, members, donors, program participants, conservation partners and industry leaders. Critically, we also spoke to Oakland community members who do not currently visit the Oakland Zoo to see how we might better serve them.

For the next 4 years, our focus is on the following priorities for animal wellbeing, conservation, our place in our community, and the health of our organization:

- Inspire Action for Animals and the Planet
- Expand Leadership in Animal Care, Rescue and Wellbeing
- Deepen Our Conservation Impact
- Enhance Team Culture and Organizational Effectiveness

Thank you for supporting our journey and mission.



To read the complete plan, please see the Zoo's website: oaklandzoo.org

LEADERSHIP

Zoo Leadership

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Fiscal Year 2023 Financial Overview

Operating Support and Revenue

Admission	10,458,602
Concession	3,203,760
Membership	5,057,754
Investment Income	577,757
Contributions	7,400,541
Planned Gift	2,407,714
Satisfaction of Restricted Gifts	965,663
Special Events	310,504
Government Funding	3,298,673
Learning & Engagement Program Fees	890,690
Sponsorship	153,362
Other Revenue	132,247
TOTAL REVENUE	31,173,386

Operating and Program Expenses

Park Operations	11,056,774
Animal Care, Conservation and Research	7,534,452
Veterinary Hospital	1,391,072
Administration and Marketing	5,656,554
Learning and Engagement	2,140,749
Fundraising	949,673
Total Expense without Depreciation	27,338,202
Depreciation	4,545,527
TOTAL EXPENSE	31,883,729

Financial overview is based on unaudited financials. Oakland Zoo posts all audited financials once completed at oaklandzoo.org.

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Beverly and I, and the 34 folks who joined us, cannot thank you enough for such an enchanting experience at the Oakland Zoo. We had a roaring good time! The knowledgeable docents, along with their care and storytelling made sure we enjoyed every moment. Paul Simon was right when he said "It's all happening at the Zoo". This is one of the reasons why the Oakland Zoo is one of the top Zoos in the US, with important partners around the globe.

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My Zoo journey began in 2007 after a job layoff which caused me to seek a more satisfying work/ life balance. Oakland Zoo was a favorite destination for my two young children in the 80s and 90s.

I was accepted into the 2007 Docent Training Program for 15 weeks of Wednesday evenings and Saturday mornings. It fit into my job search schedule and afforded me the chance to learn new and wonderful things. Once graduated, I realized even more opportunities were available: docent board positions and committees, animal handling, cart and walking tours, special events, etc.

Those learning opportunities have never stopped. We are encouraged by our Zoo staff partners to not only share our individual skills and expertise, but to develop new ones. And within the past 30+ years of witnessing its impressive growth and animal care accomplishments, I simply wanted to be a bigger part of it. So, I chose the Dr. Joel Parrott Legacy Circle. Even after all this time, my grown children also support sharing some of their inheritance with Oakland Zoo.

CINDY PUKATCH. DR. JOEL PARROTT LEGACY CIRCLE **MEMBER & DOCENT**

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Jay Warner Landscape

Architecture

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These organizations and individuals donated significant goods or professional services. Thomas W. Allen, Bay Area Consulting Group Buena Vista Tree Service



I love it here. I've been to a few zoos and I might be biased since it's near where I'm from, but Oakland Zoo is definitely one of the best. The animals are so cared for and visibly happier. The workers and volunteers are constantly working to care for and feed the animals. The enclosures are constantly being upgraded and added to so the animals have a better way of life.



Thank you for supporting your Zoo.

Our local and global impact could not be achieved without the ongoing generosity of our donors, members, volunteers, guests and partners.



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Photo Credits: Community Members, Steve Goodall, Steven Gotz, Oakland Zoo Staff