



FRESNO COUNTY ZOO AUTHORITY

MEETING AGENDA

9:00 AM, Wednesday, January 28, 2026

Fresno Chaffee Zoo

Tonle Classroom located inside of Kingdoms of Asia

894 West Belmont Avenue, Fresno, CA 93728

(559) 498-5910

1. Call to Order
2. Roll Call
3. Approve Agenda
4. Nominations and election of Board Officers for 2026
5. Public Comments

This portion of the meeting is reserved for persons desiring to address the board on matters within the Board's jurisdiction that are not on the agenda. Attention is called to the fact that the Board is prohibited from taking any action on matters that are not on the agenda. Members of the public are limited to three minutes to speak during Public Comments as well as for each item on the agenda. Before beginning comments, please state for the record your name and affiliation, if any

6. Approve Consent Agenda Items
These matters are routine in nature and are usually approved by a single vote. Prior to action by the Board, the public will be given the opportunity to remove any item from the Consent Calendar. Items removed from the Consent Calendar may be heard immediately following approval of the Consent Calendar:
 - a. Review and approve minutes of December 17, 2025
 - b. Review and approve payment of County of Fresno January 2026 invoice for Professional and Specialized Services in the amount of \$27,554.99 for services through December 2025
 - c. Receive Treasurer's Report for December 2025
7. Receive Fresno Chaffee Zoo November 2025 Year-to-Date Financial Report

8. Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$4,311,019.39 for the completion of design and engineering services for the New Entrance project
9. Review and discuss the Fresno County Zoo Authority Procedures for Approving and Administering Measure Z Funds and, should the Board propose any amendments thereto, direct staff to prepare a revised document for Board approval during the next regularly scheduled Board meeting
10. Review next meeting dates and revise if necessary:
 - February 25, 2026
 - March 25, 2026
 - April 22, 2026
11. Receive staff reports
12. Chair's comments
13. Board Member comments
14. Adjourn

All supporting documentation is available for public review in the office of the Fresno County Zoo Authority, 2281 Tulare Street, Room 304, Fresno, 93721, during regular business hours.

For further information, please contact Ronald Alexander, Zoo Authority Coordinator, at 600-1710, email zooauthority@co.fresno.ca.us, or visit www.zooauthority.org. Requests for disability-related modification or accommodation needed in order to participate in the meeting must be made to the Zoo Authority Coordinator no later than 9:00 a.m. on the day prior to the meeting.



FRESNO COUNTY ZOO AUTHORITY

ACTION SUMMARY MINUTES

9:00 AM, Wednesday, December 17, 2025

Fresno Chaffee Zoo

Tonle Classroom located inside of Kingdoms of Asia

894 West Belmont Avenue, Fresno, CA 93728

(559) 498-5910

1. Call to Order

CHAIRMAN ROMAN CALLED THE MEETING TO ORDER AT 9:01AM.

2. Roll Call

A QUORUM WAS PRESENT WITH MEMBERS ROMAN, GILES, TOSTE, WATERHOUSE, AND ARIAS IN ATTENDANCE.

3. Approve Agenda

CHAIRMAN ROMAN ANNOUNCED THAT ITEM NO. 8 IS DELETED FROM THE AGENDA. MEMBER WATERHOUSE MOVED TO APPROVE THE AGENDA. SECONDED BY MEMBER GILES. THE MOTION PASSED UNANIMOUSLY.

4. Public Comments

This portion of the meeting is reserved for persons desiring to address the board on matters within the Board's jurisdiction that are not on the agenda. Attention is called to the fact that the Board is prohibited from taking any action on matters that are not on the agenda. Members of the public are limited to three minutes to speak during Public Comments as well as for each item on the agenda. Before beginning comments, please state for the record your name and affiliation, if any

HELD. NONE RECEIVED.

5. Approve Consent Agenda Items

These matters are routine in nature and are usually approved by a single vote. Prior to action by the Board, the public will be given the opportunity to remove any item from the Consent Calendar. Items removed from the Consent Calendar may be heard immediately following approval of the Consent Calendar:

- a. Review and approve minutes of November 19, 2025
- b. Review and approve payment of County of Fresno December 2025 invoice for Professional and Specialized Services in the amount of \$2,923.63 for services through October 2025

c. Receive Treasurer's Report for November 2025

MEMBER TOSTE MOVED TO APPROVE THE CONSENT ITEMS. SECONDED BY MEMBER WATERHOUSE. THE MOTION PASSED UNANIMOUSLY.

6. Receive Fresno Chaffee Zoo Director's report

RECEIVED. CEO JON DOHLIN REPORTED ON THE MAINTENANCE FACILITY. ADDRESSED WHY HE NEEDED TO PULL/DELETE ITEM NO. 8. ANNOUNCED THAT HE HAS BEEN ELECTED TO THE AZA BOARD OF DIRECTORS.

7. Receive Fresno Chaffee Zoo October 2025 Year-to-Date Financial Report

RECEIVED. CFO NORA CROW REPORTED ON THE OCTOBER 2025 ANALYSIS. REPORTED ON THE RECEIPT OF A \$600,000 DONATION. REPORTED ON ATTENDANCE, ADMISSIONS BREAKDOWN, PER CAPITA SPENDING, HIGHLIGHTS AND LOWLIGHTS, FINANCIAL SUMMARY, AND THE BALANCE SHEET.

8. Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$4,311,019.39 for the completion of design and engineering services for the New Entrance project

ITEM DELETED FROM THE AGENDA.

9. Approve reimbursement of deposit invoice related to solar equipment for the Maintenance Facility for A-C Electric Company (\$224,996.25)

MEMBER TOSTE MOVED TO APPROVE THE REIMBURSEMENT. SECONDED BY MEMBER GILES. THE MOTION PASSED UNANIMOUSLY.

10. Review next meeting dates and revise if necessary:

- January 28, 2026
- February 25, 2026
- March 25, 2026

REVIEWED WITH NO CHANGES.

11. Receive staff reports

NO FURTHER REPORTS RECEIVED.

12. Chair's comments

WISHED ALL A MERRY CHRISTMAS.

13. Board Member comments

MEMBER ARIAS STATED THAT HE BROUGHT HIS KIDS TO ILLUMINATURE. MEMBER WATERHOUSE STATED THAT IT IS FANTASTIC. STAFF DID A FABULOUS JOB. ARIAS MENTIONED THAT THE CITY OPENED THE NEW WING OF THE AIRPORT, WHICH OPENS ADVERTISING OPPORTUNITIES FOR THE ZOO.

14. Adjourn

THERE BEING NO FURTHER BUSINESS BEFORE THE BOARD, CHAIRMAN ROMAN ADJOURNED THE MEETING AT 10:00 AM.

All supporting documentation is available for public review in the office of the Fresno County Zoo Authority, 2281 Tulare Street, Room 304, Fresno, 93721, during regular business hours.

For further information, please contact Ronald Alexander, Zoo Authority Coordinator, at 600-1710, email zooauthority@co.fresno.ca.us, or visit www.zooauthority.org. Requests for disability-related modification or accommodation needed in order to participate in the meeting must be made to the Zoo Authority Coordinator no later than 9:00 a.m. on the day prior to the meeting.



Invoice for Professional Services in Support of the Zoo Authority
Billing Hours and Expenses through December 2025

Invoice Number
1-ZOO-1282026

January 28, 2026

TO: Zoo Authority Board
c/o County of Fresno
2281 Tulare St. Room 304
Fresno, CA 93721

Department / Title	Hours	Rates	Cost
<i>ACTTC FR&A</i>			
<i>Accounting & Finance Div Chief</i>	0.75	\$171.00	\$128.25
<i>Accounting & Finance Manager</i>	4.25	\$137.60	\$584.80
<i>Accountant II</i>	55.75	\$110.60	\$6,165.95
<i>Accountant I</i>	0.00	\$98.20	\$0.00
<i>Account Clerk I</i>	0.00	\$68.50	\$0.00
<i>Account Clerk II</i>	25.75	\$94.60	\$2,435.95
<i>Supervising Account Clerk</i>	0.00	\$91.80	\$0.00
<i>County Counsel</i>			
<i>Deputy County Counsel</i>	19.90	\$182.00	\$3,621.80
<i>CAO</i>			
<i>Board Coordinator</i>	112.00	\$130.52	\$14,618.24
Professional Services Total	218.40		\$27,554.99

Office Expense **\$0.00**

Invoice Total **\$27,554.99**



Invoice

FOR COUNTY USE ONLY				
ACCOUNT	FUND	ORG	PROGRAM	SUBCLASS
4885	0001	0300	0	10000
BILL TO:				
Zoo Authority				
Email to:				
ronalexander@fresnocountyca.gov				
(Separate invoice)				

Invoice Date	Invoice Number	Due Date
12/17/2025	26145	1/17/2026
<p>MAKE YOUR REMITTANCE PAYABLE TO:</p> <p>FRESNO COUNTY TREASURER</p> <p>AND SEND IT TO THE FOLLOWING ADDRESS:</p> <p>Oscar J. Garcia, CPA AUDITOR-CONTROLLER/TREASURER TAX COLLECTOR - ADMINISTRATION DIVISION</p> <p>PO BOX 1247 FRESNO, CA 93715-1247</p>		

PLEASE INCLUDE THE INVOICE NUMBER ON YOUR CHECK OR MONEY ORDER

Statement

FRESNO COUNTY COUNSEL
2220 Tulare Street, Suite 500
Fresno, CA 93721

Date: December 22, 2025
Invoice # 26-03

Bill to: Zoo Authority Comments:
VIA Email to Ron Alexander

Remittance	
Invoice #	26-03
Date	
Amount Due	\$3,621.80
Amount Enclosed	

Make all checks payable to Fresno County Counsel
2220 Tulare Street, Suite 500, Fresno, CA 93721 Ph# 559/600-3479

Fresno County Administrative Office

INVOICE

2281 Tulare Street, Room 304
Fresno, CA 93721
559-600-1710

DATE: January 1, 2026
INVOICE # 1024
FOR: *Zoo Authority
Administration*

Bill To:

Zoo Authority



Agenda Item 6c

**Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Quarter Ended December 31, 2025**

Summary of Measure Z Proceeds		
Tax Proceeds Received:		
- Measure Z - Sales Tax Proceeds		\$ 5,466,347.03
Total Proceeds Received:		<u>\$ 5,466,347.03</u>
Tax Proceeds Allocated:		
- Allocation to Zoo Authority Fund (2%)		109,326.94
- Allocation to Trust Fund for Operations and Capital Projects (98%)		<u>5,357,020.09</u>
Total Proceed Allocations		<u>\$ 5,466,347.03</u>
Cash Balance by Fund		
Zoo Authority Fund	>> Administrative Fund	2%
	Beginning Cash Balance	\$ 3,795,687.79
Receipts:	- Measure Z Sales Tax Proceeds	109,326.94
	- Interest Received	23,435.32
Disbursements:	- ZA Staff Invoice Reimbursement for Professional Services	(27,913.13)
	- PeopleSoft Financial Charges	(163.60)
	- ITSD Data Processing Charges	(1,384.43)
	Net Increase/(Decrease) to Cash	103,301.10
	Ending Cash Balance - Zoo Authority Administrative Fund	\$ 3,898,988.89
Trust Fund for FCZC Operations and Capital Projects		98%
	Beginning Cash Balance	\$ 54,671,860.35
	>> Operations Fund	
	Beginning Cash Balance	5,104,192.87
Receipts:	- Measure Z Sales Tax Proceeds	1,785,673.36
	- Interest Received	33,523.64
Disbursements:	- FCZC Operations Claim #2025-08	(578,990.47)
	- FCZC Operations Claim #2025-09	(312,731.07)
	- FCZC Operations Claim #2025-10	(57,111.07)
	- Wire Fees	(80.00)
	Net Increase/(Decrease) to Cash	870,284.39
	Ending Cash Balance - Available for Operations	\$ 5,974,477.26
	>> Capital Facilities Project Fund	
	Beginning Cash Balance	\$ 49,567,667.48
Receipts:	- Measure Z Sales Tax Proceeds	3,571,346.73
	- Interest Received	298,340.03
	- African River Project Repayment Interest	6,840.59
	- African River Project Agreement Repayment	39,637.49
Disbursements:	- FCZC Capital Claim #2025-08C	(372,510.58)
	- FCZC Capital Claim #2025-09C	(348,280.71)
	- FCZC Capital Claim #2025-10C	(132,371.47)
	Net Increase/(Decrease) to Cash	3,063,002.08
	Ending Cash Balance - Available for Capital Projects	\$ 52,630,669.56
	Ending Balance Available for Operations and Capital Projects	<u>\$ 58,605,146.82</u>
	Total Interest Received During the Quarter	362,139.58

By Staff _____ Date _____
 Accepted _____ Date _____

*Interest receipts are recorded in the month received rather than in the month earned and were calculated on an annual percentage rate of 2.502% as of September 30, 2025.



**Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Month Ended December 31, 2025**

Summary of Measure Z Proceeds		
Tax Proceeds Received:		
	- Measure Z - Sales Tax Proceeds	\$ 1,745,566.97
	Total Proceeds Received:	<u>\$ 1,745,566.97</u>
Tax Proceeds Allocated:		
	- Allocation to Zoo Authority Fund (2%)	34,911.34
	- Allocation to Trust Fund for Operations and Capital Projects (98%)	1,710,655.63
	Total Proceed Allocations	<u>\$ 1,745,566.97</u>
Cash Balance by Fund		
Zoo Authority Fund	>> Administrative Fund	2%
	Beginning Cash Balance	\$ 3,849,785.44
Receipts:	- Measure Z Sales Tax Proceeds	34,911.34
	- Interest Received	22,601.36
Disbursements:	- ZA Staff Invoice Reimbursement for Professional Services	(7,725.53)
	- PeopleSoft Financial Charges	(59.69)
	- ITSD Data Processing Charges	(524.03)
	Net Increase/(Decrease) to Cash	49,203.45
	Ending Cash Balance - Zoo Authority Administrative Fund	\$ 3,898,988.89
Trust Fund for FCZC Operations and Capital Projects		
		98%
	Beginning Cash Balance	\$ 56,717,481.58
	>> Operations Fund	
	Beginning Cash Balance	5,429,079.11
Receipts:	- Measure Z Sales Tax Proceeds	570,218.54
	- Interest Received	32,330.68
Disbursements:	- FCZC Operations Claim #2025-10	(57,111.07)
	- Wire Fees	(40.00)
	Net Increase/(Decrease) to Cash	545,398.15
	Ending Cash Balance - Available for Operations	\$ 5,974,477.26
	>> Capital Facilities Project Fund	
	Beginning Cash Balance	\$ 51,288,402.47
Receipts:	- Measure Z Sales Tax Proceeds	1,140,437.09
	- Interest Received	287,723.39
	- African River Project Repayment Interest	6,840.59
	- African River Project Agreement Repayment	39,637.49
Disbursements:	- FCZC Capital Claim #2025-10C	(132,371.47)
	Net Increase/(Decrease) to Cash	1,342,267.09
	Ending Cash Balance - Available for Capital Projects	\$ 52,630,669.56
	Ending Balance Available for Operations and Capital Projects	\$ 58,605,146.82
	Total Interest Received During the Month	349,496.02

By Staff _____

Date _____

Accepted _____

Date _____

*Interest receipts are recorded in the month received rather than in the month earned and were calculated on an annual percentage rate of 2.502% as of September 30, 2025.



Fresno County Zoo Authority

SUMMARY OF MEASURE Z SALES TAX PROCEEDS

	Prior Fiscal Years			CURRENT FISCAL YEAR			
	2022-23	2023-24	2024-25	2025-26		BUDGET TO ACTUAL	
	ACTUAL	ACTUAL	ACTUAL	BUDGETED	ACTUAL	VARIANCE	
	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS		
July	\$ 2,050,253	\$ 1,995,098	\$ 1,905,679	\$ 1,905,137	\$ 1,946,253	\$ 41,116	2.16%
August	1,848,761	1,894,187	1,817,945	1,817,428	1,817,777	349	0.02%
September	1,702,532	1,704,489	1,725,891	1,725,400	1,773,797	48,397	2.80%
October	1,857,650	1,828,102	1,603,753	1,603,297	1,850,787	247,490	15.44%
November	1,871,323	1,896,677	2,038,199	2,037,620	1,869,993	(167,627)	-8.96%
December	1,739,869	1,653,448	1,777,368	1,776,863	1,745,567	(31,296)	-1.79%
January	1,599,634	1,608,374	1,560,536	—	—	—	—
February	2,189,378	2,082,571	2,326,642	—	—	—	—
March	1,622,972	1,661,989	1,572,217	—	—	—	—
April	1,518,282	1,519,602	1,422,494	—	—	—	—
May	1,807,486	1,858,151	2,055,676	—	—	—	—
June	1,679,730	1,699,914	1,756,814	—	—	—	—
Total	\$ 21,487,870	\$ 21,402,602	\$ 21,563,214	\$ 10,865,745	\$ 11,004,175	\$ 138,430	1.27%

TOTAL MEASURE Z PROCEEDS FROM INCEPTION \$ 298,102,830

Prepared by the County of Fresno, Office of the Auditor-Controller/Treasurer-Tax Collector



Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Month Ended December 31, 2025

Summary of Quarterly Interest Receipts							
			4845-10000	4850-10000	4850-427000	Total Interest	
Quarter	Allocation	Date Received	Zoo Authority	FCZC - Operations	FCZC - CP	African River Repmt	
	African River	9/29/2025	—	—	—	7,233.04	\$ 7,233.04
1st	1st	7/22/2025	767.82	1,385.41	9,306.43	—	\$ 11,459.66
	2nd	9/30/2025	26,138.66	47,163.00	316,815.13	—	\$ 390,116.79
	African River	12/26/2025	—	—	—	6,840.59	\$ 6,840.59
2nd	1st	10/17/2025	833.96	1,192.96	10,616.64	—	\$ 12,643.56
	2nd	12/31/2025	22,601.36	32,330.68	287,723.39	—	\$ 342,655.43
	African River		—	—	—	—	\$ —
3rd	1st		—	—	—	—	\$ —
	2nd		—	—	—	—	\$ —
	African River		—	—	—	—	\$ —
4th	1st		—	—	—	—	\$ —
	2nd		—	—	—	—	\$ —
Total			\$ 50,341.80	\$ 82,072.05	\$ 624,461.59	\$ 14,073.63	\$ 770,949.07

For Fiscal Year Ending June 30, 2026



**Fresno County Zoo Authority
Capital Projects Fund Cash Flow
For the Month Ended December 31, 2025**

Cash Balance as of 12/31/2025 \$ 52,630,670

ENCUMBRANCES

(earmarked projects, FY25-26 expenditures paid through December 2025 claims):

Maintenance Facility-Design - Nov 2024	313,378
Animal Acquisition - Jan 2025	76,858
Exhibit Renovations - Jan 2025	92,406
New Entrance - Aug 2025	175,615
Solar/Maintenance Warehouse - Sep 2025	1,499,975

Total Encumbrances: \$ (2,158,232)

TOTAL: \$ 50,472,438



**Fresno County Zoo Authority
Operations Fund Cash Flow
For the Month Ended December 31, 2025**

Cash Balance as of 12/31/2025 \$ 5,974,477

ENCUMBRANCES

(earmarked projects, FY25-26 expenditures paid through December 2025 claims):

Maintenance-General Equipment	1,889
Maintenance-Equipment	19,581
Maintenance-Buildings & Ground	178,461
Interest/Bank Charges	50

Total Encumbrances: \$ (199,981)

TOTAL: \$ 5,774,496



**Fresno County Zoo Authority
Administration Fund Cash Flow
For the Month Ended December 31, 2025**

Cash Balance as of 12/31/2025 \$ 3,898,989

ENCUMBRANCES

(FY 25-26 Remaining budgets, ZA Claims paid through December 2025):

Telephone Charges	250
Office Expense	982
Postage	1,000
PeopleSoft Financials Charges	356
Professional & Specialized Services	122,181
Data Processing Services	2,731
Publications & Legal Notices	500
Trans, Travel & Education	2,500

Total Encumbrances: \$ (130,500)

TOTAL: \$ 3,768,489



**Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Month Ended December 31, 2025**

African River Project Agreement for Repayment of Funds					
Quarter	Beginning Balance	Total Payment	Principal	Interest	Ending Balance
1/1/2025	838,722.70	46,478.08	38,090.85	8,387.23	800,631.85
4/1/2025	800,631.85	46,478.08	38,471.76	8,006.32	762,160.09
7/1/2025	762,160.09	46,478.08	38,856.48	7,621.60	723,303.61
10/1/2025	723,303.60	46,478.08	39,245.04	7,233.04	684,058.57
1/1/2026	684,058.56	46,478.08	39,637.49	6,840.59	644,421.08
4/1/2026	644,421.06	46,478.08	40,033.87	6,444.21	604,387.21
7/1/2026	604,387.19	46,478.08	40,434.21	6,043.87	563,953.00
10/1/2026	563,952.98	46,478.08	40,838.55	5,639.53	523,114.45
1/1/2027	523,114.43	46,478.08	41,246.94	5,231.14	481,867.51
4/1/2027	481,867.49	46,478.08	41,659.40	4,818.68	440,208.11
7/1/2027	440,208.08	46,478.08	42,076.00	4,402.08	398,132.11
10/1/2027	398,132.08	46,478.08	42,496.76	3,981.32	355,635.35
1/1/2028	355,635.32	46,478.08	42,921.73	3,556.35	312,713.62
4/1/2028	312,713.59	46,478.08	43,350.94	3,127.14	269,362.68
7/1/2028	269,362.64	46,478.08	43,784.45	2,693.63	225,578.23
10/1/2028	225,578.18	46,478.08	44,222.30	2,255.78	181,355.93
1/1/2029	181,355.88	46,478.08	44,664.52	1,813.56	136,691.41
4/1/2029	136,691.36	46,478.08	45,111.17	1,366.91	91,580.24
7/1/2029	91,580.19	46,478.08	45,562.28	915.80	46,017.96
10/1/2029	46,017.91	46,478.14	46,017.96	460.18	—
Paid as of December 31, 2025			<u>194,301.62</u>	<u>38,088.78</u>	



AGENDA ITEM 7

DATE: January 28, 2026

TO: Fresno County Zoo Authority Board

FROM: Nora Crow, Chief Financial Officer
Fresno Chaffee Zoo Corporation

SUBJECT: November 2025 Year-to-Date Financial Report

RECOMMENDED ACTION:

Receive Fresno Chaffee Zoo Corporation's November 2025 Year-to-Date Financial Report.

ATTACHMENTS:

November 2025 Financial Report



**Financial Report
November 2025
YTD Financial Report**

November 2025 – Analysis Summary

<i>(Amounts in millions)</i>	<u>Actual</u> <u>2025</u>	<u>Budget</u> <u>2025</u>	<u>BvA</u> <u>Change</u>	<u>Actual</u> <u>2024</u>	<u>YOY</u> <u>Change</u>
Self-Generated Revenue	\$ 16.06	\$ 17.73	-9%	\$ 14.76	9%
Expenses	27.62	29.10	-5%	27.30	1%
Operating Surplus (Deficit)	- 11.55	- 11.37	2%	- 12.54	-8%
Operating Surplus (Deficit) w/ Measure Z					
Operating Support	- 3.74	- 3.47	8%	- 5.48	-32%
Net Surplus (Deficit)	- 4.01	n/a	n/a	- 5.82	-31%

Takeaways:

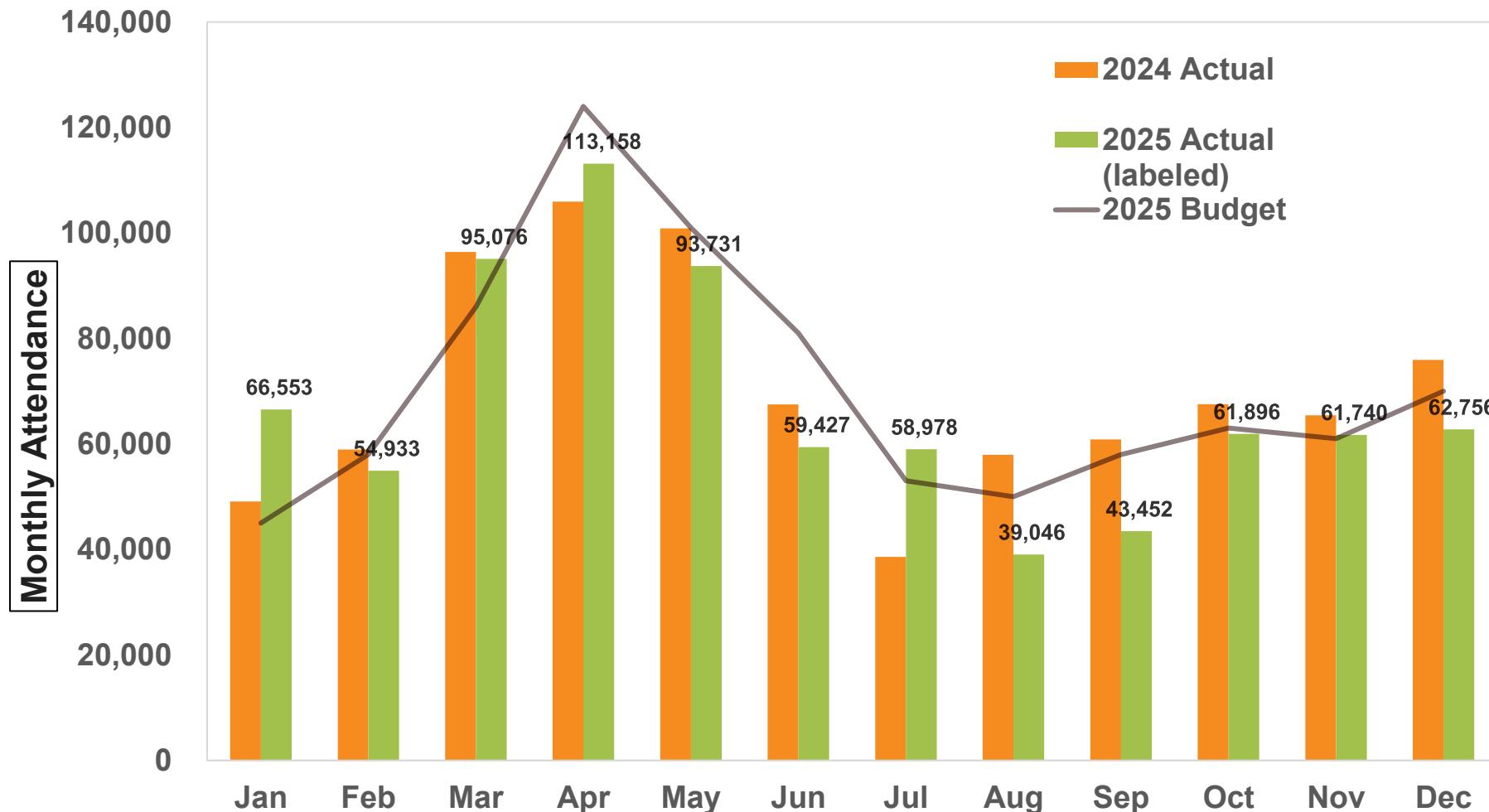
- November monthly attendance was just over budget
- Illuminature had a strong start with attendance of 12,598

November 2025 – Attendance

Nov 2025 = 61,740 (94% of 2024, 101% of budget)

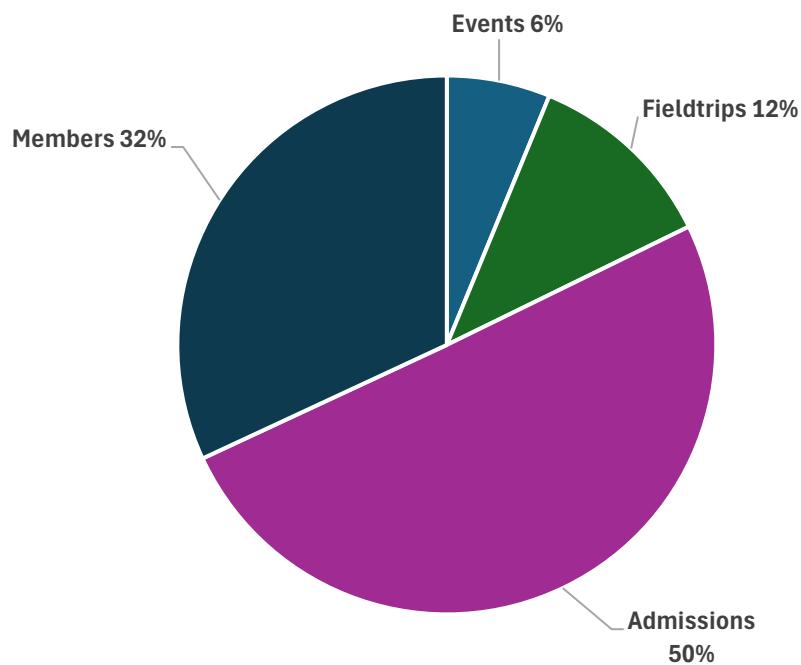
Nov YTD attendance = 747,990 (97% of 2024, 96% of budget)

Dec 2025 YTD attendance = 810,746 (96% of 2024, 95% of budget)

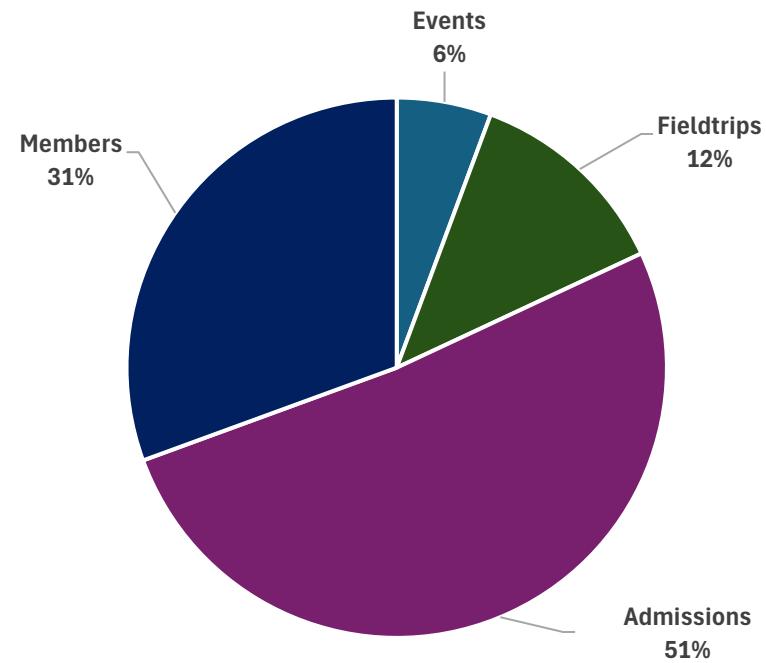


November YTD Admissions Breakdown

2025



2024



November 2025 YTD – Per Capita

	Actual		Budget		BvA	Actual		YOY
	<u>2025</u>	<u>2025</u>	<u>2025</u>	<u>Change</u>	<u>2024</u>	<u>Change</u>		
Attendance	747,990		780,000	-4%		769,135		-3%
Admissions	\$ 8.34		\$ 9.13	-9%	\$ 7.08		18%	
Food	1.40		1.26	11%	1.45		-3%	
Gift Shop	0.73		0.76	-4%	0.68		7%	
Giraffe	1.45		1.37	6%	1.32		10%	
Stingray	0.82		0.91	-10%	0.83		-1%	
Butterflies & Big Bugs	0.45		0.54	-17%	0.52		-13%	
	\$ 13.19		\$ 13.97	-6%	\$ 11.88		11%	

November YTD – Highlights and Lowlights

	Actual 2025	Budget 2025	BvA Change	Actual 2024	YOY Change
Highlights					
Behind the Scenes	\$ 220,816	\$ 191,795	15%	\$ 145,232	52%
Special Events	\$ 1,367,397	\$ 996,950	37%	\$ 1,176,636	16%
Group Event/Facility Rental	\$ 503,943	\$ 478,472	5%	\$ 637,291	-21%

	Actual 2025	Budget 2025	BvA Change	Actual 2024	YOY Change
Lowlights					
Butterflies & Big Bugs	\$ 339,534	423,555	-20%	\$ 398,452	-15%
Education	\$ 1,051,132	1,265,236	-19%	\$ 987,574	2%
Membership	2,367,510	2,910,410	-19%	2,311,636	2%

November 2025 – Financial Summary

	Actual 2025	Budget 2025	BvA Change	Actual 2024	YOY Change
Attendance	747,990	780,000	-4%	769,135	-3%
Self-Generated Revenues	\$ 16,062,773	\$ 17,734,022	-9%	\$ 14,755,608	9%
Personnel Expenses	17,309,085	17,850,283	-3%	17,393,119	0%
Other Expenses	10,307,951	11,251,385	-8%	9,906,017	4%
Operations Surplus (Deficit)	(11,554,263)	(11,367,646)	2%	(12,543,528)	-8%
Measure Z Operating	7,815,328	7,901,233	-1%	7,063,184	11%
Operations & MZ Op Surplus (Deficit)	(3,738,935)	(3,466,413)	8%	(5,480,343)	-32%
Other Non-Operating Revenues (Expenses)	(275,239)	1,771,157	-116%	(343,574)	-20%
Net Surplus (Deficit)	(4,014,173)	(1,695,256)	137%	(5,823,917)	-31%

FCZC Balance Sheet

	November 2025	November 2024
ASSETS		
Current Assets		
Cash	\$4,631,084	\$694,407
Short Term Investments-Retention	\$28,415	\$32,838
Accounts Receivable	\$1,227,290	\$1,419,029
Prepaid Expenses	\$603,528	\$427,852
Total Current Assets	\$6,490,317	\$2,574,127
Other Assets		
Long Term Investments	\$16,448,519	\$19,795,532
Buildings, Equipment, Vehicles, and Furniture (net)	\$5,360,569	\$4,092,556
Exhibits	\$104,705,004	\$100,808,133
Construction in Progress	\$5,913,134	\$14,335,792
Goodwill	\$36,532	\$47,107
Beneficial Use of Land	\$5,037,176	\$5,124,751
Total Other Assets	\$137,500,934	\$144,203,871
TOTAL ASSETS	\$143,991,251	\$146,777,998
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts Payable and Accrued Liabilities	\$2,700,459	\$2,083,344
Deferred Revenue	\$2,106,767	\$1,814,674
Line of Credit/Loan Account	\$4,833,333	\$2,008,241
Retention Payable	\$54,382	\$77,259
Long-Term Liabilities	\$622,577	\$988,995
Total Liabilities	\$10,317,518	\$6,972,513
Net Assets (Equity)		
Fund Balance-Without donor restriction	\$115,404,206	\$122,626,856
Fund Balance-With donor restriction	\$5,940,695	\$6,146,614
Fund Balance-Permanently Restricted	\$104,311	\$96,734
Fund Balance-Board Designated	\$12,224,521	\$10,935,282
Total Net Assets (Equity)	\$133,673,733	\$139,805,485
TOTAL LIABILITIES AND NET ASSETS	\$143,991,251	\$146,777,998



AGENDA ITEM 8

DATE: January 28, 2026
TO: Fresno County Zoo Authority Board
FROM: Jon Forrest Dohlin, Chief Executive Officer
Fresno's Chaffee Zoo Corporation
SUBJECT: Measure Z Capital Funds Request: New Entrance Design Services

RECOMMENDED ACTION:

Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$4,311,019.39 for the completion of design and engineering services for the New Entrance project.

DISCUSSION:

ZooCorp is requesting the approval of \$4,311,019.39 to award design and engineering services for the New Entrance project. This award will cover the completion of design and engineering services necessary to take the project from the close of the pre-design phase through construction administration.

ZooCorp intends to sign an agreement with EHDD+PH for this design and engineering work for the New Entrance project. The pre-design phase established clear project scope and boundaries, completed early phase programming and schematic work, and provided initial cost estimates. The team of EHDD+PH has performed their work with skill and efficiency in the pre-design phase of work. This groundwork positions EHDD+PH to efficiently move forward with detailed design, engineering, and construction documentation.

The New Entrance project has an estimated construction budget of \$25 million and includes the design and construction of a new entrance facility and a new parking lot with solar canopies. This comprehensive project will transform the guest arrival experience while incorporating sustainable energy infrastructure to support Zoo operations.

EHDD+PH brings together the expertise of EHDD and PHA as architects, along with their established team of specialists including Habitat Design from SHR Studios, Life Support from TJP Engineers, Crowd Control and Ticketing from ORCA Consulting, and Cost Estimating from KPJ Consulting. This team has demonstrated their capabilities during the pre-design phase and has developed a thorough understanding of the project's complex requirements.

The New Entrance project has a very complex program including but not limited to staff spaces, guest amenities and flow, retail spaces, animal habitat considerations, life support systems, logistics considerations both for construction and ongoing operations, and integration with the new parking lot improvements including solar infrastructure. The design services will address all these elements to create a cohesive, functional, and architecturally significant entry experience.

When it is completed, the New Entrance will serve as a landmark that establishes the Zoo's identity and sense of purpose from the moment guests arrive on site. The integration of solar canopies in the parking lot will demonstrate ZooCorp's commitment to sustainability while providing tangible operational benefits through reduced energy costs.

The investment in comprehensive design services is intended to yield accurate construction pricing, minimize change orders during construction, and ensure that the final built project matches the vision established during pre-design.

ZooCorp went back to the top four most qualified firms to solicit pricing for this next phase of work. This included EHDD, Darden Architects, HGW, and Valerio Dewalt Train. The EHDD team is comprised of award-winning design firms with extensive experience designing animal exhibits and iconic cultural institutions. They also have expertise gathering feedback from project stakeholders, including members of the public, in a way which contributes to a sense of community ownership of the final design. Their design philosophy meshes well with ZooCorp's mission and vision by emphasizing the reduction of operational costs, improving long term durability, conserving local habitat, and providing resilience against climate change. By partnering with a local architectural firm, Paul Haljian Architects, EHDD adds familiarity with local regulations, responsiveness, and community building to their team. It has therefore been determined that EHDD+PH represents the best value for this work based on the above qualifications, project efficiencies, proposal cost, and proposed project schedule. Capital Construction staff conducted thorough negotiations with EHDD+PH to arrive at the final pricing for these design services.

The Zoo Authority approved \$302,661.24 for pre-design services for the New Entrance project on August 27, 2025.

The Fresno's Chaffee Zoo Corporation Board of Directors approved this request on December 4, 2025.

ATTACHMENTS:

New Entrance Design Bid Results
New Entrance Design – Project Overview
New Entrance Design – Soft Cost Overview
EHDD Proposal



New Entrance Design Bid Result

Projected Cost

November 21, 2025

Fresno County Zoo Authority

RE: New Entrance Design Bid Result and Projected Cost

Bids for the New Entrance Design project were received November 21, 2025. The results were as follows:

- EHDD & PHA - \$3,405,127.00
- HGW Architecture - \$3,411,728.20
- Valerio Dewalt Train - \$3,581,000.00

After reviewing the bid results, EHDD & PHA have been selected for this project.

The project costs include bid, a ten percent (10%) design contingency and other design costs that are integral to completing the project.

The total request including design, project costs and project management is \$4,311,019.39. An overall project cost sheet has been attached.

Please contact me if you have any questions.

Respectfully,

A handwritten signature in blue ink that reads "Kris Grey".

Kris Grey
Director of Capital Construction
KGrey@fcz.org

ADMINISTRATION

1250 West Olive Avenue
Fresno, CA 93728

MAIN ENTRANCE

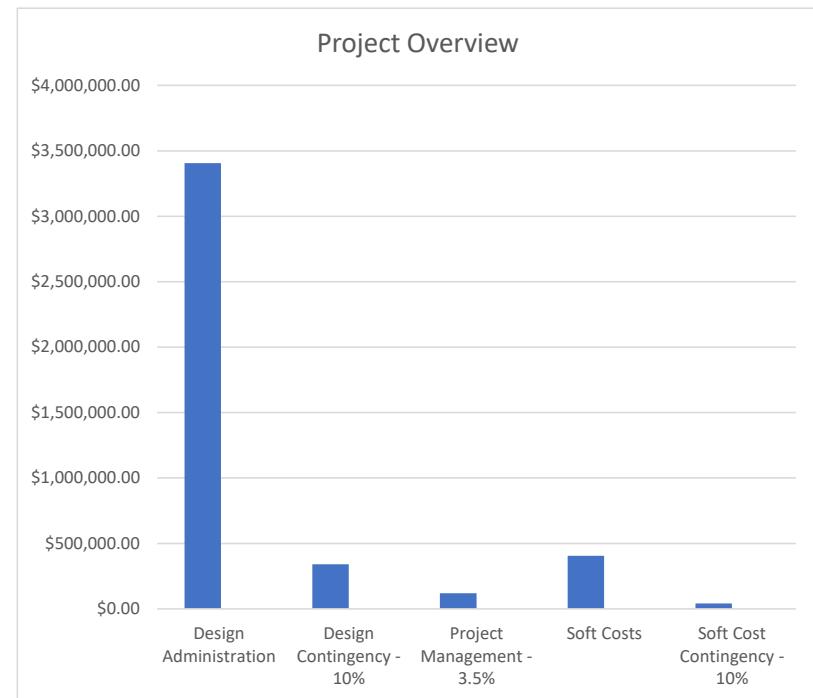
894 West Belmont Avenue
Fresno, CA 93728

(559) 498-5910
fresnochaffeezoo.org

New Entrance - DESIGN - Project Overview

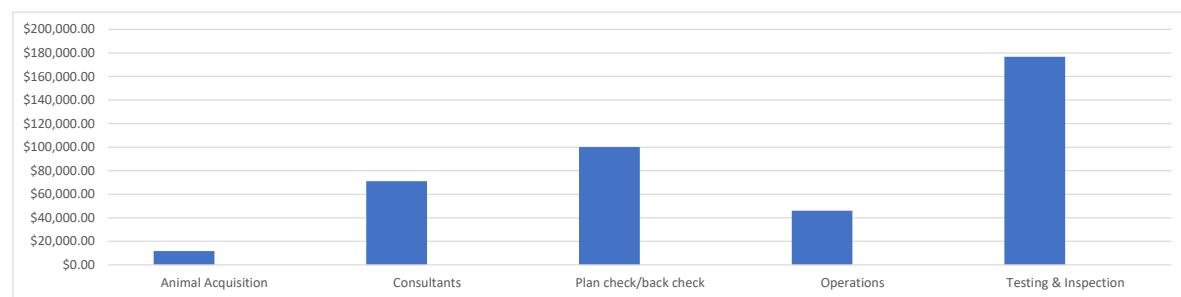
Design Administration
Design Contingency - 10%
Project Management - 3.5%
Soft Costs
Soft Cost Contingency - 10%

	Budget:	Expenses:	Balance:
Design Administration	\$3,405,127.00	\$0.00	\$3,405,127.00
Design Contingency - 10%	\$340,512.70	\$0.00	\$340,512.70
Project Management - 3.5%	\$119,179.45	\$0.00	\$119,179.45
Soft Costs	\$405,636.59	\$0.00	\$405,636.59
Soft Cost Contingency - 10%	\$40,563.66	\$0.00	\$40,563.66
	\$4,311,019.39	\$0.00	\$4,311,019.39



New Entrance - DESIGN - Soft Cost Overview

	Budget:	Expenses:	Balance:
Animal Acquisition	\$11,700.00	\$0.00	\$11,700.00
Consultants	\$71,076.91	\$0.00	\$71,076.91
Plan check/back check	\$100,128.18	\$0.00	\$100,128.18
Operations	\$46,000.00	\$0.00	\$46,000.00
Testing & Inspection	\$176,731.50	\$0.00	\$176,731.50
	\$405,636.59	\$0.00	\$405,636.59



14 November 2025

Jon Forrest Dohlin, Chief Executive Officer & Zoo Director
Fresno Chaffee Zoo
894 West Belmont Avenue
Fresno, CA 93728

Re: Proposal for Architectural Services, Fresno Chaffee Zoo - Entry

Dear Jon,

On behalf of EHDD I am pleased to present this proposal to complete the design, documentation, and construction phase services for the new entry facility and site parking for the zoo. As discussed, our intent is to partner with the zoo leadership, board, and construction manager to deliver the project within the proposed \$25m budget and on the aggressive timeline. I look forward to working with you and your team on this exciting and important project.

Outlined below is our scope of service narratives, fee proposal matrix summary based on our understanding of the project requirements gained through the pre-design process we've completed to date. Please let us know if you have any questions reviewing these materials.

We're very excited to commence with the work.

Sincerely,



Steve Dangermond, Principal
EHDD

PROJECT DESCRIPTION

The project is to complete architectural design and construction documents for the new entry building and associated site improvements including new on grade parking. The delivery will be contracted with a CM at risk model, utilizing an early demolition and site utility package followed by the main building core and shell and interiors package delivery. The program includes:

- Ticket Kiosks & Service Windows
- Guest Comfort Functions (Restrooms etc.)
- Retail / Gift Shop
- Trout Exhibit & Support Spaces
- Office Spaces

The target Not to Exceed construction budget is \$25M. The project schedule is aggressive and will require intensive support from the design team to meet deliverables. See the enclosed project design and permitting schedule.

The design team has used the following documents as the basis for this proposal:

- Concept Design & Program as developed through workshops held on 9.3.2025 & 10.6.2025. See Attachment A.
- Draft Design & Construction Schedule. See Attachment B.
- Draft Concept Sketches and Space Program. See Attachment C.
- FCZ RFP New Entrance.

DESIGN SERVICES

The documentation will be broken into the following permit and construction package tracks to allow fast tracking of the project schedule. The make-ready package schedule will be front loaded to allow permitting to align with the 100% Design Development package for the building and site design. The tracks run parallel, and it will be critical to have dedicated personnel focus on permitting, bidding, and early construction administration for the fast-track work while later packages (Shell & Core and Interiors) are being completed. This has been factored into our fees.

Work Package Streams

- **Make Ready Package (Demolition, Grading, and Site Utilities)**
- **Core & Shell and Interiors**

PROJECT BUDGET MANAGEMENT

The Project Budgeted Direct Construction Cost is \$25,000,000. FF&E is provided outside the proposed construction budget and contract. EHDD and the design team will work closely with our cost estimator to confirm the project that will meet the construction budget. EHDD is experienced in developing necessary materials to provide cost option studies through the design phases when key decisions are critical to meet the budget. We assume the owner's CM will provide a parallel cost estimate at with our cost estimator at 100% SD, and then take ownership of construction cost estimation going forward. If additional estimates are required by KPJ after SD this can be provided for an additional service.

PROJECT DESIGN TEAM

The team of sub-consultants are carried over from the concept and programming phase, and supplemented as follows.

Architect and Prime Consultant	EHDD
Local Architect	Paul Halajian Architects (PHA)
Exhibits, Habitats, Landscape, Irrigation	SH R Studios
Civil Engineer	Yamabe & Horn Engineering
Structural Engineer	Provost & Pritchard
Mech/P/FP/Energy Modeling	Lawrence Engineering
Electrical/Low Voltage	Hardin-Davidson Engineering
LSS	TJP Engineering
Cost Consulting	KPJ Consulting
Acoustic Engineer	Salter, Inc.
Graphics (Wayfinding & Interpretive)	Gecko Group
Lighting (Building, Exterior, Exhibits)	Lightchitects Studio
Ticketing Systems, Crowd Flow	ORCA Consulting
LEED	AR Green Consulting

PROJECT SCHEDULE

The attached schedule shows concurrent development of 2 fast track packages for permit and construction. Our experience working on fast-track projects with tight schedules will be instrumental in achieving the scheduled milestones. We propose to designate specific team members to focus on each track with adequate oversight of key leadership to ensure coordination across all packages with the design intent and project goals and vision. Permit Packages will be submitted at the 50% Construction Document phase to allow non-permit related work to be completed concurrently with agency review.

See Attachment B. EHDD assumes all client review & comment periods to run concurrent with work on the next phase of design. (no work pauses for approvals)

MEETINGS

EHDD is assuming the following meetings during each phase of the project:

1. Schematic Design
 - a. A bi-weekly owners meeting. (Assume 2 in person)
 - b. Weekly consultant team meetings and workshops.
 - c. 1 design presentation for final schematic design deliverable.
 - d. AHJ outreach meetings. (Planning, Building, Fire)
 - e. 2 stakeholder workshops.
 - f. 1 Board Meeting.
2. Design Development
 - a. A bi-weekly owners meeting. (Assume 2 in person)
 - b. Weekly consultant team meetings and workshops.
 - c. 1 design presentation for final design development design.
 - d. AHJ outreach meetings. (Planning, Building, Fire)
3. Construction Documents & Permitting
 - a. An owners meeting every 3 weeks. (Assume 2 in person)
 - b. Weekly consultant team meetings and workshops.
4. Bidding /Permitting
 - a. One (1) meeting / bid scope through meeting attended in person by the relevant design professional for the scope of work.
5. Construction Phase
 - a. Weekly OAC meeting with PHA as lead. EHDD to attend remotely assume 70% of OAC meetings. Consultant site visits will coincide with code required review of their scope.
 - b. Punch list expected to be 3 full day site visits once construction is completed with an initial list being generated and (2) backchecks.

ARCHITECTURAL DELIVERABLES

1. Issuances - EHDD will issue our documents at the following intervals. Document submissions as part of this schedule will be included as part of the base scope. Any permit submittals are assumed to require a maximum of 2 backcheck rounds. Document submissions that require additional or separate printings will be considered as an additional service. (6 main deliverables assumed below, not inclusive of permitting back-check sets)
 - a. Make Ready Package
 - i. 100% SD (Aligned with package below)
 - ii. 100% DD / Permit (Aligned with package below)
 - iii. 100% CD incorporating all back check changes.

- b. Site Design, Core & Shell, Interiors
 - i. 100% SD
 - ii. 100% DD
 - iii. 50% CD / Permit
 - iv. 100% CD incorporating all back check changes.
- c. Compiled for Construction Set

2. Specifications Production:

- a. EHDD specifications will follow CSI format starting at 100% Schematic Design deliverable.

ASSUMPTIONS**Contractual Items:**

- 1. The AIA Standard Form of Agreement.
- 2. The owner will obtain and pay for all permits, licenses, and LEED design reviews and certification fees.
- 3. Documentation to be provided by the owner, such as the site survey, underground utility survey mapping, tree surveys, geotechnical reports, etc. are complete and accurate and will be provided no later than the start of Schematic Design phase. Geotechnical services by owner will include site and project specific recommendations for all structural elements. The design team will notify the owner if additional information is required or errors are identified.
- 4. EHDD has assumed that AHJ will accept fast track permit packages as outlined above.
- 5. It is assumed the AHJ will accept either a single full size printed set of each permit submittal, or electronic submittal. If custom breakout of scopes of work are required by different permit divisions an additional service will be required.

Scope of Work / Responsibility Items:**Code Approvals and Documentation:**

- 1. The design team will provide documentation for California Green Building Standards Code (CalGreen). Limited to mandatory measures unless voluntary measure requirements are publicly documented by AHJ.
- 2. EHDD will be assisting in gaining full planning entitlement for the project. EHDD assumes the owner's land use attorney is taking the lead on the CUP and any associated conservation approval required. EHDD will provide materials needed to assist in this approval. The assumption is a full environmental review will not be required for the entry project. EHDD assumes there are no other encumbrances existing for the project not clearly identified in the RFP or additional materials provided to date. (i.e. CEQA approvals, FEMA, Army Corps of Engineers, Cal Water Approvals or other environmental or habitat permits to allow the project to proceed.)
- 3. Project will be permitted under 2025 California Building Code.

Design Phase Work and Deliverables

- 4. EHDD to lead all design and outreach meetings and provide minutes.

5. We assume division 00 and 01 specifications will be provided by the owner / construction manager, with input from the design team to coordinate with the design documents. EHDD will compile these sections as a separate specification book.
6. EHDD has assumed bidding will occur utilizing design milestone deliverables as outlined on the attached project schedule. If additional bidding packages are requested, EHDD and consultants will require additional services.
7. Renderings: two (2) to four (4) presentation renderings are included in basic services, to be provided during the Concept/SD phase with updates in subsequent phases as an additional service.
8. The project will attain LEED certification, with an assumption that we will target Platinum.
9. As the interpretive and wayfinding scope in the project is still being defined, the proposal includes an allowance of \$125,000. Should service in excess of this fee be required, it can be provided as an additional service.
10. Deferred Submittal / Delegated Design Items:

Acrylic Tank Engineering
PV & BESS Design & Permitting
Fire Alarm Design & Permitting
Irrigation Final Design & Permitting

EXCLUSIONS

EHDD would be happy to provide proposals for the following additional services if noted below:

1. Furniture, Furnishings and Equipment design for areas outside of loose furnishings and fixtures in the retail / gift shop space. Fee can be provided if required for office or other spaces.
2. PG&E or other utilities for applications and permits unless otherwise agreed.
3. Commissioning and Advanced Building Commissioning.
4. Agency Review Process –EHDD will coordinate meetings to develop the project to meet agency review requirements. During the agency review stage, EHDD's response to round 1-3 of jurisdictional building permit comments for each submittal package, along with any associated meetings, are considered a part of the scope of basic services.
 - a. Any required additional rounds of agency review comments beyond the third round not due to EHDD's fault or negligence, or any changes requested to previously approved documents, along with any associated meetings, are considered additional services.
5. Any scope beyond the original RFP or what has been agreed to be within the scope during the concept design phase qualifies for additional services. These include but are not limited to:
 - a. Revising previously approved work.
 - b. Providing additional professional services made necessary through no fault of the Architect in the performance of the construction contract, including failure to complete the project on time.
 - c. Providing additional professional services made necessary to affect a material change of Project Program requested by the contractor/owner.
6. Full documentation, file prep and installation oversight for graphics, signage and interpretives (currently assumed to be in the construction budget)
7. Full sprinkler design (currently assumed to be delivered as a design/build scope)

8. Full design of the photovoltaic system, including both the panel configuration and the support structure (currently assumed to be delivered as a design/build scope)
9. Design of any rainwater or greywater capture system
10. Submittal Reviews – Fee assumes all submittals will be complete and be able to be closed out in a maximum of 3 reviews. Additional reviews will require an additional service.
11. Substitution reviews are an additional service.
12. Bid alternates can be provided as an additional service. Early identification of the alternate list will streamline fees and coordination.
13. Anchorage and seismic bracing of the MEP (pipes, ducts, conduits, etc.) will be Design-Build items handled by the sub-contractors. Engineering, detailing, and building department approval will be the responsibility of the subcontractors.
14. Offsite work outside the site boundary shown in Attachment A, including any required non-standard streetscapes including hardscape, bus shelters, planting etc. Fee can be provided if required.
15. Additional renderings (beyond those provided as part of basic services), Third party or professional quality renderings, fundraising or donor materials, models, mock-ups, animations and professional photography.
16. Permitting packages other than the packages outlined in the assumptions shown above.
17. Energy Incentive Program Assistance including PG&E savings by design.
18. Offsite accessibility improvements including parking, path of travel, signage, etc. unless explicitly listed in RFP requirements.
19. Re-design to approved Contract Documents due to submittals / substitution requests.
20. As-built Drawings. (Contractor will provide as-built information, design team to provide record drawings).
21. Post-construction acoustic testing. Construction noise mitigation.
22. Contractor will document and complete calculators for all construction phase LEED points.
23. Demolition and construction noise evaluation and monitoring, ground-borne and building vibration analysis, or post occupancy sound measurements.
24. Fees for additional consultants retained with prior approval - including, but not limited to the following:
 - a. Wind Consultant.
 - b. Refuse/Garbage Consultant.
 - c. Traffic Consultant.
 - d. Glare / Daylighting Consultant.
 - e. Exterior Building Maintenance (EBM) Consultant. (if required for PV maintenance)
 - f. Food Service Consultant.
25. If design or construction schedule is modified from what is assumed in the proposal, additional services may be required.
26. Clarifications, adjustments, modifications, and other changes due to unexpected and unidentified field and other conditions that materially change design resulting in an additional scope of work. Exhibit area sound systems.
27. Micro Turbine or Cogen design is excluded.
28. Title Reports and supplemental documentation.

29. Offsite Grading, Traffic Signal Design.
30. Analysis of Soil Contamination/ Remediation.
31. Encroachment Permit Fees.
32. Flow and pressure tests on existing water systems and/or fire hydrants.

AUTHORIZATION

Should this Agreement meet with your approval, please either sign and return a copy to us for our records or issue an appropriate letter of authorization. This offer and agreement shall be binding if agreed to in writing by the Client within thirty (30) days of the date above. Upon receipt of the signed Agreement, we can begin schematic design on your Project.

Please call if you have any questions concerning this Agreement. We look forward to a good working relationship and to a successful project.

Sincerely,

Reviewed and accepted by:

~~Exhibit J~~

Steve Dangermond, Principal
EHDD

Jon Forrest Dohlin
Chief Executive Officer & Zoo Director
Fresno Chaffee Zoo

Dated:

Enclosed:

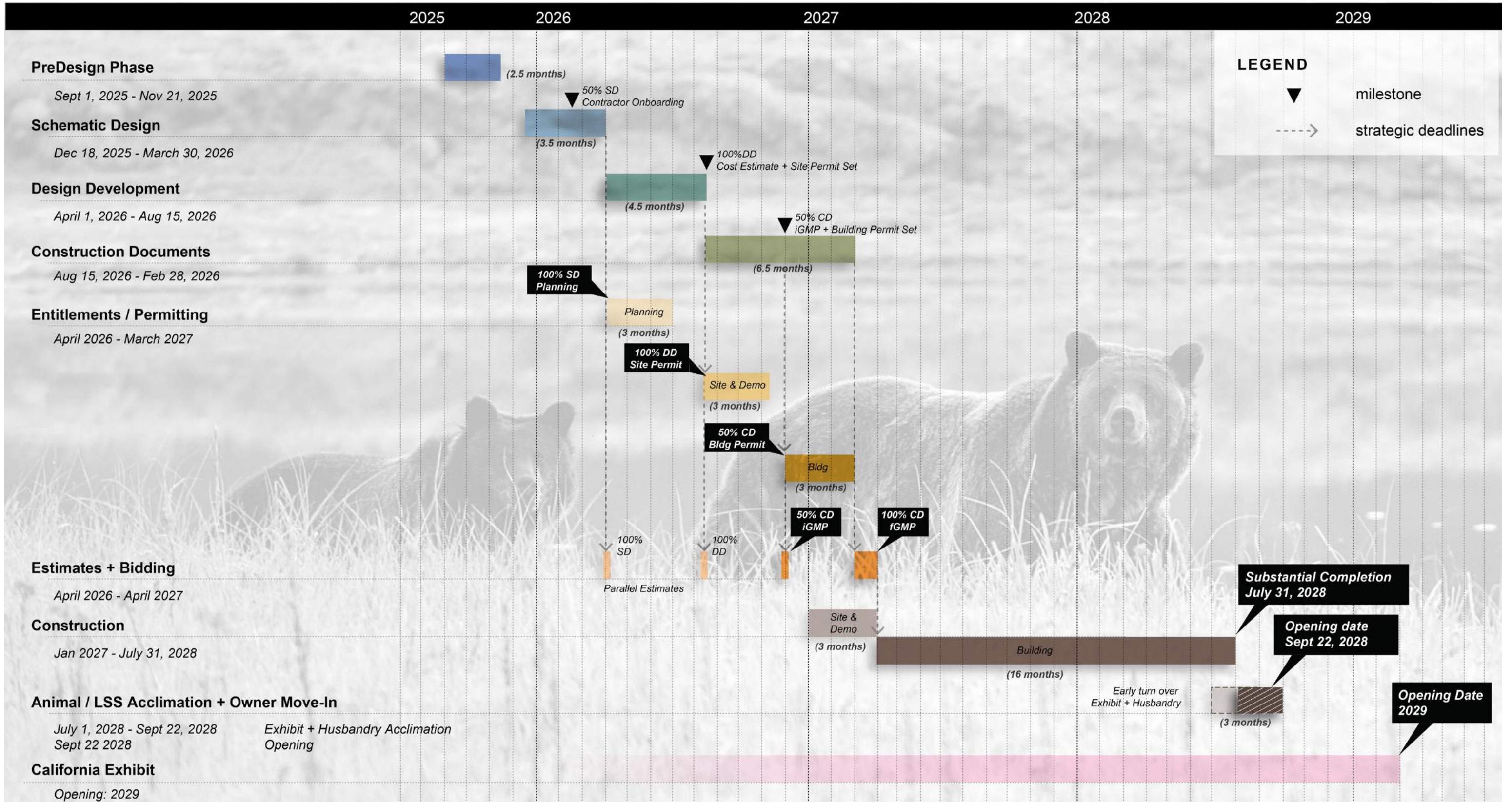
- Attachment A: FCZNE Concept Package, dated 11.14.25
- Attachment B: Compensation Matrix, dated 11.14.25
- Attachment C: Standard Hourly Rates



Zoo Entrance

Concept Design
11.14.25

Project Schedule



Project Cost and Budget

HARD COSTS

Physical Building Construction

Habitats, Interactives and Interpretives

Sitework and Utilities

Design Contingency

Built-In Furniture, Fixtures and Equipment

Alternate Funds

- Retail Fit Out
- Sitework outside of property boundary (ex. connection through Maple Grove)
- Solar Panels (if leased)
- Utility relocation?
- Renovations to existing buildings (pump house, historic restrooms etc)

SOFT COSTS

Design Costs

Construction Manager + Owner Consultants

Cost of Content Development

Fundraising + Opening

Entitlements + Permitting

Moveable Furniture + Equipment

Collection Acquisition + Pre-Opening Holding

Ticketing and Security vendor supplied equipment and software

Demolition

Scope + Extents

----- Site Boundary

■ (E) Buildings to remain

▨ (E) Habitats to remain

■ (E) Bldgs to demolish

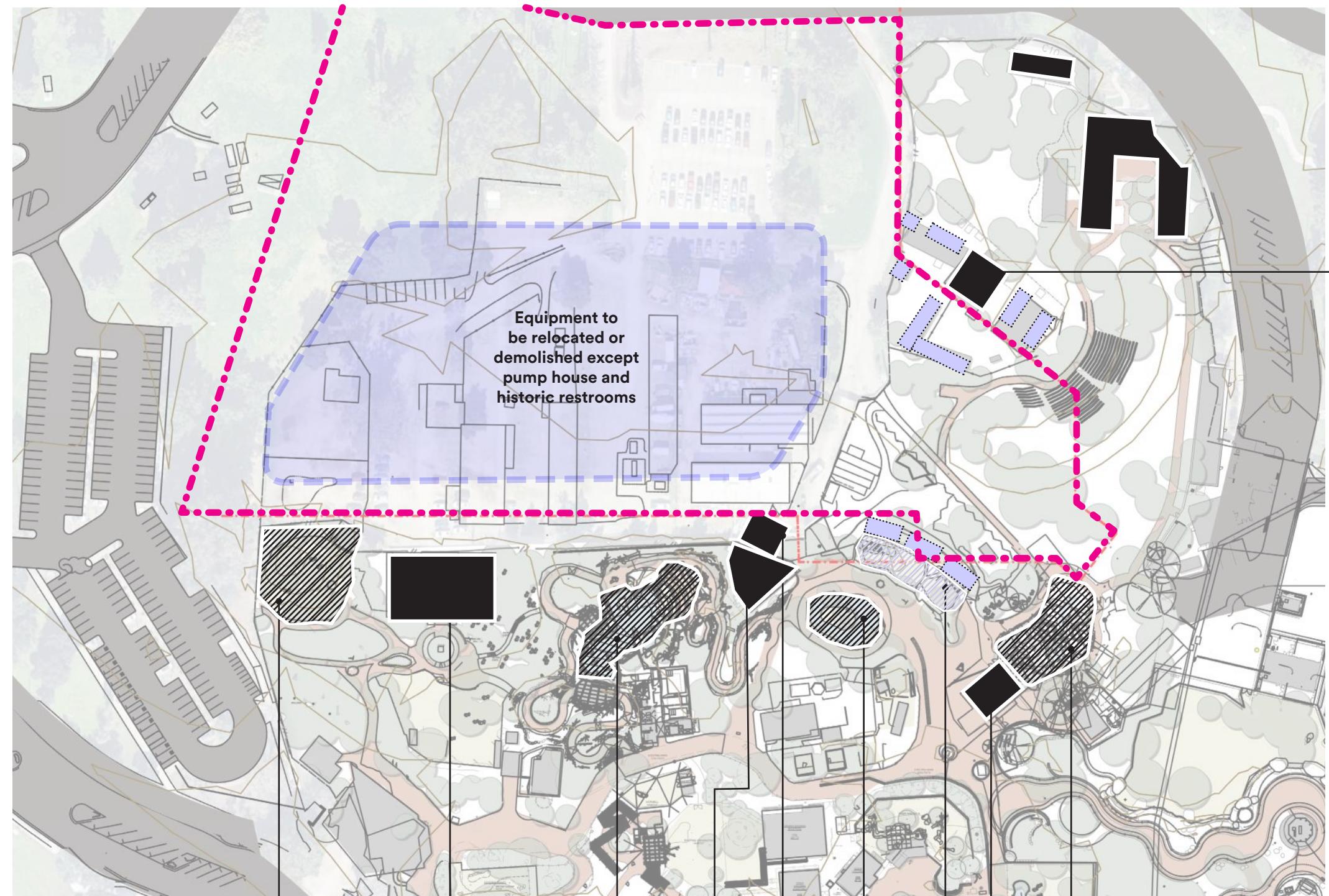
▨ (E) Habitats to demolish

Project Scope

Equipment to be relocated or demolished except pump house and historic restrooms

Historical Bandstand to remain

Ancillary bldgs and seating possible to be demo'd



Red Wolf Habitat

Sea Lion Cove

LSS
(Sea Lions)

Wilderness
Falls

Reptile House

Chiller
Pad

Safari
Cafe

Lemur
Island

Jungle
Bungalow

5' contour lines shown

Critical Connections During Construction

----- Site Boundary

■ (E) Buildings to remain

■ (E) Habitats to remain

■ (E) Bldgs to demolish

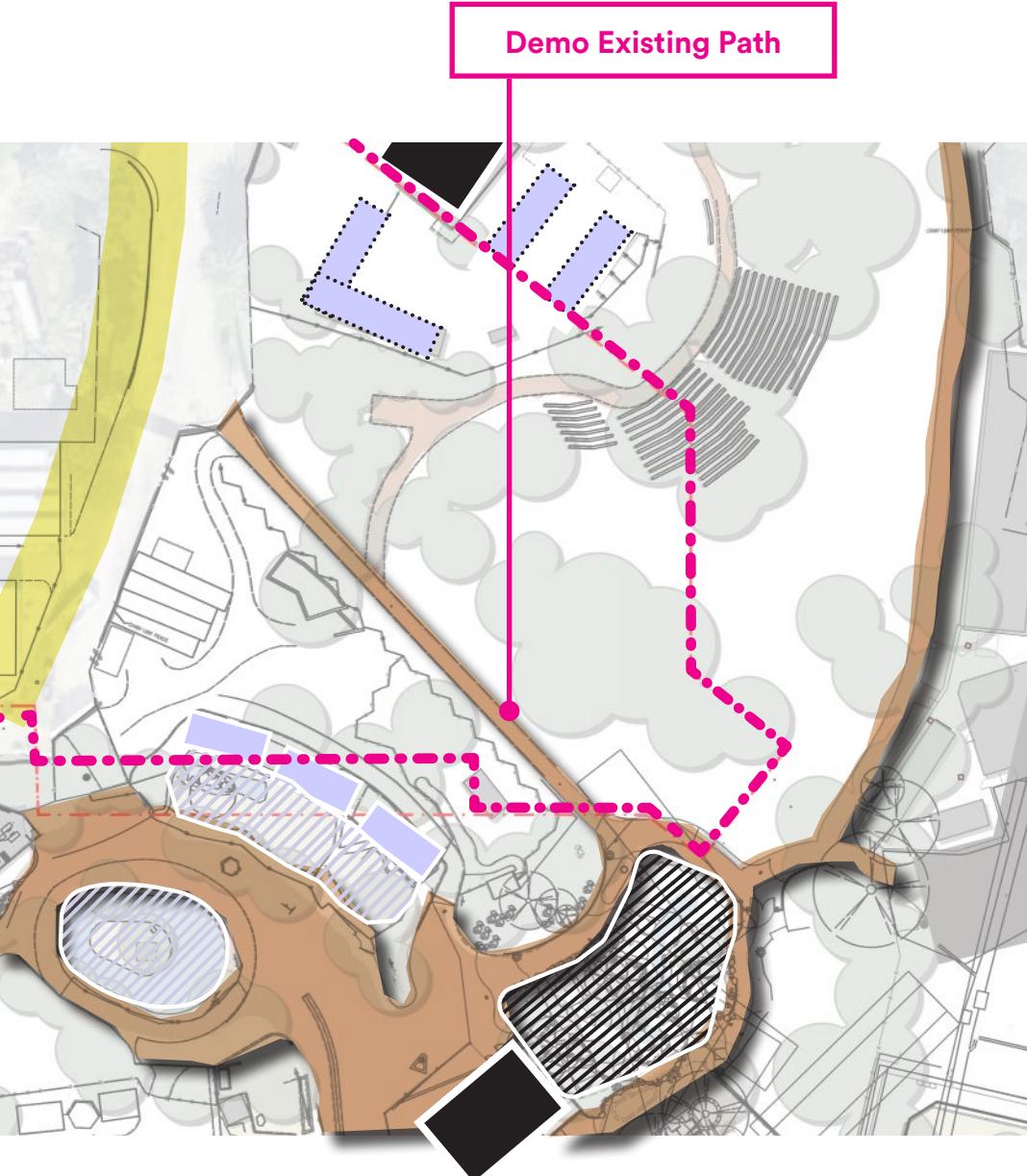
■ (E) Habitats to demolish

■ Pedestrian Path

■ Gathering Spaces

■ New Entrance Building

■ Fire Lane Access



Tree Relocation and Replacement

Project Scope:

- Highlighted areas indicate trees to be replaced per Table 5-4
- Oaks and Palms within highlighted area to be relocated (rather than replaced) per conditions assessment report



Oaks



Deciduous



Palms



Pines



Eucalyptus

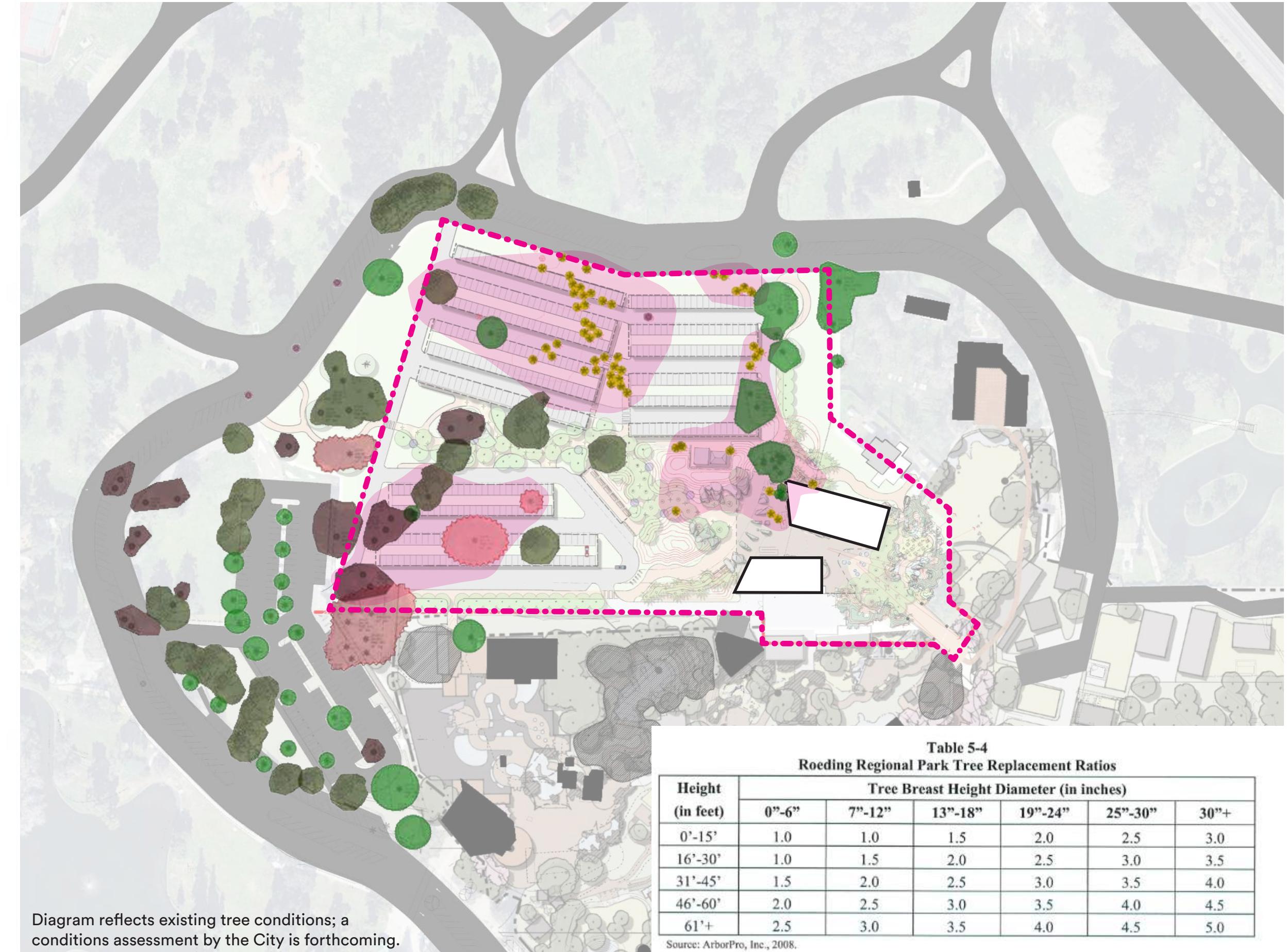


Table 5-4
Roeding Regional Park Tree Replacement Ratios

Height (in feet)	Tree Breast Height Diameter (in inches)					
	0"-6"	7"-12"	13"-18"	19"-24"	25"-30"	30"+
0'-15'	1.0	1.0	1.5	2.0	2.5	3.0
16'-30'	1.0	1.5	2.0	2.5	3.0	3.5
31'-45'	1.5	2.0	2.5	3.0	3.5	4.0
46'-60'	2.0	2.5	3.0	3.5	4.0	4.5
61'+	2.5	3.0	3.5	4.0	4.5	5.0

Source: ArborPro, Inc., 2008.

Utilities

----- Site Boundary

■ (E) Buildings to remain

■ (E) Habitats to remain

■ (E) Bldgs to demolish

■ (E) Habitats to demolish

— Electrical

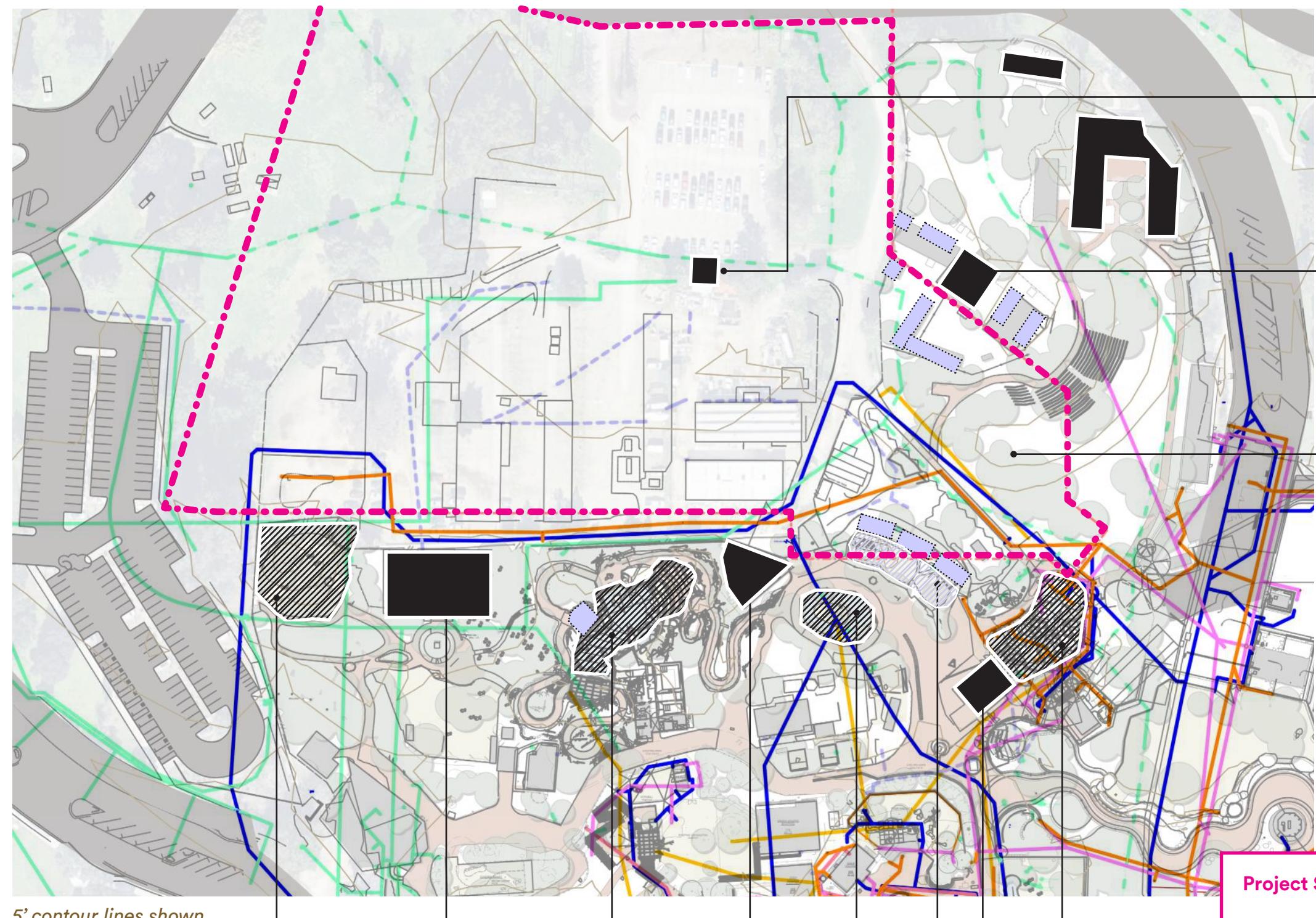
— Gas

— Water

— Storm

— Irrigation

— Sewer



Project Scope:

- Utilities within parking area to be decommissioned
- Project assumes new utilities will be brought to project site

Program

SPACE TYPE	Room Type	Count	NSF each	Total NSF	L1 (sf)	L2 (sf)	Exterior (sf)	Capacity	Questions/assumptions
ENTRY LOGISTICS	Service Window (with POS)	5	80	400	400			6	5 existing
	Membership Window (with POS)	2	80	160	160			3	2 existing
	Secure Cash Room	1	80	80	80				one for FCZ, separate one for retail (SSA); includes
	Security Monitoring Workstation	1	200	200	200				with security monitoring desk, weapons safe, valuables safe, Lost & Found Storage Cabinet
	Gun Safe			0	0				Access by multiple teams
	Lost and Found			0	0				Access by multiple teams
	Staff Lockers	1	20	20	20				Accommodate how many staff?
	GSO Storage	1	80	80	80				
	Stanchion Storage	1	80	80	80				Cabinets for temporary staff items
	<i>Subtotal</i>			<i>1,020</i>	<i>1,020</i>				
GUEST COMFORT	Main Restrooms	2	500	1000	1,000				15 fixtures / 5 sinks (gender neutral) OR 9 fixtures / 4 sinks (womens) + 7 fixtures / 3 sink (mens)
	Family Restroom	2	100	200	200				include adult changing table
	Mother's Room	1	80	80	80				
	Drinking Fountain/Bottle Filler	1	40	40	40				
	First Aid + Medical Room	1	150	150	150				first aid, resting spot for heat illness, lost child pick up point, include medical device storage?
	<i>Subtotal</i>			<i>1,470</i>	<i>1,470</i>				
RETAIL	General Retail	1	2,000	2,000	2,000			up to 230	Retail fit out TBD
	Retail (exterior)	1	3,500	3,500		3,500			
	POS + Queue Space	4	50	200	200				
	Stock Room/Storage	1	1,200	1,300	1,300				
	Retail Office	1	150	150	150				2 workstations
	Retail Secure Cash Room	1	80	80	80				one for FCZ, separate one for retail (SSA)
	Stroller/Wagon/Wheelchair Rental	1	100	100	100				
	Stroller/Wagon/Wheelchair Storage	1	250	250	250				include hose down area and charging stations for elec wheelchairs, room for ~50 vehicles total
	<i>Subtotal</i>			<i>7,580</i>	<i>4,080</i>	<i>3,500</i>			

SPACE TYPE	Room Type	Count	NSF each	Total NSF	L1 (sf)	L2 (sf)	Exterior (sf)	Capacity	Questions/assumptions
EXHIBIT	Wet Exhibits	1	300	300	300				Indoor portion only?
	Tank Access	1	200	200	200				
	Dry Exhibit/Service Access	1	300	300	300				Pending design - dry side exhibit or tank access
	Tank Access	1	300	300	300				
	Subtotal			1,100	1,100				
HUSBANDRY/ BOH SUPPORT	Food Prep	1	100	100	100				counter + refrigerator; 1 large husbandry space for all functions
	Holding	1	600	600	600				Includes tank access, ample tool storage, breeding?
	Husbandry Storage	1	50	50	50				Assuming benches, shelves + lockers, wader storage, no Shower or wet suit storage,
	Water Quality Lab	1	100	100	100				Doubles as conference room
	Husbandry Office	1	100	100	100				
	Life Support Systems (L1)	1	550	550	550				32' x 17' (downstairs)
	Life Support Systems (L2)	1	70	70	70				7'x10' (upstairs) for 5' diameter DAT
	Life Support Systems (stream)	1	250	250	250				near stream with 10' abv wetlands
	Life Support Systems (wetlands)	2	200	400	400				TBD
	Subtotal			2,220	1,500	70	650		
STAFF WORKPLACE	Director Offices	3	150	450		450			1x Director of Guest Services + 1x EHS Director + 1x SSA
	Shared Office (4 work stations)	1	250	250		250			Guest Services Manager and Guest Services Assistant Manager; 4 workstations
	Shared Office (2 work stations)	1	200	200		200			1x EHS Supervisor w/ 2 WS
	Workstations (Open Office 14 work stations)	1	1,200	1,200		1,200			14 WS total ; 8 GSO Field Trips/Operation Assistants; 5x safety and security, includes growth capacity; 1 combined area
	Medium Conference Room/Training Room	1	350	350		350			10 people which will double Training Space for CPR, IC, de-escalation, etc
	Staff Restroom	1	80	80		80			confirmed, 1 GNR
	Storage	1	100	100		100			
	AV / IT Room	1	100	100		100			
	Subtotal			2,730					

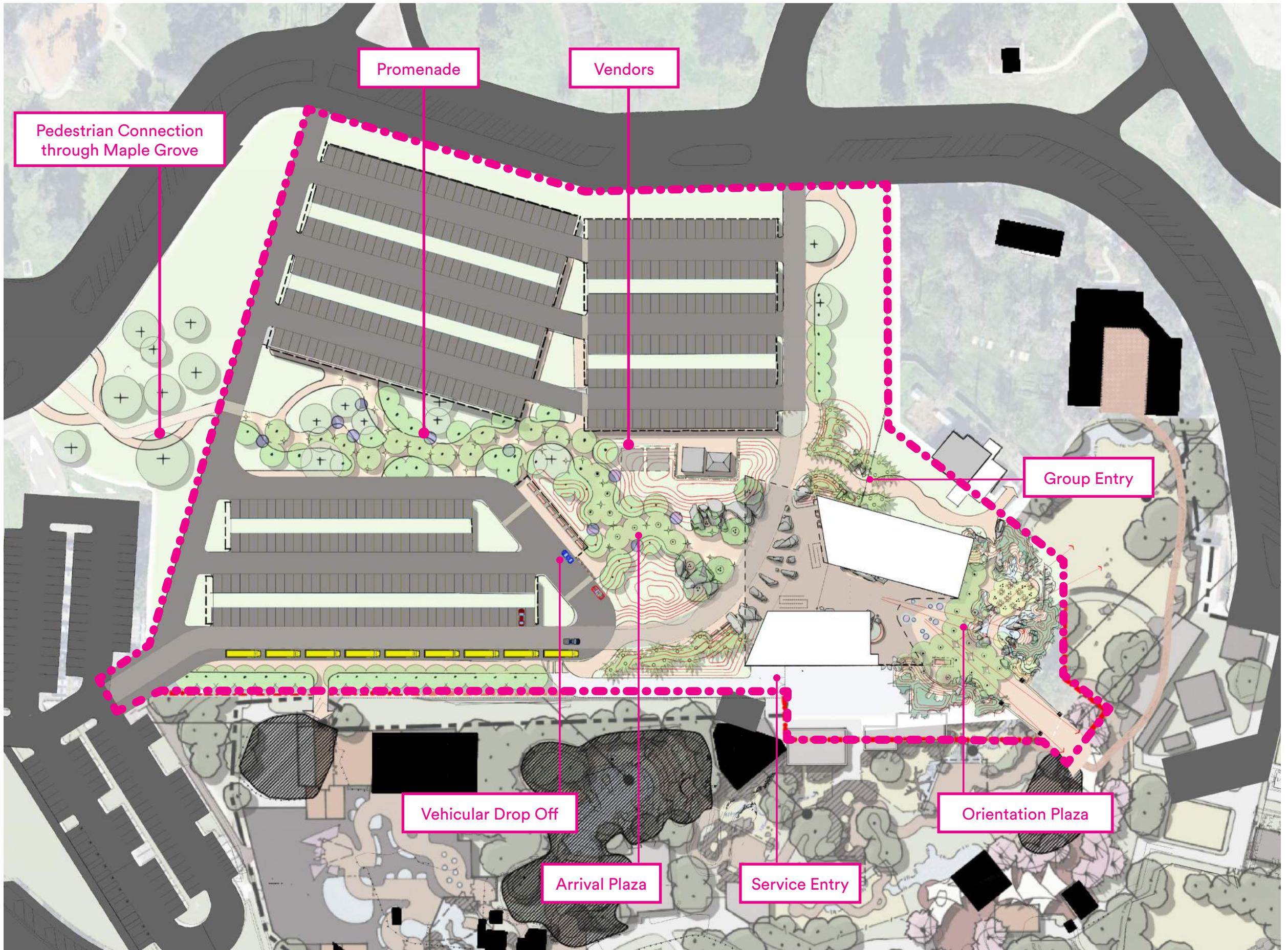
SPACE TYPE	Room Type	Count	NSF each	Total NSF	L1 (sf)	L2 (sf)	Exterior (sf)	Capacity	Questions/assumptions
SERVICE + UTILITIES	Trash, Recycle	1	100	100			100		exterior, located in service yard
	Janitor's Closet	1	70	70	70				
	Workshop/Maintenance Storage	1	200	200	200				Fix locks, make keys, storage for fire extinguishers; ok to keep in service area
	Elevator	2	100	200	100	100			
	Elevator Machine Room	1	100	100	100				
	Stair	2	150	300	150	150			
	MDF/AV	1	150	150	150				
	Electrical Room	1	200	200	200				
	Mechanical Room	2	350	700	350	350			1x DOAS unit for each building
	Generator/Battery	1	200	200			200		size for 24 hour outage, located in service yard
	Subtotal			2,220	1,320	600	300		
SITE	Arrival Plaza	1	9,000	9,000			9,000		needs shade and cooling
	Queueing + Ticket Scanning								2 people per station
	Security Checkpoint								Assume pop-up, integrated with check-point. discrete security, explore portable security technologies, part of arrival plaza?
	Orientation Plaza	1	14,000	14,000			14,000		needs shade and cooling; bigger than the space in front of Africa
	Orientation / Plan Your Day								
	Engagement / Interpretive Program Space								
	Meeting Point/Shaded Seating								animal ambassador station
	Retail Spill Out								at entry & exit, part of arrival plaza and orientation plaza, and at restrooms
	Coffee Cart Location	1	200	200			200		in Orientation Plaza
	Donor Recognition								Hall of Fame (historic + artifacts), centennial campaign, Donors in perpetuity, wall of heros (staff), LEED donor opportunity
	Site Power Spots								
	Separate Group Entry	1	300	300			300		
	Mustering Space								Before and After Gate
	Pedestrian Promenade/Collector								
	Bus Drop								
	Vendor Pop Up Space								
	Bike Parking								
	Historical Donor Recognition								
	Vehicular drop off								
	security cart parking	1							locate in service yard? Covered outdoor space, 3 spaces w/ charging
	Subtotal (not included in total)			23,500			23,500		
FCZ Entry Subtotal NSF					10,490	3,400	27,950		
<i>Efficiency Ratio</i>				0.84	0.84	0.84			
FCZ Entry Total GSF					12,488	4,048	27,950		

16,536

Site Plan

Boundary + Scope

..... Site Boundary



Roof Plan

----- Site Boundary

■ PV Array

■ Green Roof



Landscape Plan

With Trees

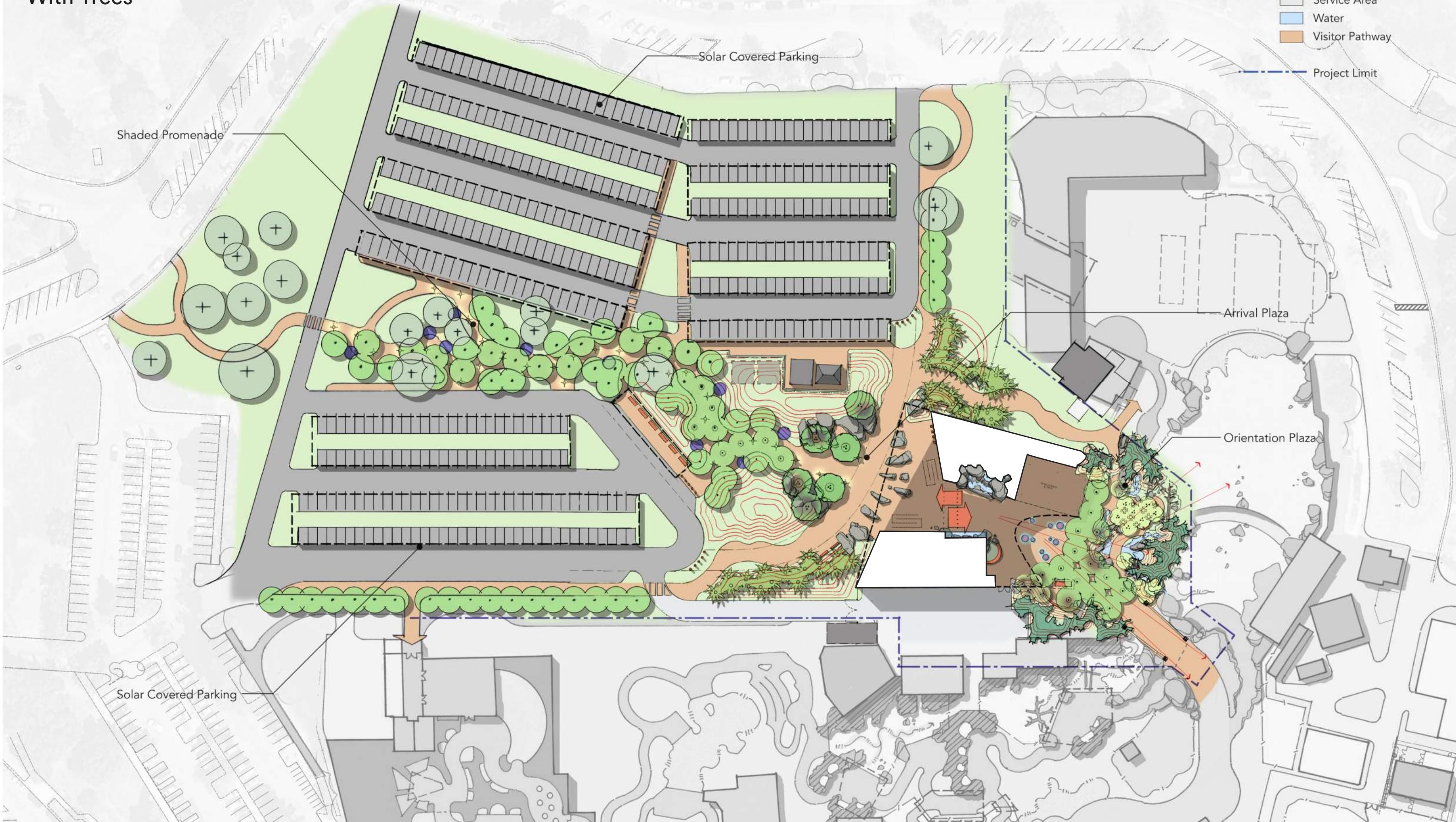
Legend:

Service Area

Water

Visitor Pathway

Project Limit



Landscape Plan

Without Trees

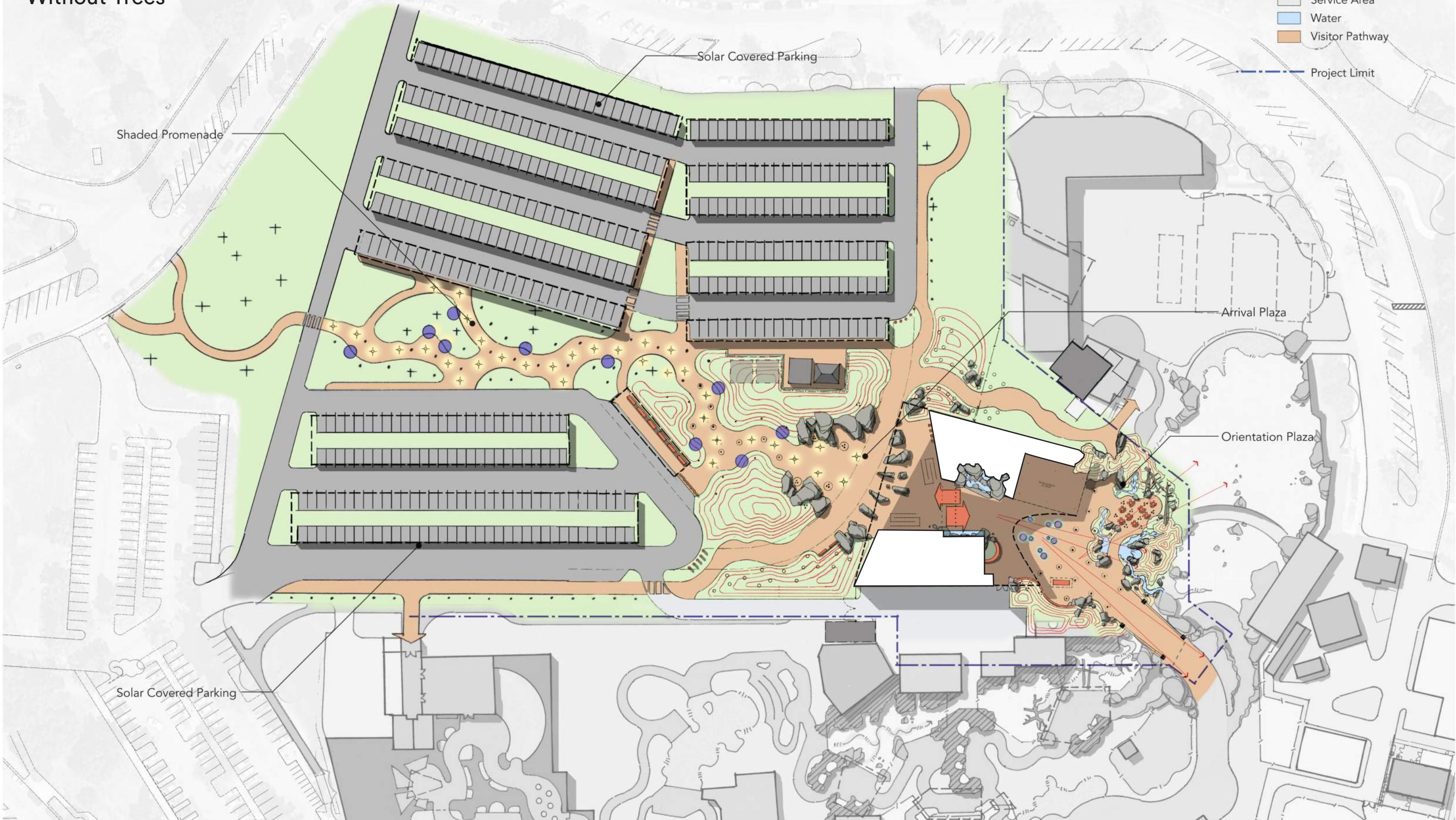
Legend:

Service Area

Water

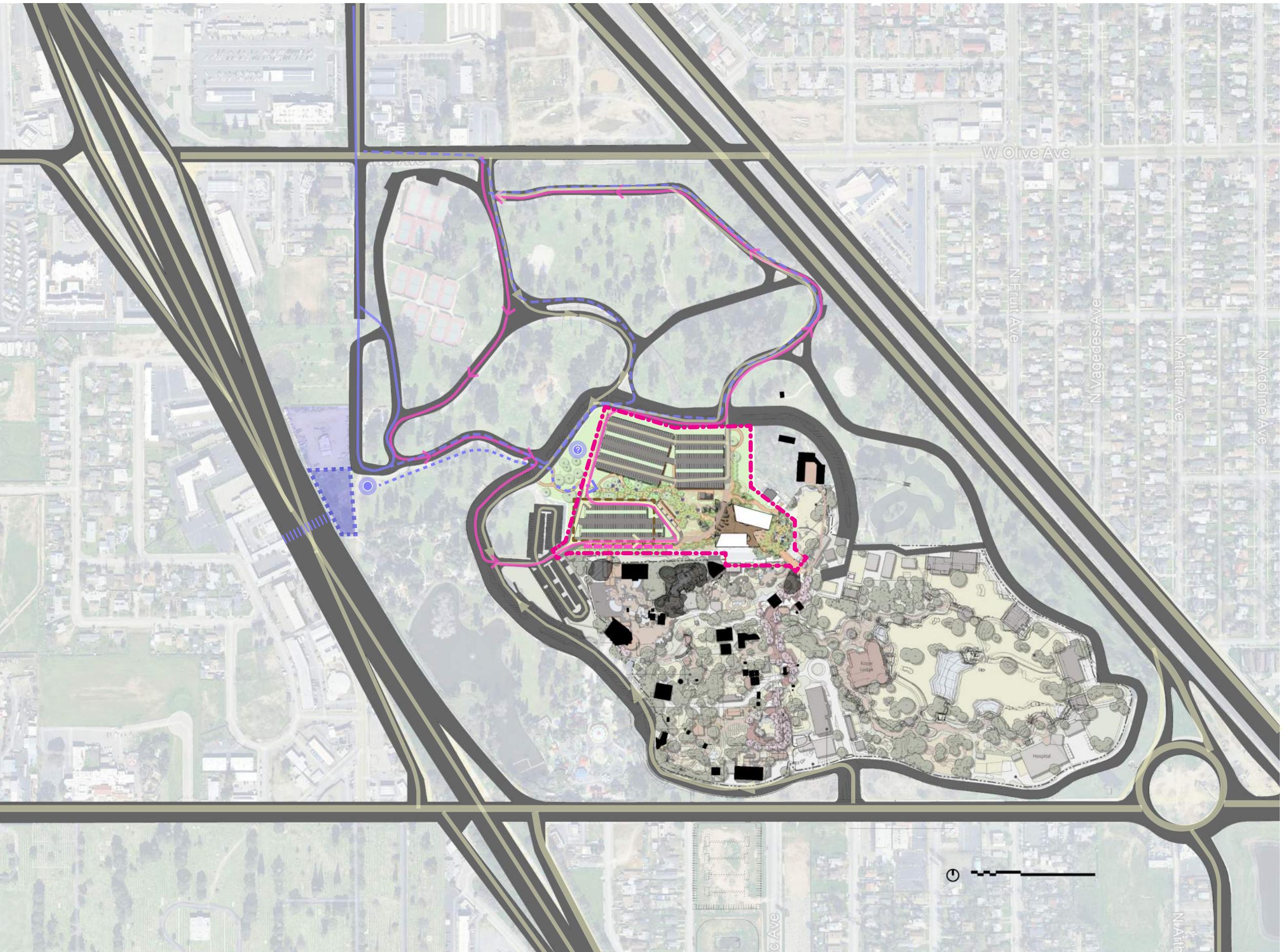
Visitor Pathway

Project Limit



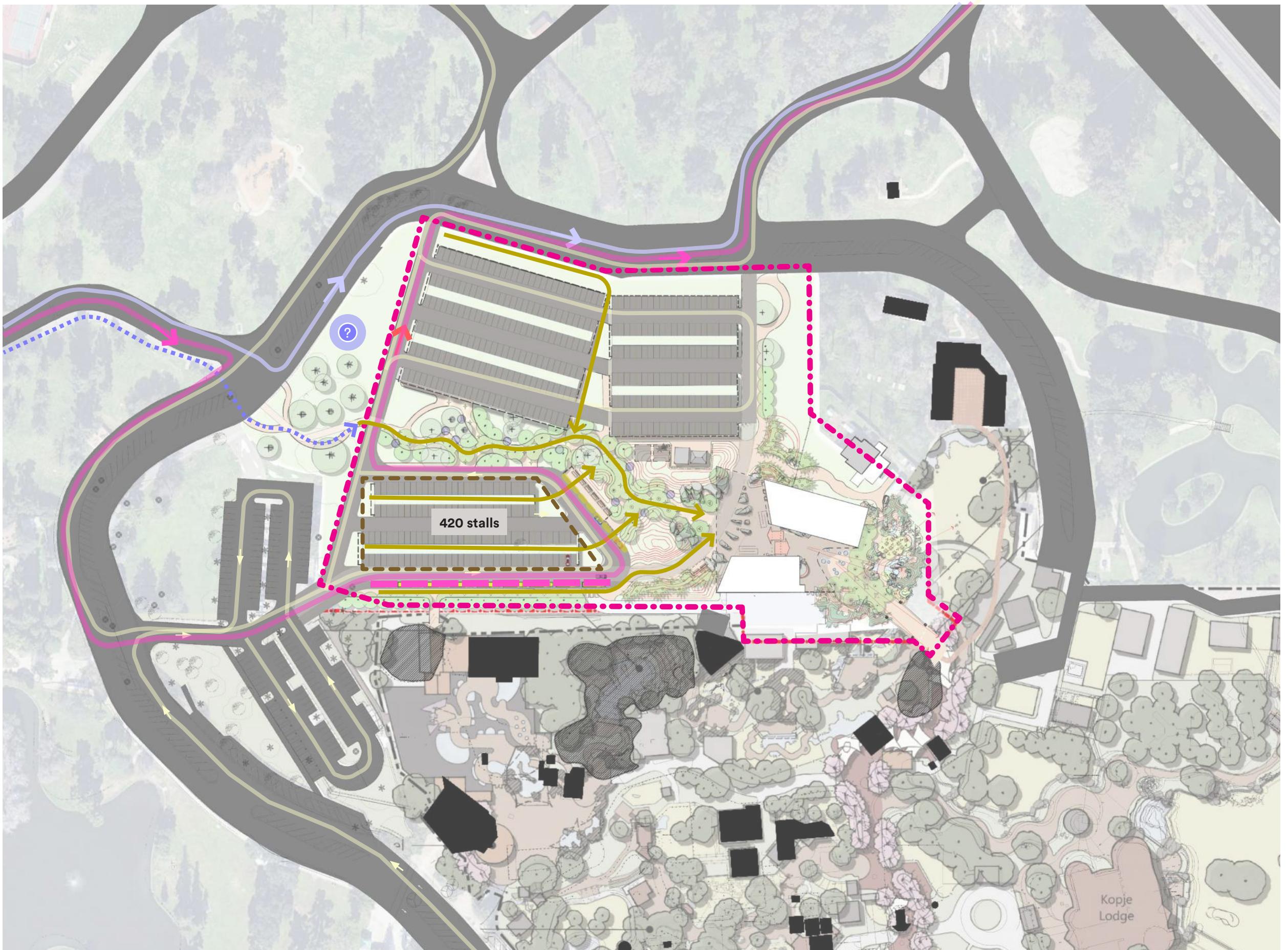
Site Approach

- Site Boundary
- Future Parking Garage
- Anticipated Bus Route
- Alternate Bus Route
- (N) Pedestrian Bridge
- (N) Pedestrian Path
- (E) Bus Yard
- (N) Plaza
- Bus Stop
- School Bus
- School Bus Drop Off
- Vehicles
- Vehicular Drop Off



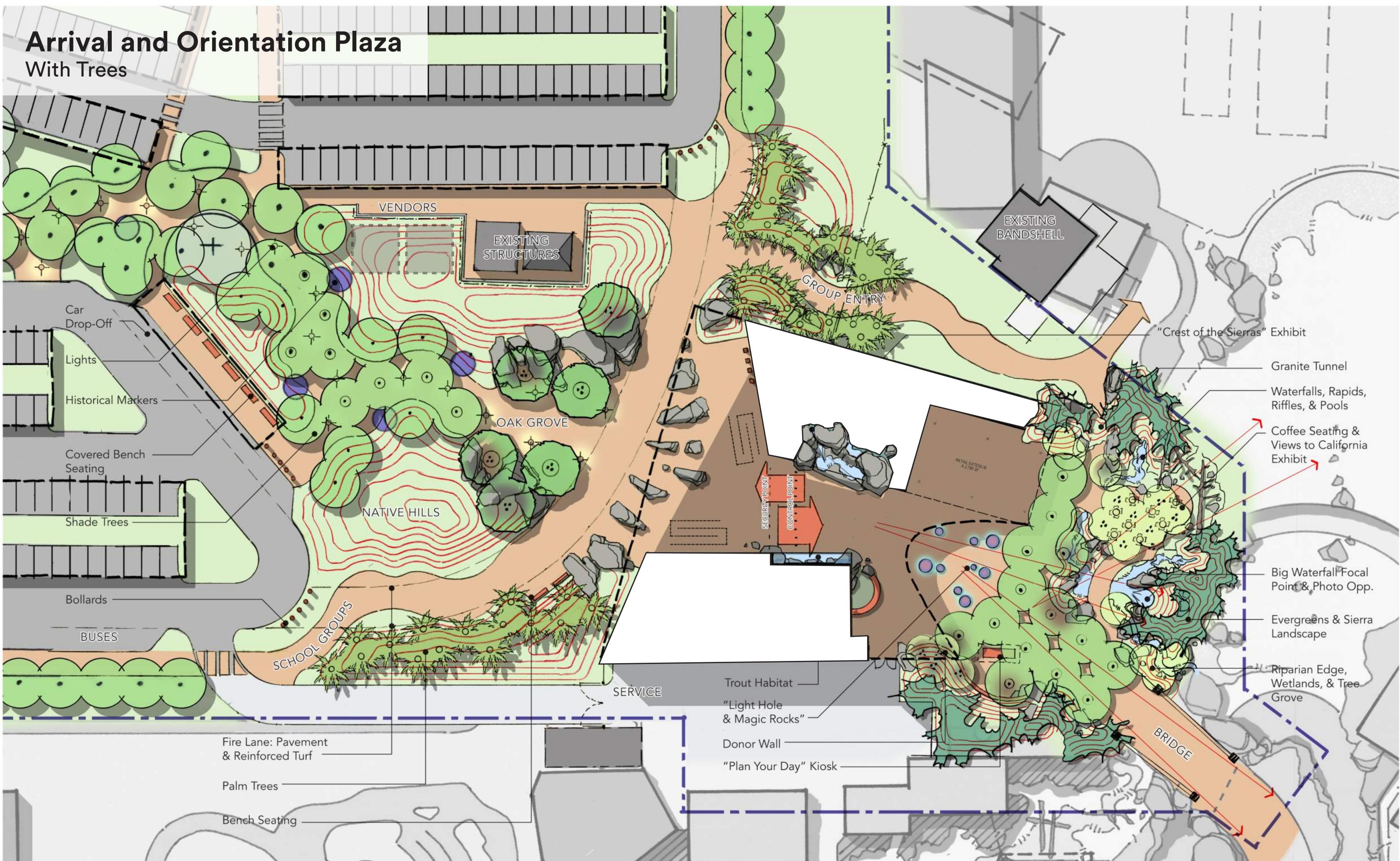
Site Flow

- Site Boundary
- Future Parking Garage
- Alternate Bus Route
- Bus Stop
- Pedestrian Path (city bus)
- School Bus
- School Bus Drop Off
- Pedestrian Path (school bus)
- Vehicles
- Vehicular Drop Off
- Pedestrian Path (vehicles)



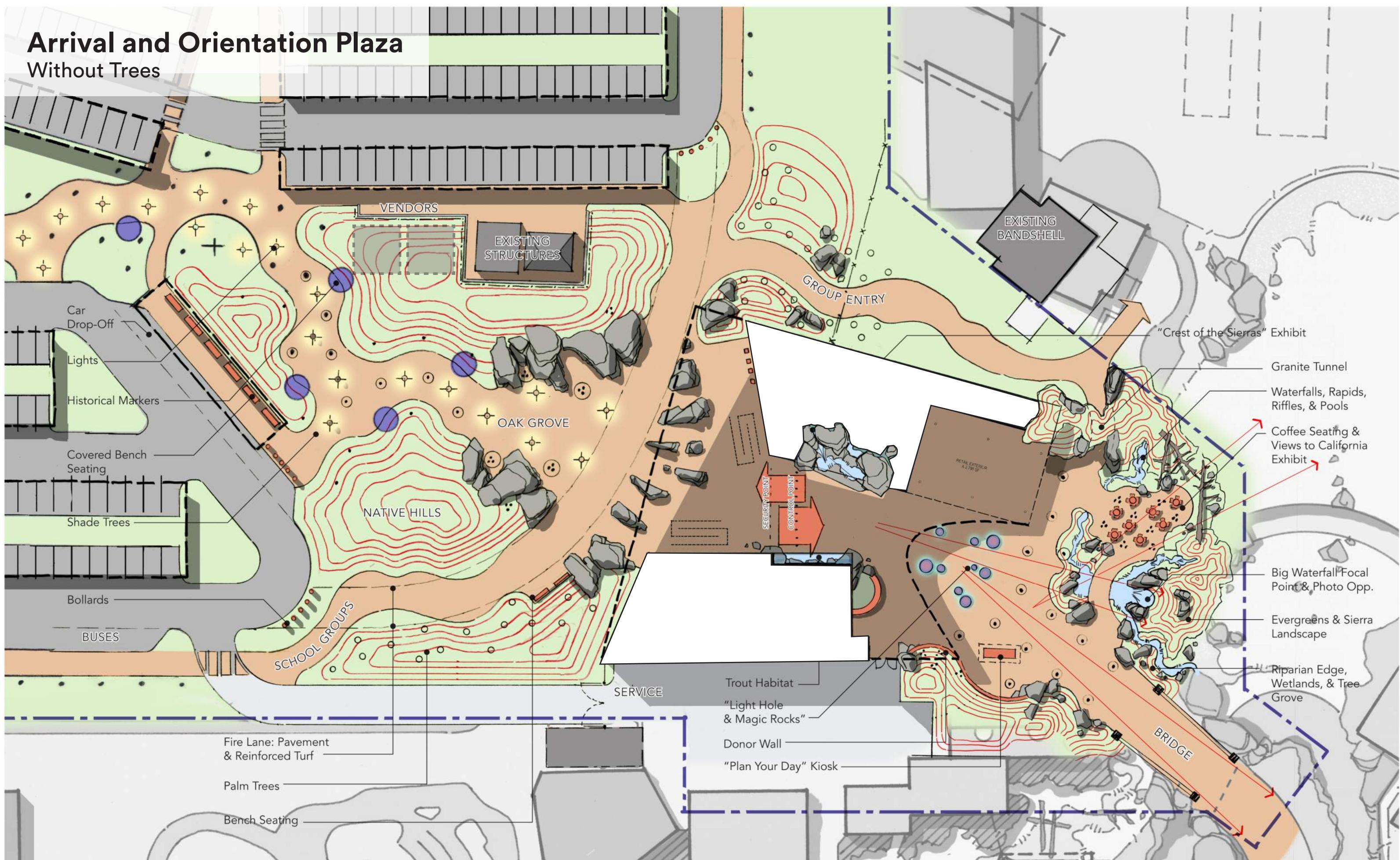
Arrival and Orientation Plaza

With Trees



Arrival and Orientation Plaza

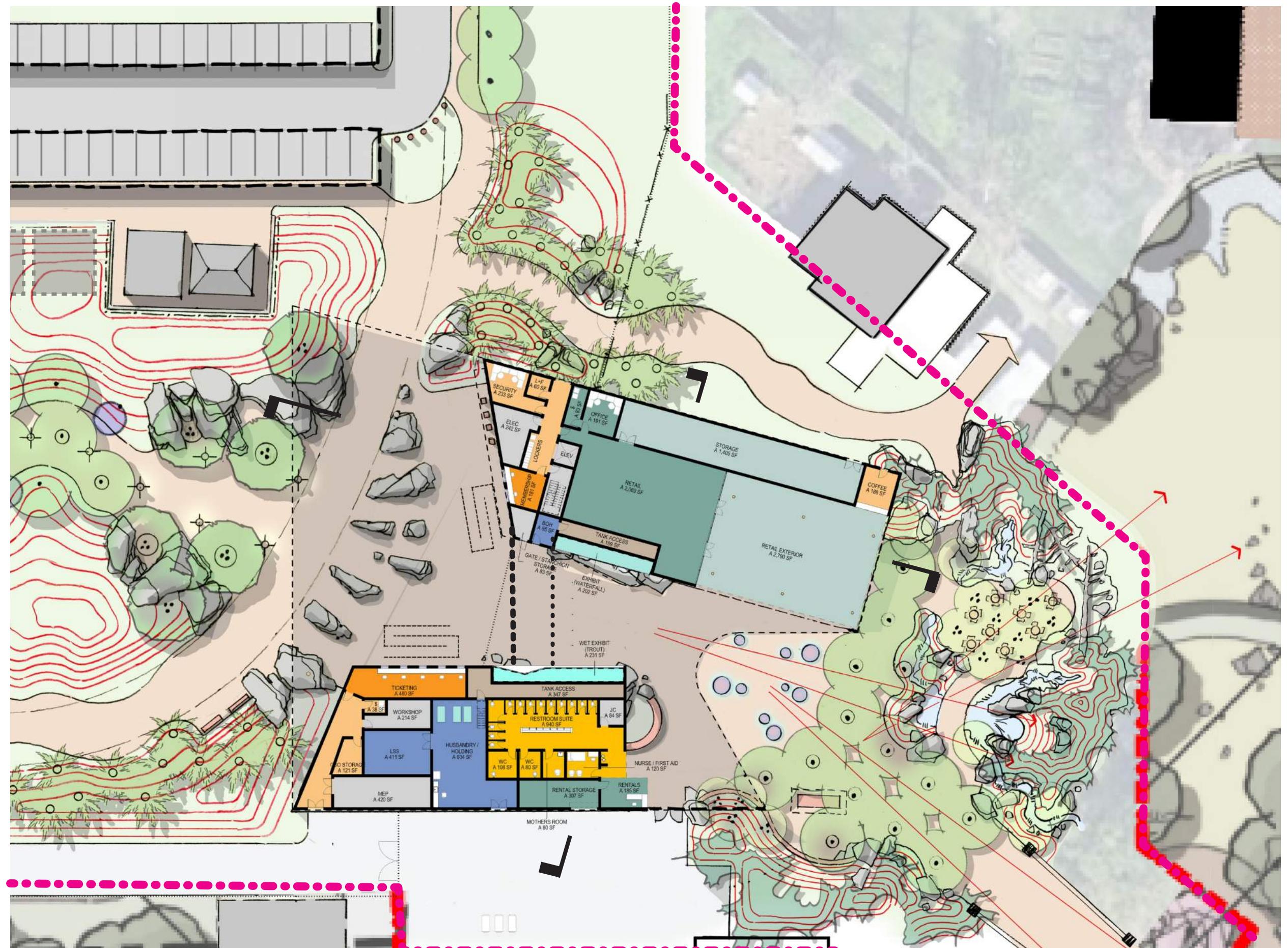
Without Trees



Level 1

- Site Boundary
- Closure point
- Control Point
- Roof Overhang

- █ Ticketing
- █ Restrooms
- █ Retail
- █ Habitat
- █ BOH / Husbandry
- █ Work Space
- █ Support



Level 2

Site Boundary

Closure point

Control Point

Roof Overhang

Ticketing

Restrooms

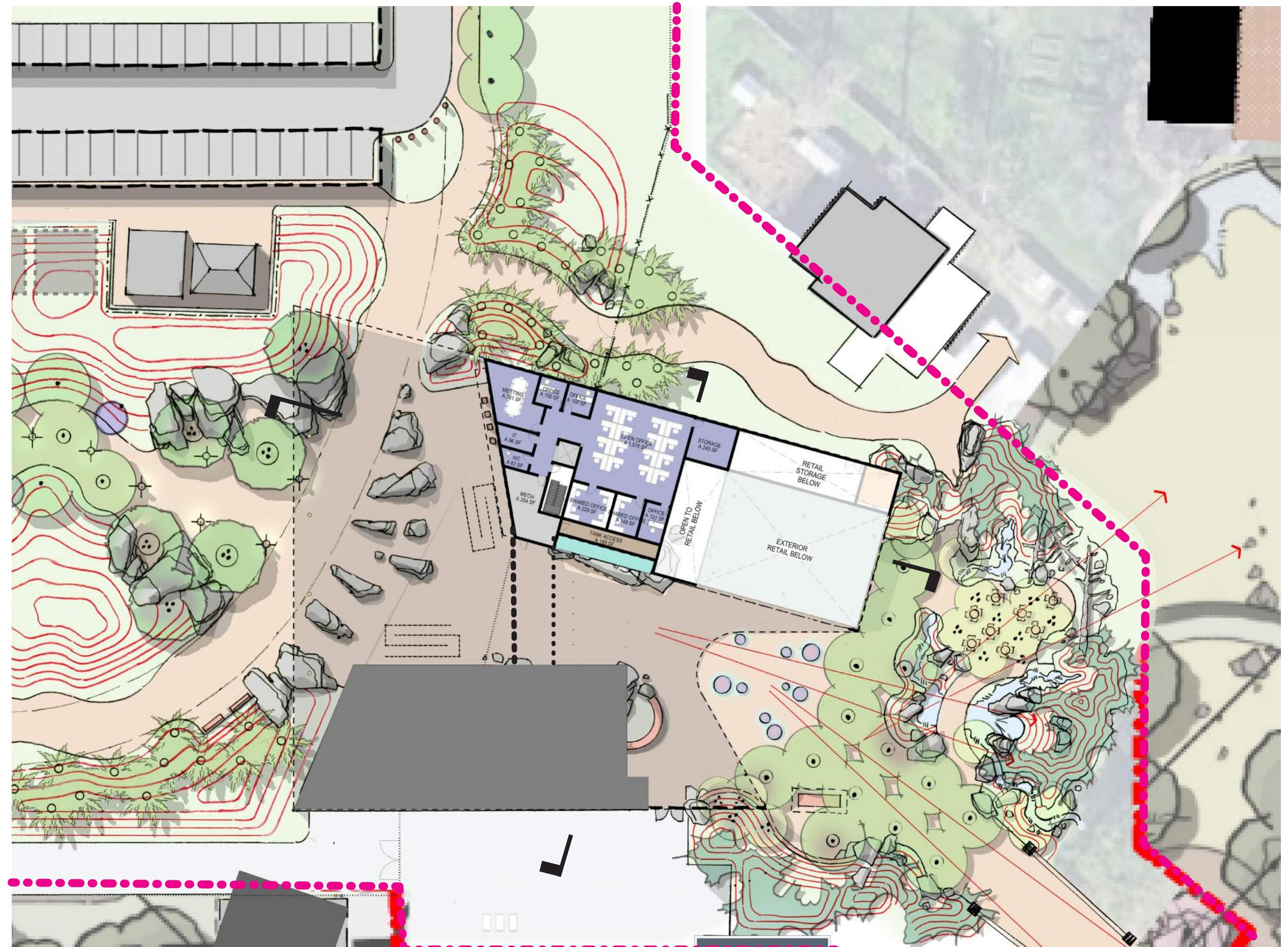
Retail

Habitat

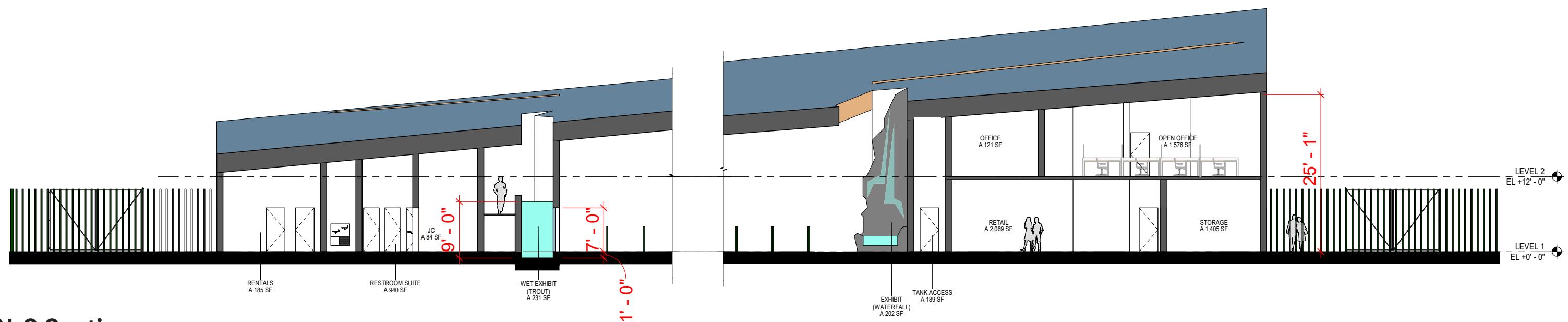
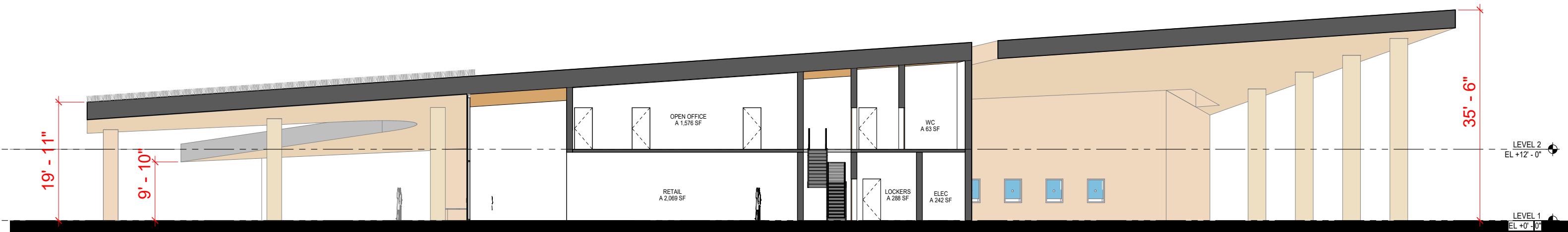
BOH / Husbandry

Work Space

Support



Building Sections



Approach



Drop Off

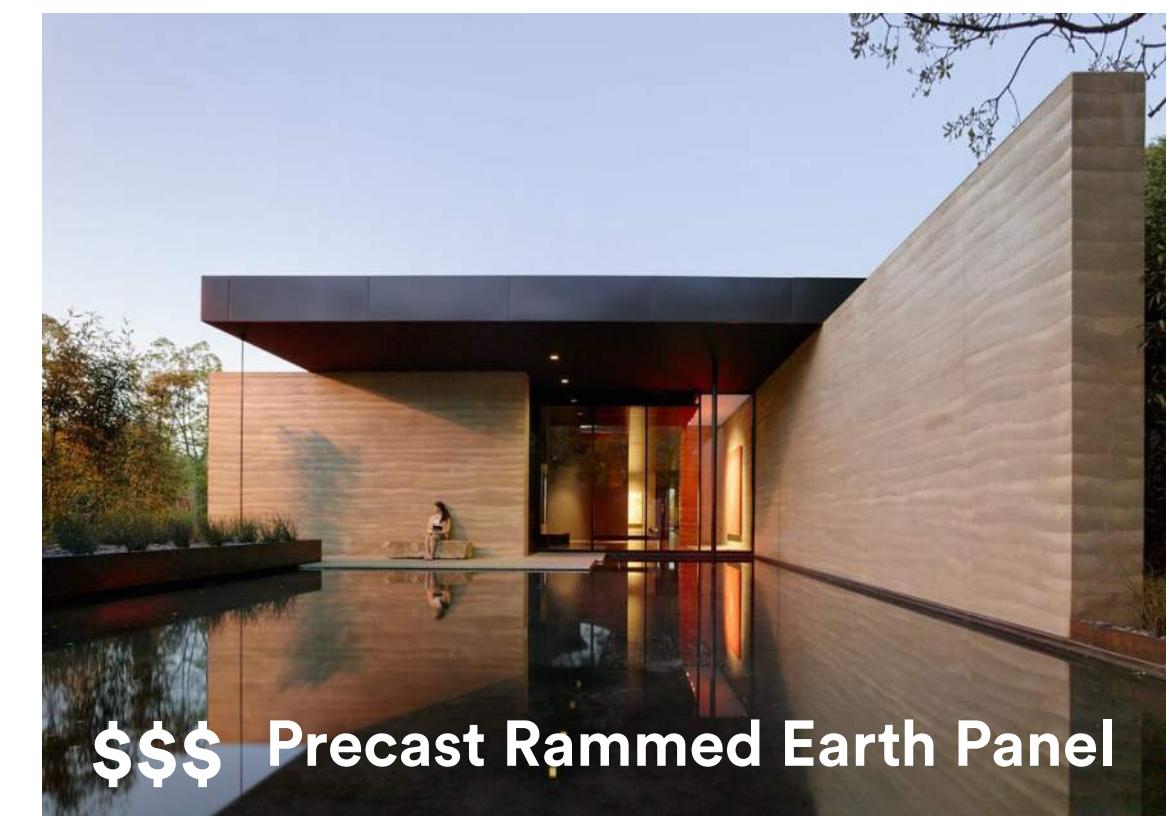
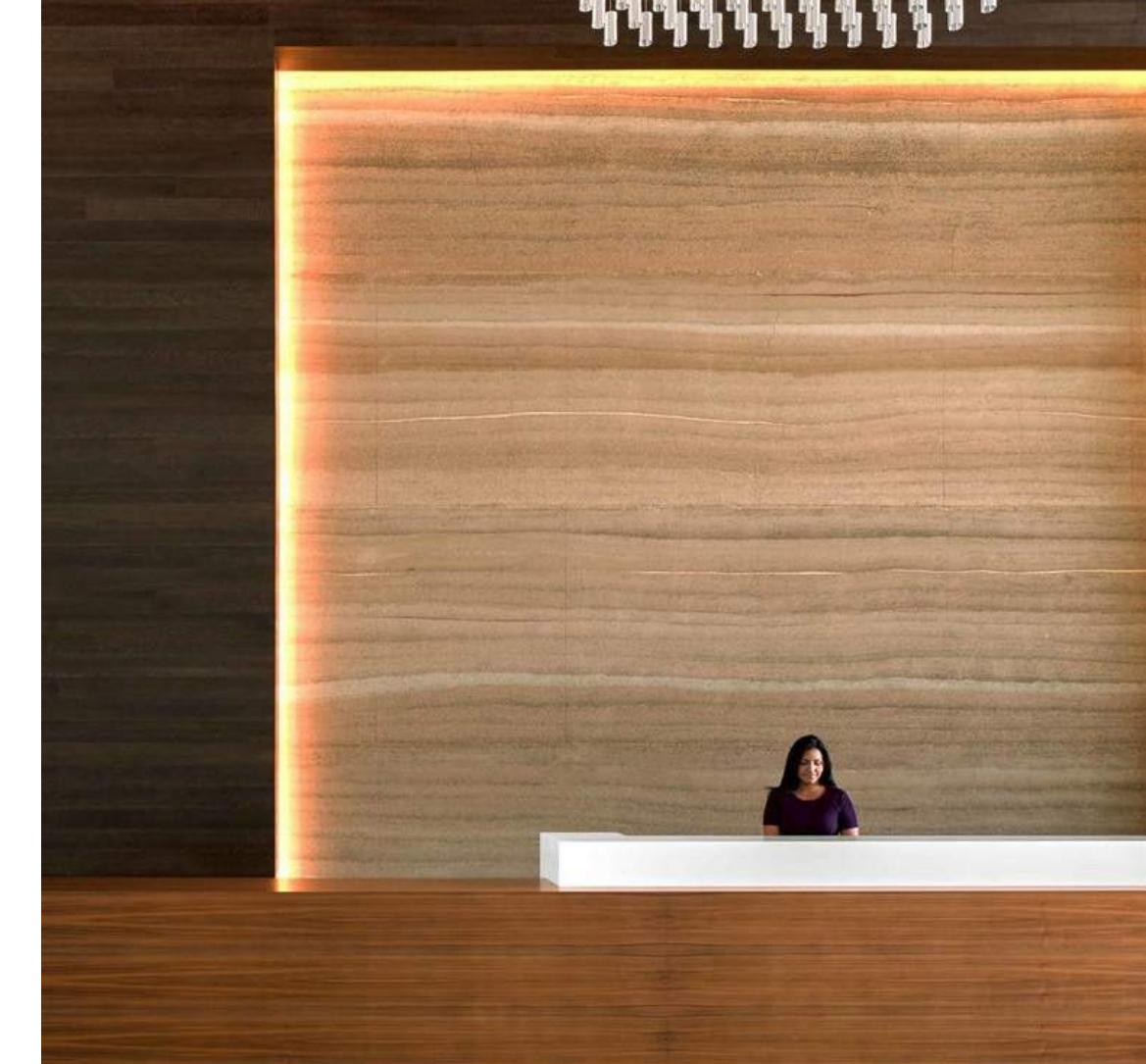


Exhibit



Orientation Plaza





Visitor Flow

# General Admission Windows	3 windows all credit transactions are required to use a self-service kiosk or online purchase (signs would be positioned in the entry area with a QR code that launches the ticketing web site on their smart phones) windows only need to handle cash transactions	5 windows 1 M attendance >1M attendance shift of group admissions to a dedicated entrance	6 windows 1.4 M attendance existing operation without any demand shift
# Membership Windows	2 windows Only a small portion of members will need to use these windows, but sufficient capacity is needed for members needing to purchase additional tickets, membership renewals (for those who prefer to renew onsite), and new memberships. This demand should be very low, but two windows are recommended for redundancy		

To provide better quantitative backup for this recommendation, provide percentage of members that stop at a window before entering for some type of service assistance (renew/change memberships, ticket purchases for their guests, etc.)

Visitor Flow

# Lanes	(2x) 6' wide lanes	(3x) 6' wide lanes	(4x) 6' wide lanes
6' wide lanes, each capable of supporting two scanning positions – during lower attendance periods, one ticket scanner per lane is used	1.4M attendance Peak Day peak hour arrivals (2800 per hour at 1.4 M) existing attendance level 2 lanes will be used for the Design Day	1.4M attendance most days can be handled with 2 scanning positions, 3 are needed for the Design Day existing attendance level 3 lanes will be used for the Peak Day	1.4M attendance 4 scanning positioned would be used at Peak Day levels

<u>Annual Attendance:</u>	<u>Existing (2024/25)</u>	<u>Future</u>			<u>Factor</u>
		<u>1,000,000</u>	<u>1,200,000</u>	<u>1,400,000</u>	
<u>Daily Attendance</u>					
Design Day	4,800	5,700	6,900	8,000	0.57%
Peak Day	6,400	7,700	9,200	10,700	0.77%
<u>Peak Hour Arrivals (Saturdays, 9-10 AM)</u>					
Design Day	1,300	1,500	1,800	2,100	26%
Peak Day	1,700	2,000	2,400	2,800	
<u>Peak Hour Exits (Saturdays, 1-2 PM)</u>					
Design Day	1,000	1,200	1,500	1,700	21%
Peak Day	1,400	1,600	2,000	2,300	
<u>Peak Hour Arrivals+Exits (12-1 PM)</u>					
Design Day	1,600	1,900	2,300	2,600	33%
Peak Day	2,100	2,500	3,000	3,500	

Parking Capacity

Peak Day	Existing data (2024 -2025)	Reported Peak Day	Attendance increase to 1.4M annually
<p>Assumptions:</p> <ul style="list-style-type: none"> • 95% via private vehicle for Design and Peak days • Assume 3 hour stay time • 3.5 visitors / vehicle <p><i>note:</i></p> <p>avg 4.9 tickets per transaction (2024)</p> <p>avg 4.4 tickets per transaction (2025)</p>	<p>6,300 visitors</p> <p>800 stalls needed</p>	<p>7,000 - 9,000 visitors</p>	<p>10,600 visitors</p> <p>1,400 stalls needed</p>

Need more information / verification of assumptions to make a recommendation.

Other consideratoins:

- # of zoo visitors that park offsite
- availability of overflow parking areas

MEP Basis of Design

For Concept Design Pricing

Mechanical

- 1x DOAS unit for each building (2 total)
- radiant floor - heating + cooling w/ single heat pump
- Ceiling fans in unconditioned zones (retail and restrooms)

Option 1

- separate building + LSS heating and cooling
- 2-pipe radiant system (switch over system)
- air cooled chiller for LSS

Option 2A (preferred alternate):

- combined building + LSS heating and cooling
- 4-pipe radiant system (allows for heat + cool simultaneously)
- 2 module (for redundancy) air source heat pump with heat recovery

Considerations:

- energy savings
- potentially lower operational costs
- higher capital costs
- fewer pieces of equipment to maintain

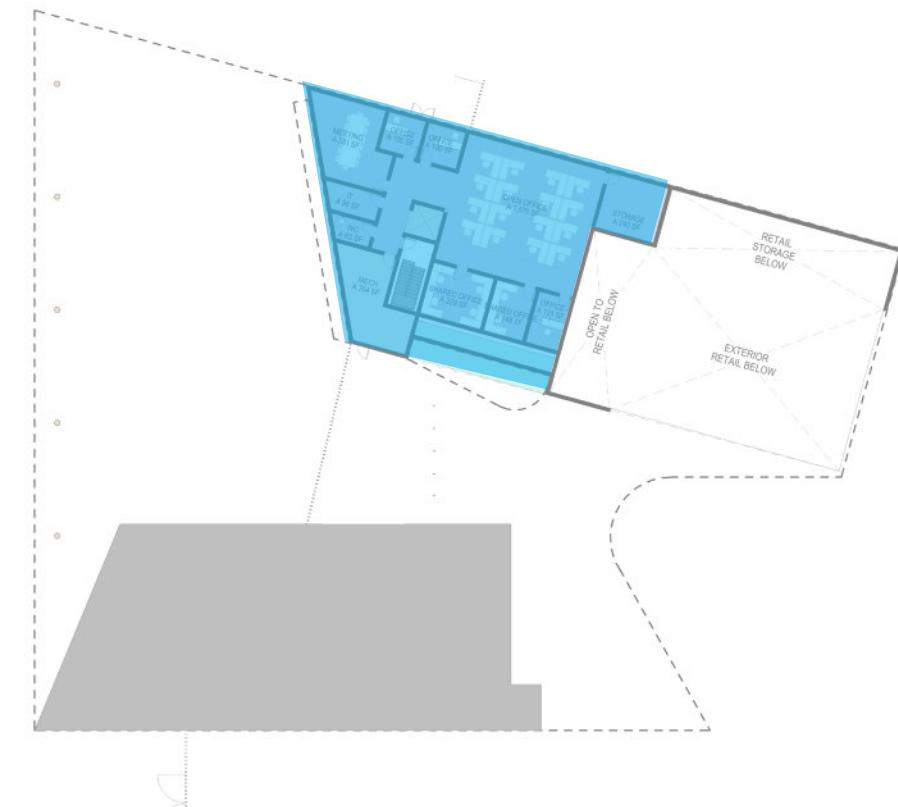
Option 2B (possible alternate):

- similar to Option 2A
- ground source heat pump - feasibility TBD with a life cycle cost comparison

similar space requirements for both options

Electrical

- Assume 24 hour back up
- Battery back up (preferred)
- Natural gas generator - on site (alternate)
- Size to provide power to LSS and ticketing



Level 2



Level



LSS Basis of Design

For Concept Design Pricing

Exhibit (trout)

- 15,000 gal
- 58-62F (ideal); not exceed 70-72F
- High moving high oxygenated cold water

Exhibit (waterfall)

Exhibit (stream)

- 12,700 gal
- dump and fill with refresh water

Backwash Water Options

Option 1:

Reuse in stream with single pass with wetlands

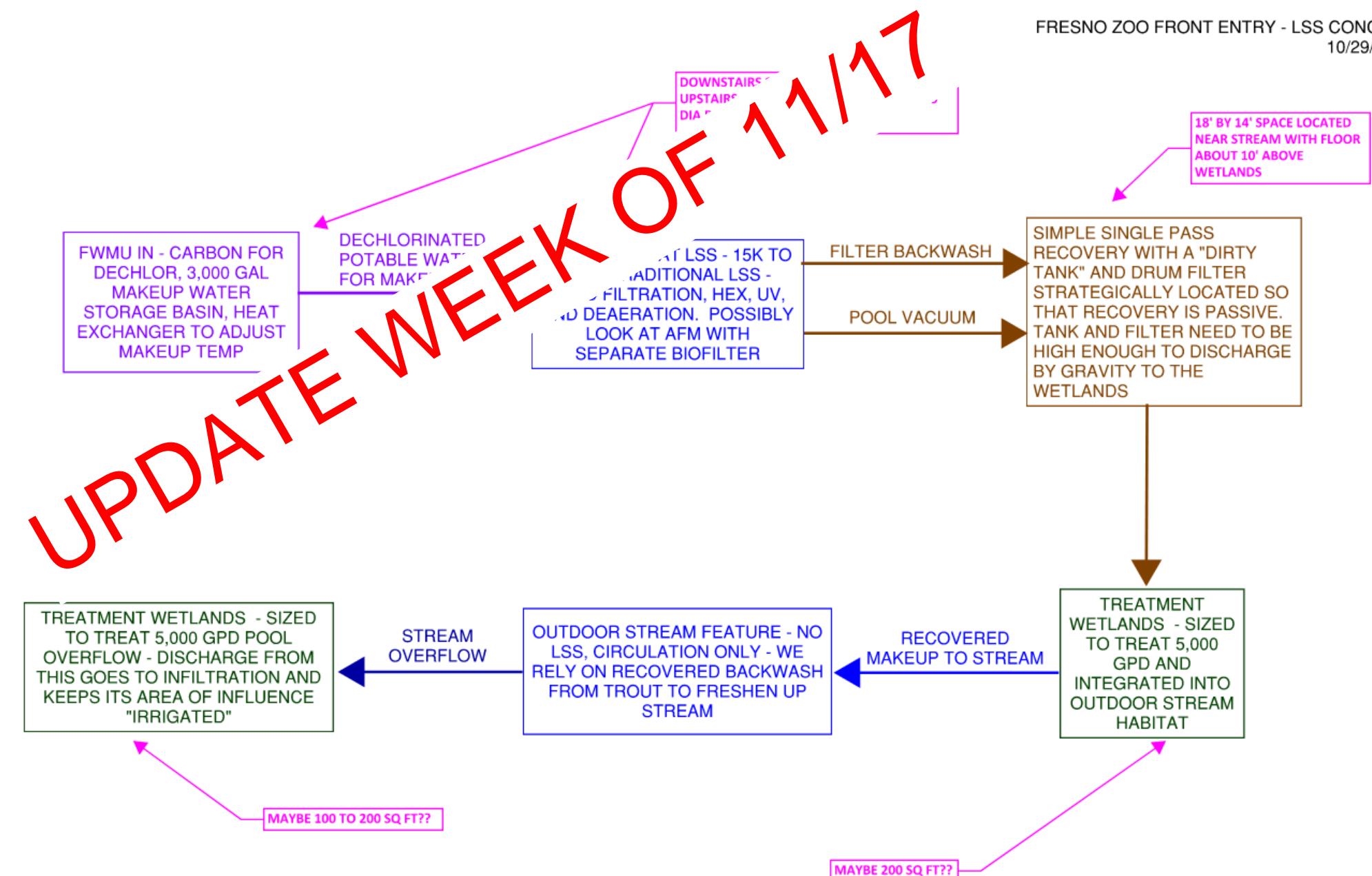
Option 2:

Reuse in stream with single pass with no wetlands

Option 3:

Reuse for irrigation

FRESNO ZOO FRONT ENTRY - LSS CONCEPT
10/29/2025





CONSERVATION AND SUSTAINABILITY: CONSTRUCTION, REBATES + OPERATION

BASELINE GOALS:

CERTIFICATION

LEED BD+C v4 SILVER EQUIVALENT

WATER

LOW FLOW FIXTURES + RECLAIMED WATER TIE-IN

ENERGY

ALL-ELECTRIC DESIGN

MATERIALS

REDUCE EMBODIED CARBON BY 50% FROM A BASELINE

LANDSCAPE

NATIVES + NO POTABLE WATER IRRIGATION

GENERAL

LOW MAINTENANCE DESIGN

STRETCH GOALS:

LEED BD+C v4 PLATINUM
Or...

ZERO EXHIBIT + LAVATORY, AND STORMWATER SENT TO SEWER

NET ZERO ENERGY USING ON-SITE GENERATION

100% CARBON NEUTRAL DESIGN

HIGH CARBON CAPTURE PART OF SPECIES SELECTION CRITERIA

RADICALLY PASSIVE DESIGN

Preliminary LEED Scorecard



LEED v4.1 BD+C
Project Checklist

Project Name: Fresno Chaffee Zoo New Entry
Date: 11.5.25

Y	?	N
1		

credit Integrative Process

1

6	3	7	Location and Transportation	16
			credit LEED for Neighborhood Development Location	16
		1	credit Sensitive Land Protection	1
2			credit High Priority Site and Equitable Development	2
2	1	2	credit Surrounding Density and Diverse Uses	5
	2	3	credit Access to Quality Transit	5
1			credit Bicycle Facilities	1
		1	credit Reduced Parking Footprint	1
1			credit Electric Vehicles	1

6	5	2	Materials and Resources	13
			Prereq Storage and Collection of Recyclables	Required
2	1	2	Credit Building Life-Cycle Impact Reduction	5
1	1		Credit Environmental Product Declarations	2
1	1		Credit Sourcing of Raw Materials	2
1	1		Credit Material Ingredients	2
1	1		Credit Construction and Demolition Waste Management	2

8	1	1	Sustainable Sites	10
Y			Prereq Construction Activity Pollution Prevention	Required
1			credit Site Assessment	1
	1	1	credit Protect or Restore Habitat	2
1			credit Open Space	1
3			credit Rainwater Management	3
2			credit Heat Island Reduction	2
1			credit Light Pollution Reduction	1

9	5	2	Indoor Environmental Quality	16
Y			Prereq Minimum Indoor Air Quality Performance	Required
Y			Prereq Environmental Tobacco Smoke Control	Required
	2		Credit Enhanced Indoor Air Quality Strategies	2
3			Credit Low-Emitting Materials	3
		1	Credit Construction Indoor Air Quality Management Plan	1
	1	1	Credit Indoor Air Quality Assessment	2
1			Credit Thermal Comfort	1
2			Credit Interior Lighting	2
2	1		Credit Daylight	3
	1		Credit Quality Views	1
1			Credit Acoustic Performance	1

8	2	1	Water Efficiency	11
Y			Prereq Outdoor Water Use Reduction	Required
Y			Prereq Indoor Water Use Reduction	Required
Y			Prereq Building-Level Water Metering	Required
2			credit Outdoor Water Use Reduction	2
3	2	1	credit Indoor Water Use Reduction	6
2			credit Optimize Process Water Use	2
1			credit Water Metering	1

6	0	0	Innovation	6
5			credit Innovation	5
1			credit LEED Accredited Professional	1

24	9	0	Energy and Atmosphere	33
Y			Prereq Fundamental Commissioning and Verification	Required
Y			Prereq Minimum Energy Performance	Required
Y			Prereq Building-Level Energy Metering	Required
Y			Prereq Fundamental Refrigerant Management	Required
3	3		credit Enhanced Commissioning	6
12	6		credit Optimize Energy Performance	18
1			credit Advanced Energy Metering	1
2			credit Grid Harmonization	2
5			credit Renewable Energy	5
1			credit Enhanced Refrigerant Management	1

70 27 13 TOTALS Possible Points: 110

Gold: 40 to 49 points, Silver: 50 to 59 points, Gold: 60 to 79 points, Platinum: 80

PROJECT NAME:

Fresno Chaffee Zoo New Entrance

DATE: [11.14.2025]

JOB NO.

25015

1.0 BASE SERVICES	Ph 1	Ph 2	Ph 3	Ph 4	Ph 5	Ph 6	Ph 7	Ph 8	Ph 9	Total
	Pre-Schem	Concept	Schem	Design Dev	Const Doc	Bidding	C A	Post CA	FF+E	
Architectural EHDD & PHA	\$ -	\$ -	\$ 190,000	\$ 262,600	\$ 398,000	\$ 24,600	\$ 346,000	\$ 12,000	\$ -	\$ 1,233,200
Specifications SpecWest	\$ -	\$ -	\$ -	\$ 11,000	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 33,000
Structural Provost & Pritchard	\$ -	\$ -	\$ 37,345	\$ 93,365	\$ 168,053	\$ 14,938	\$ 56,018	\$ 3,735	\$ -	\$ 373,450
Mechanical Engineering Lawrence Engineering	\$ -	\$ -	\$ 33,440	\$ 36,300	\$ 48,950	\$ 6,270	\$ 52,250	\$ 2,090	\$ -	\$ 179,300
Electrical Engineering Hardin-Davidson Engineering	\$ -	\$ -	\$ 42,680	\$ 48,015	\$ 101,365	\$ -	\$ 32,010	\$ -	\$ -	\$ 224,070
Cost Estimating KPJ Consulting	\$ -	\$ -	\$ 26,730	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,730
Civil Engineering Yamabe & Horn Engineering	\$ -	\$ -	\$ 15,792	\$ 55,345	\$ 23,719	\$ -	\$ 19,526	\$ 14,191	\$ -	\$ 128,574
Basic Professional Services Fee	\$ -	\$ -	\$ 345,987	\$ 506,625	\$ 762,087	\$ 45,808	\$ 505,804	\$ 32,016	\$ -	\$ 2,198,524
1.1 Special Consultants	Ph 1	Ph 2	Ph 3	Ph 4	Ph 5	Ph 6	Ph 7	Ph 8	Ph 9	Total
	Pre-Schem	Concept	Schem	Design Dev	Const Doc	Bidding	C A	Post CA	FF+E	
Exhibits and Landscape Architecture SH R Studios	\$ -	\$ -	\$ 89,841	\$ 181,753	\$ 206,224	\$ 10,617	\$ 68,491	\$ -	\$ -	\$ 556,926
LSS Engineering TJP Engineering	\$ -	\$ -	\$ 21,255	\$ 31,989	\$ 40,290	\$ 2,134	\$ 28,329	\$ -	\$ -	\$ 123,996
Acoustics / Noise Control Salter	\$ -	\$ -	\$ 12,804	\$ 7,469	\$ 9,070	\$ 1,601	\$ 16,005	\$ 6,402	\$ -	\$ 53,350
Interpretive & Wayfinding Allowance Gecko Group	\$ -	\$ -	\$ 38,610	\$ 44,402	\$ 57,024	\$ -	\$ -	\$ -	\$ -	\$ 140,036
Lighting Lightchitects Studio	\$ -	\$ -	\$ 27,635	\$ 23,687	\$ 27,635	\$ -	\$ 12,804	\$ -	\$ -	\$ 91,762
LEED AR Green Consulting	\$ -	\$ -	\$ -	\$ 2,750	\$ 11,000	\$ -	\$ 22,913	\$ 1,650	\$ -	\$ 38,313
Ticketing Systems & Crowd Control ORCA	\$ -	\$ -	\$ 30,360	\$ 12,540	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,900
FF&E/Interiors - Excluded EHDD/PHA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retail + Graphics EHDD	\$ -	\$ -	\$ 5,000	\$ 10,000	\$ 20,000	\$ -	\$ 15,000	\$ -	\$ -	\$ 50,000
Daylighting + LCA Modeling EHDD	\$ -	\$ -	\$ 6,000	\$ 12,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 23,000
Other [Firm Name]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Special Consultants Fees	\$ -	\$ -	\$ 231,505	\$ 326,589	\$ 376,243	\$ 14,351	\$ 163,542	\$ 8,052	\$ -	\$ 1,120,283
Subtotal All Consultants	\$ -	\$ -	\$ 387,492	\$ 570,612	\$ 740,330	\$ 35,559	\$ 323,345	\$ 28,068	\$ -	\$ 2,085,406
1.2 Total Base A/E Design Fee	\$ -	\$ -	\$ 577,492	\$ 833,212	\$ 1,138,330	\$ 60,159	\$ 669,345	\$ 40,068	\$ -	\$ 3,318,606
1.3 Estimated Reimbursables	\$ -	\$ -	\$ 17,903	\$ 16,478	\$ 14,245	\$ 550	\$ 35,035	\$ 2,310	\$ -	\$ 86,521
1.4 TOTAL COST BASE SERVICES	\$ -	\$ -	\$ 595,394	\$ 849,690	\$ 1,152,575	\$ 60,709	\$ 704,380	\$ 42,378	\$ -	\$ 3,405,127

1. Architectural Services will be billed at the following hourly rates:

Principal	\$ 345 - \$ 395 per hour
Vice President of Construction	\$ 345 per hour
Director of Interior Design	\$ 345 per hour
Director of Marketing	\$ 345 per hour
Director of Climate Strategy	\$ 345 per hour
Director of Information Technology	\$ 240 per hour
Senior Project Manager/Architect IV	\$ 260 per hour
Project Manager/Architect III	\$ 240 per hour
Architect II	\$ 215 per hour
Architect I	\$ 185 per hour
Designer IV	\$ 220 per hour
Designer III	\$ 185 per hour
Designer II	\$ 165 per hour
Designer I	\$ 145 per hour
Interior Designer IV	\$ 260 per hour
Interior Designer III	\$ 240 per hour
Interior Designer II	\$ 215 per hour
Interior Designer I	\$ 190 per hour
Design Technologist	\$ 220 per hour
Contracts Manager	\$ 195 per hour
Information Technology Manager	\$ 185 per hour
Marketing	\$ 185 per hour
Graphic Designer	\$ 175 per hour
Graphic Specialist	\$ 175 per hour
Research Specialist	\$ 145 per hour
Data Engineer	\$ 145 per hour
Construction Administrator	\$ 135 per hour
Office Support	\$ 120 per hour
Project Assistant	\$ 120 per hour
Intern	\$ 115 per hour

2. Reimbursable and consultant costs shall be billed at cost plus 10% and include the following:

- a. Cost of printing or duplication of drawings, CADD plotting, specifications, reports and cost estimates;
- b. Lodging, subsistence, and out-of-pocket expenses for authorized travel in connection with the work;
- c. Airfare, car rental, and local travel when applicable at mileage rates per current IRS guidelines, plus tolls and parking fees;
- d. Postage, express mail, messenger and delivery charges;
- e. Cost of models, special renderings, photography, special process printing, special printed reports or publications;
- f. Fees for consultants retained with approval of the client.

Our invoices for the above will be billed monthly and are due upon presentment. Unpaid amounts accrue interest at the maximum legal rate from the 45th day following the date of the invoice.

The billing rates shown above are for the time spent on the project. The rates are subject to annual increase averaging 5%.



AGENDA ITEM 9

DATE: January 28, 2026

TO: Fresno County Zoo Authority Board

FROM: Ron Alexander, Board Coordinator

SUBJECT: Review the Fresno County Zoo Authority Procedures for Approving and Administering Measure Z Funds

RECOMMENDED ACTION:

Review the Fresno County Zoo Authority Procedures for Approving and Administering Measure Z Funds and, should the Board propose any amendments thereto, direct staff to prepare a revised document for Board approval during the next regularly scheduled Board meeting.

DISCUSSION:

The Procedures for Approving and Administering Measure Z Funds (Procedures), last updated January 30, 2019, state that “These procedures will be reviewed with the Zoo Authority as needed for opportunity to update, amend, or edit to achieve greater efficiencies.”

At the November 19, 2025 Board meeting, a member requested that the Board review the Procedures during the January 2026 Board meeting.

ATTACHMENTS:

Zoo Authority Procedures for Approving and Administering Measure Z Funds



**Fresno County Zoo Authority
Procedures
for
Approving and Administering
Measure Z Funds**

**Adopted
November 11, 2005**

**Revised
January 30, 2019**

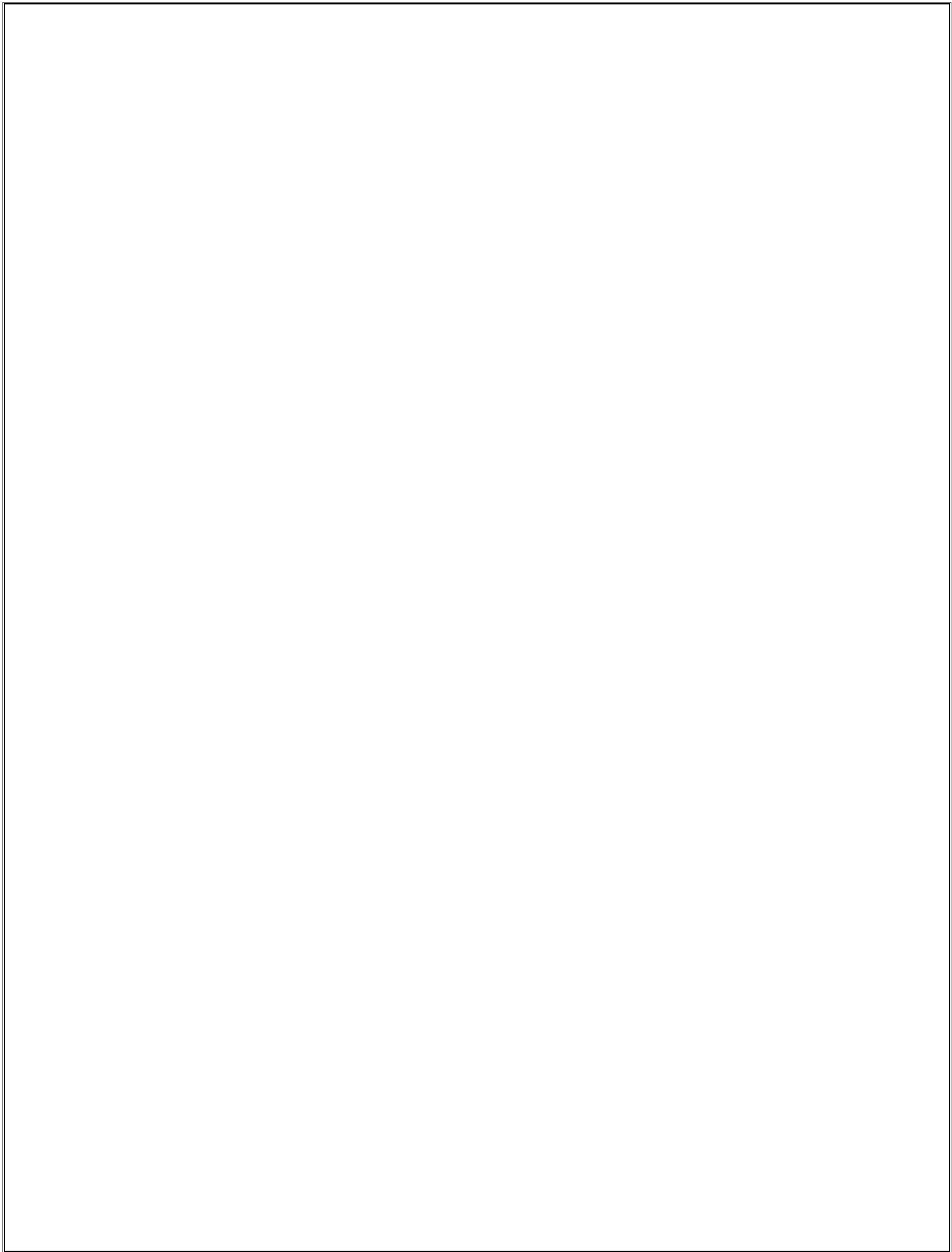
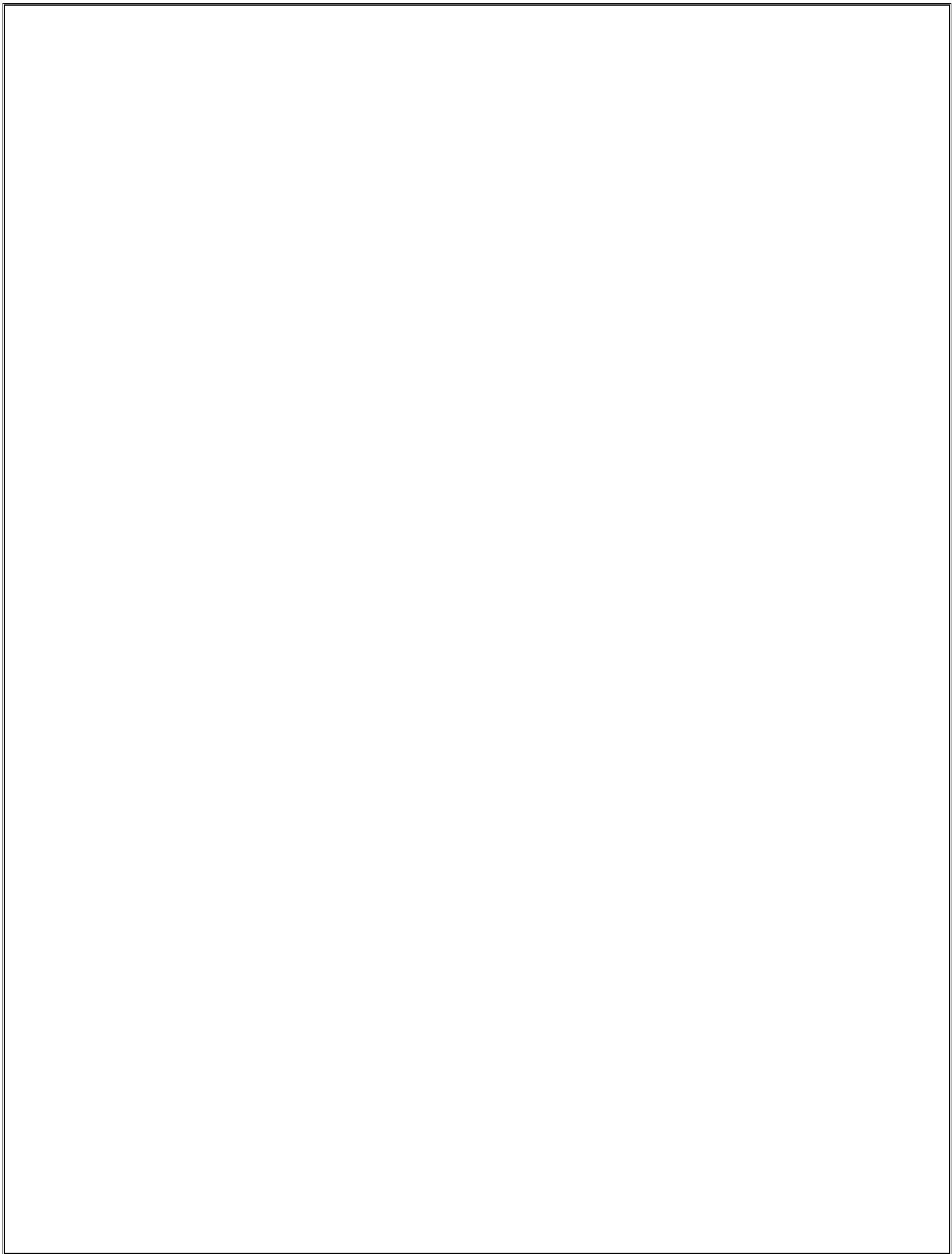


TABLE OF CONTENTS

INTRODUCTION.....	1
Exhibit 1 - Financial Management System Overview	2
Financial Management System.....	3
 SECTION 1 Zoo Authority Administrative Policies and Procedures.....	4
I. Authority Annual Budget and Control Policies.....	4
II. Contracted Staff Responsibilities	4
A. Auditor-Controller/Treasurer-Tax Collector	
B. Administrator (or Designated Coordinator)	
Exhibit 2 - Authority Claims Approval Process Overview.....	6
III. Authority Financial Policies	7
IV. Authority Claims Administrative Approval Process/Procedures	7
A. Non-Fresno County Related Expenses	
B. Fresno County Related Expenses	
V. Authority Purchasing Policies	9
VI. Authority Contract Policies	9
VII. Authority Financial Reporting and Audits	9
 Exhibit 3 - Zoo Corporation. Claims Approval Overview.....	10
 SECTION 2 Zoo Authority Policies and Procedures for Approval and Disbursement of Funds to Fresno's Chaffee Zoo Corporation.....	11
I. Operations	11
A. Operations Budget	
B. Disbursement of Measure Z Funds for Operations	
II. Capital Projects.....	14
A. Capital Projects Budget and Plan	
B. Capital Projects Policy	
C. Disbursement of Measure Z Funds for Capital Projects	
III. Authority Staff Accounting Records and Reporting	17
IV. Fresno's Chaffee Zoo Corporation Accounting Records and Reporting	18
V. Additional Documentation	18
VI. Fresno's Chaffee Zoo Corporation Financial Reporting and Audits.....	18
 APPENDIX	
I. Disbursement Claim Template	22
II. Zoo Authority Retention Policy	24
III. Measure Z Capital Projects Policy	26
IV. Employee Hours Template For Invoices For Measure Z Reimbursement.....	27
V. Referenced Documents.....	28



INTRODUCTION

PURPOSE

To provide guidelines for the authorization and administration of Measure Z funds by the Fresno County Zoo Authority (Authority).

OVERVIEW

On November 2, 2004, the voters of Fresno County approved “Measure Z,” a transactions and use tax (sales tax) at the rate of 0.1%, proposed by the Authority, to support the Fresno Chaffee Zoo. On November 4, 2014, Measure Z was extended for another 10 years. The procedures described herein apply to the management and disbursement of Measure Z funds.

Simplified, the Bylaws of the Authority provide that the tax revenue can be used for the administration of the Authority and be allocated to Fresno’s Chaffee Zoo Corporation (ZooCorp) for on-going operations, maintenance and capital facilities projects at that location.

The Authority Board (Board) will review and approve Measure Z funded line items of ZooCorp operations and capital projects budgets. Once these line items are approved by the Board, ZooCorp claims for reimbursement will be submitted to the Administrator for review and approval. Approved claims will then be forwarded to the Authority Treasurer (Treasurer) for accounting review before final review by Board members and payment processing.

Notes:

1) As contemplated by the AGREEMENT REGARDING PROCEDURES FOR THE DISTRIBUTION OF TAX REVENUE TO THE CHAFFEE ZOO between the Authority and ZooCorp,¹ dated December 21, 2005, these procedures provide the method for the requests for and approval of distribution of Measure Z funds.

2) These procedures will be reviewed with the Zoo Authority as needed for opportunity to update, amend, or edit to achieve greater efficiencies.²

Staff will report to the Authority as needed on the effectiveness of the procedures described herein and, with Authority approval, may modify the procedures based on additional history, experience or changes in technology.

3) The responsibilities of the Authority Administrator specified in these procedures may be carried out by the designated Authority Coordinator. In the temporary absence of the Coordinator, the Authority may assign those responsibilities to other staff.

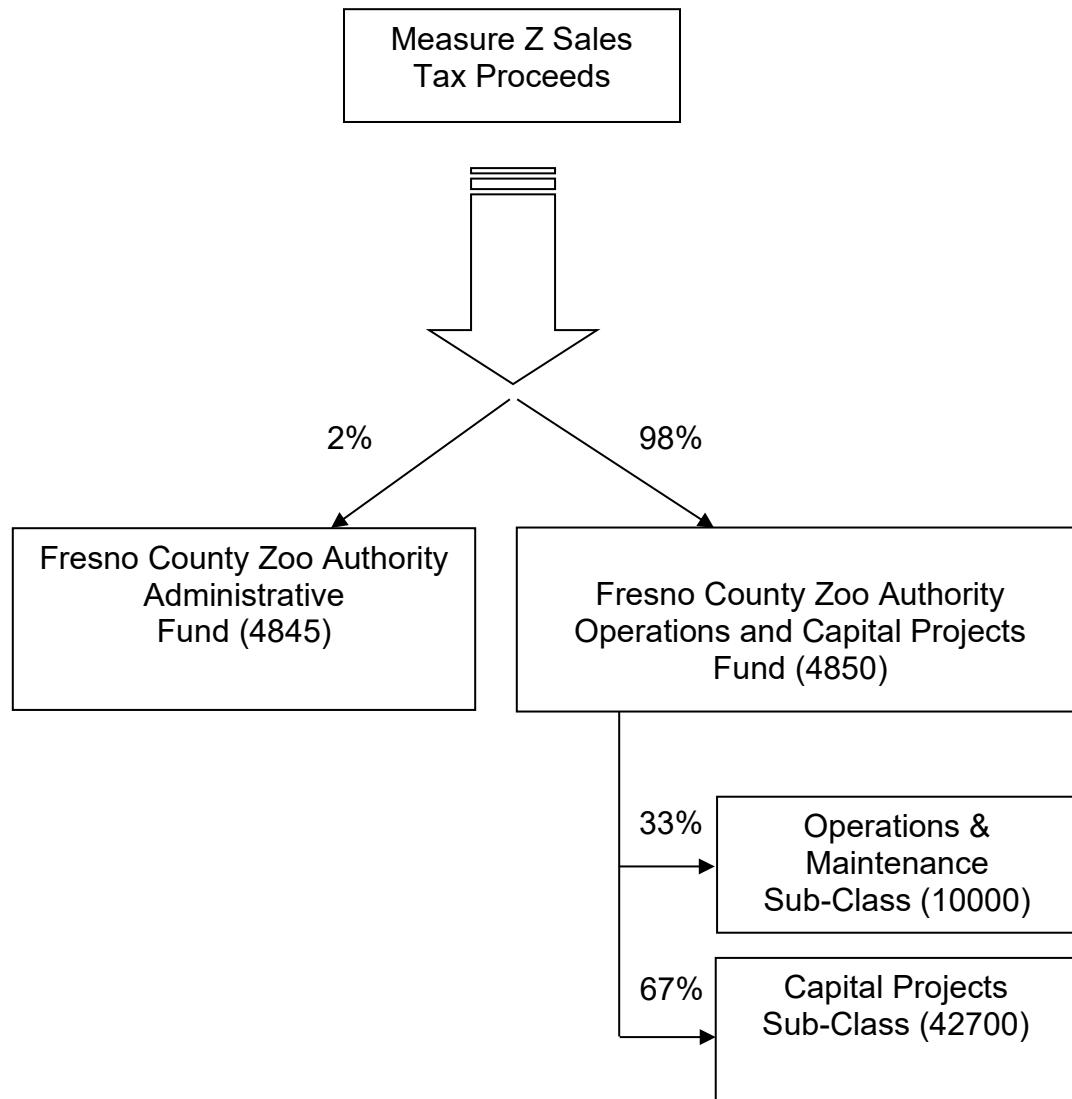
4) As per the AGREEMENT BETWEEN FRESNO COUNTY ZOO AUTHORITY AND THE COUNTY OF FRESNO FOR PROFESSIONAL AND TECHNICAL SERVICES (#05-237),³ dated June 14, 2005, the County of Fresno Auditor-Controller/Treasurer-Tax Collector or his/her designee serves as Treasurer for the Authority.

¹ See Appendix V, Document A

² Procedures were previously revised on February 22, 2006, October 25, 2006, January 17, 2007, November 28, 2007, August 26, 2009, September 28, 2011, March 28, 2012, June 29, 2016 and February 13, 2018.

³ See Appendix V, Document B

Exhibit 1 – Financial Management System Overview



FINANCIAL MANAGEMENT SYSTEM

Through its approval of this procedure, the Authority has adopted a method of financial management that intends to be responsive to the needs of a small staff, while assuring payment procedures and monitoring controls that assure high accountability in the expenditure of public monies.

The Authority's financial management records will be maintained by the Treasurer in PeopleSoft, the County of Fresno's financial information system.

- There are two separate funds used to track and record all Measure Z financial activity. (Exhibit 1, page 2) Procedures regarding these funds are outlined in the Zoo Authority Bylaws.⁴
- Fund 4845 has been established to track and record Authority administration costs. The Bylaws provide that *"Up to 2% of the tax proceeds shall be allocated for administrative costs of the Authority. This administrative allocation shall be made based upon budgeted estimates of administrative costs prior to any distribution of tax revenues in any fiscal year to the Corporation. "Administrative costs" shall mean actual expenses incurred by the Authority. Apportionment of any overhead and/or accounting of actual costs shall be accomplished in accordance with the standards and procedures found Title 2 Code of Federal Regulations, Subtitle a, Chapter II, Part 225."* Procedures regarding this fund are outlined in Zoo Authority Policies and Administrative Procedures, beginning in Section 1, page 4.
- In accordance with the Bylaws, the remaining annual tax proceeds will be allocated to reimburse qualifying ZooCorp operating and capital project claims. This Measure Z activity is tracked using fund 4850. Within this fund, two sub-classes (10000 and 42700) have been established to segregate monies available for disbursement to ZooCorp to be used in operations (10000) and capital facilities projects (42700). Procedures regarding this fund are outlined in Zoo Authority Policies and Procedures for Approval and Disbursement of Funds to Fresno's Chaffee Zoo Corporation, beginning in Section 2, page 11.
- All funds are deposited with the Fresno County Treasury and earn interest.

Once the funds are disbursed to the ZooCorp, the Authority's oversight extends to request monthly financial reports, annual audited financial statements with auditor's report, and annual agreed-upon procedures report of ZooCorp. The audited financial statements and/or related note disclosures must provide information specific to revenue and expenditures of Measure Z dollars related to ongoing operations, maintenance and capital facilities projects at the Fresno Chaffee Zoo.

⁴ Appendix V, Document C

SECTION 1

ZOO AUTHORITY POLICIES AND ADMINISTRATIVE PROCEDURES

I. Authority Annual Budget and Control Policies:

As a matter of policy, the Authority intends to maintain the flexibility necessary to administer Measure Z funds through a minimalist approach, with emphasis on delivering oversight and performing due diligence in using public monies.

The Authority shall adopt an annual budget of its own administrative expenditures each fiscal year (July 1 to June 30). The adoption of the annual budget shall be done during an Authority public meeting no later than one day prior to the start of the next fiscal year. The Authority's proposed annual budget will be available for public inspection at least fifteen days prior to the meeting. The Authority is not required to adhere to the specific requirements of the County Budget Act.

While the Authority may vary from this schedule, the anticipated timeline for the Authority to prepare and approve its own budget is as follows:

Suggested Budget Timeline	
March	Review Authority's current year spending and create forecasts for next fiscal year (Measure Z revenues, administrative 2%, and expenditures)
April	Present and discuss draft Authority Budget at Public Meeting
May	Review and Approve Budget at Public Meeting

The annual budget is a line item budget consisting of several categories (object level) which may include Salaries and Employee Benefits, Services and Supplies, Equipment, and Other Charges. It is the Authority's policy that revenue exceeding expenditures during the budget/fiscal year will be added to the Administrative fund balance and held there until otherwise designated by the Authority Board.

II. Contracted Staff Responsibilities

As per the *Agreement Between the Fresno County Zoo Authority and County of Fresno for Professional and technical Services*,⁵ Fresno County will provide staff for the following tasks:

A. *Auditor-Controller/Treasurer-Tax Collector:*

The Auditor-Controller/Treasurer-Tax Collector (Treasurer) will provide staff to serve as accountant and treasurer for the Authority, and will exercise the fiscal responsibility to review, account for, and process payment of claims that are consistent with Authority approved budget appropriation limits at the line item level.

The Authority accepts the Treasurer's opinion on generally accepted accounting principles (GAAP), and will defer to the Treasurer on the appropriate accounting and reporting treatment for financial transactions related to the Administration, recording, and disbursement of Measure Z funds.

⁵Appendix V, Document B

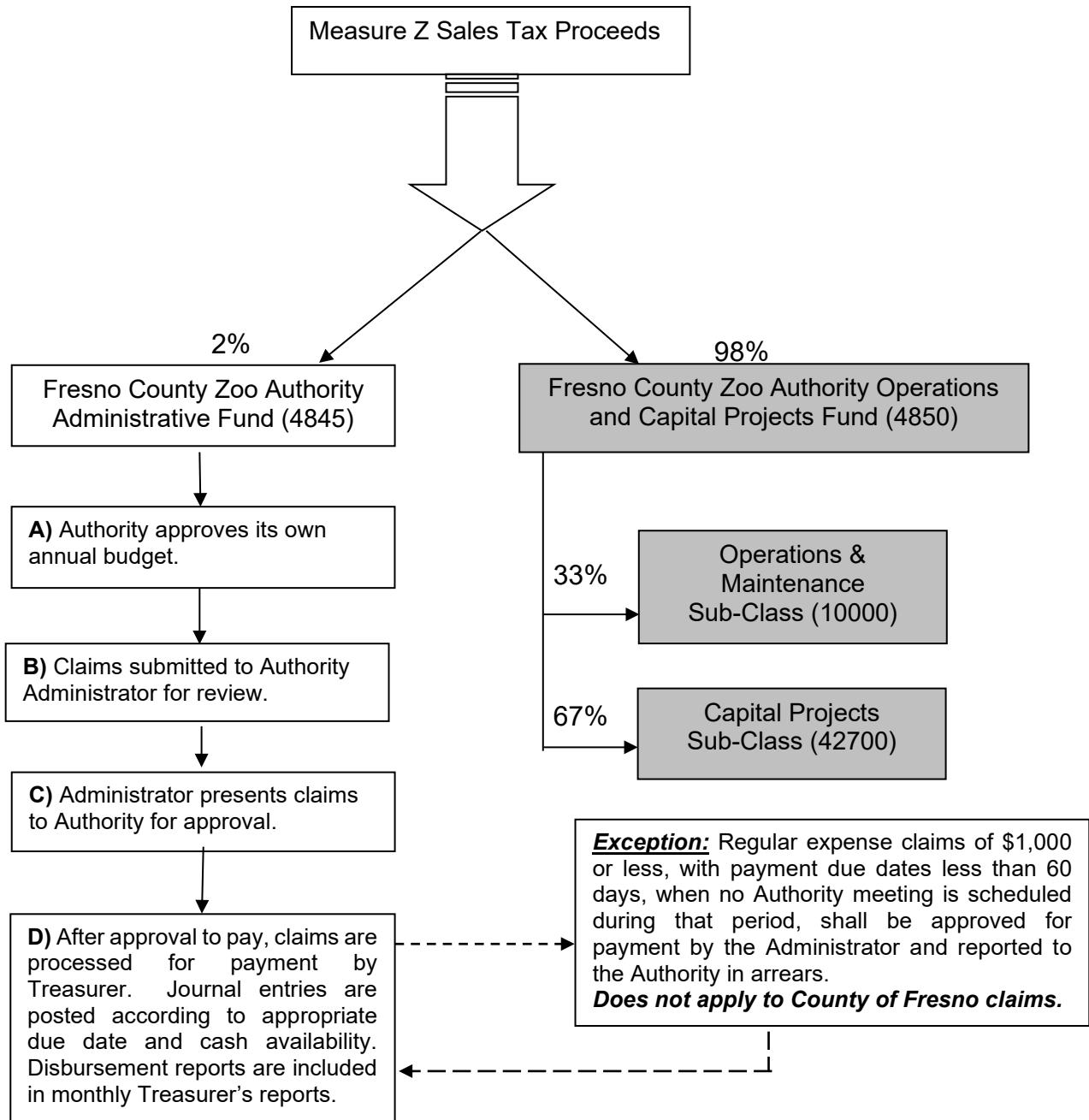
B. Responsibilities of Authority Administrator (or Designated Coordinator):

The Authority Administrator (County Administrative Officer) will act as a management official of the Authority to provide full administrative support, and to ensure separation of duties for internal control purposes. The Authority Administrator, or designated Coordinator, will act on behalf of the Authority to perform all of the following functions:

- 1) Make allowed/authorized purchasing requests.
- 2) Receive, review, and gain appropriate approval for Authority administrative claims prior to submitting them to the Treasurer for payment.
- 3) Receive, review, and approve or deny payment of all ZooCorp claims based on supporting documentation submitted to substantiate each claim; ensure that claims are consistent with the Board-authorized project plan, and approved budget appropriation limits at the line item and project levels.
- 4) Forward approved claims to the Treasurer for payment
- 5) Request for and review all documentation required by these procedures from external entities (including ZooCorp and the City of Fresno) to ensure compliance by ZooCorp. This documentation includes, but is not limited to, reports on annual audit and agreed-upon procedures engagement required of ZooCorp. In addition, the Administrator will communicate any findings or reportable conditions identified in the review of these documents to the Authority Board.

As management for the Authority, the Coordinator will have the authority (on approval by the Authority Board Chair) to request from other Authority Staff the preparation of documents that may provide additional financial information to the Board. This includes, but is not limited to, additional accounting reports from the Treasurer and legal opinions from Legal Counsel that may clarify financial matters. Such requests should be made in writing or via e-mail. Authority staff (Treasurer, Legal Counsel, etc.) should provide the requested documentation within 14 business days of the request.

Exhibit 2 – Zoo Authority Claims Approval Process Overview



III. Authority Financial Policies:

- A. In the absence of an Authority policy to the contrary, the Standards and Procedures for Counties, State of California, will be used as the Authority guide on fiscal matters.
- B. All expenditures of the Authority will be on a “claims” approval basis tracked against approved budget categories. (See *Authority Claims Approval Process/Procedures* below.)

IV. Authority Administrative Claims Approval Process/Procedures:

The following information pertains to payment for Authority expenses, based on the Authority’s own approved administrative budget. These adopted procedures, as part of the financial management system of the Authority, provide for a high degree of accountability, monitoring, and tracking. All expenditures must be claim based, i.e., a bill or claim for payment in writing.

Only claims for reimbursements or for payments for goods and services, acceptable in the Measure Z Ordinance and Authority Bylaws will be accepted and approved by the Authority Administrator, reviewed by the Authority Board, and processed for payment by the Treasurer. For the most expeditious reimbursement, claims from supporting County departments should be submitted to the Administrator on a regular basis in order to be considered for approval at the next scheduled Authority Board meeting.

A. Non Fresno-County Related Expenses

- 1) All claims must be submitted to the Authority Administrator. The Treasurer will not accept any direct requests for claims of Authority administrative expenses.
- 2) The Administrator will review all claims and/or vendor invoices against the approved budget line items (i.e., funds must be in the appropriate category).
- 3) Claims submitted with insufficient/inappropriate documentation, against an unapproved budget line item, or exceeding budget limits will be rejected by the Administrator and returned to vendors for revision.
- 4) Upon completion of review and approval of claims, the Administrator will forward them to the Treasurer for payment processing.
- 5) Once an Administrator-approved claim is received the Treasurer will review, account for, and process payment in a timely manner, provided the claim is within budget appropriation limits at the line item level.
- 6) If sufficient cash is not available to pay a valid claim, the Treasurer will contact the Administrator, who will seek direction from the Authority at the next public meeting by presenting the claim and a recommendation to the Authority.
- 7) Treasurer’s reports will be available monthly, tracking the expenditures, the categories, the level of expenditures and the amount available for future spending.
- 8) In addition, the Administrative and Trust Funds will be reconciled and reports will be furnished to the Authority as part of the Treasurer’s Report for further tracking of expenditures and reporting their status.

B. Fresno-County Related Expenses

- 1) All claims must be submitted to the Authority Administrator. The Treasurer will not accept any direct requests for claims of Authority administrative expenses.
- 2) The Administrator will review and summarize all claims, forward to the Treasurer for review, and present the summary to the Authority for its approval prior to submitting the claims to the Treasurer for payment.
 - a) *Exception:* Where summarizing and seeking Authority approval prior to submission to Treasurer would delay payment more than sixty days from the claim due date, the Administrator is authorized to submit claims of less than \$1,000 on an individual basis to the Treasurer for expeditious payment processing, and the Administrator is further directed to report the payment in arrears to the Authority.
- 3) Authority approval will be documented in the Board's meeting minutes authorizing the specific payment within a rounding tolerance of \$1.00. Unpaid County of Fresno invoices have no expiration date and will be paid as presented to the Board.
- 4) Claims will be reviewed by the Treasurer for their appropriateness and to ensure it is within budget appropriation limits at the line item level.
- 5) No claim for reimbursement shall be paid without formal approval of the Authority, unless the approval is delegated to the Authority Administrator.
- 6) Where approval is delegated to the Authority Administrator, authorization to pay claims is derived from an approved budget.
- 7) Claims for reimbursement or payment of administrative expenses on behalf of the Authority shall be approved by the Authority Administrator, or his or her designee, reference the source of the authorizing approved budget (specifically, the account to be charged) and be submitted to the Treasurer in writing.
- 8) Records of all claims paid will be kept in accordance with the County of Fresno Records Retention Schedule and may be maintained as paper records ("hard copy") or scanned and maintained electronically ("soft copy") for audit purposes and future reference.

V. Authority Purchasing Policies:

The Authority may contract with any department or agency of the United States, with any public agency, including but not limited to, the County of Fresno, or any county, city or district, with any vendor or with any person upon any terms and conditions that the Authority finds in its best interest.

With the exception of the contract with the County of Fresno for staff services, contracts for the purchase of services, supplies, equipment, and materials in excess of ten thousand dollars (\$10,000.00) shall be awarded through competitive bidding processes, except in an emergency declared by the Authority, or by an executive committee to which the Authority has delegated responsibility to make that declaration.

If after rejecting bids received under the above, the Authority determines and declares that, in its opinion, the services, supplies, equipment or materials may be purchased at a lower price on the open market, the Authority may proceed to purchase these services, supplies, equipment, or materials in the open market without further observance of the provisions regarding contracts, bids, or advertisements.

The Authority may use the purchasing/bidding capabilities of the County where timely application and the combining with its larger volume purchasing abilities would be advantageous to the Authority.

Wherever feasible, the Authority will establish contracts that are negotiated and created on a not to exceed basis with a delineation of the goods and/or services to be provided.

VI. Authority Contract Policies:

The Authority Administrator is authorized on behalf of the Authority to enter into agreements and contracts or purchases for services and supplies up to a maximum amount of \$5,000 per vendor per year, or for multi-year contracts up to a maximum of \$5,000, in accordance with an approved budget.

Contracts or purchases with vendors exceeding \$5,000 limit must be presented to the Authority Board for approval. Any contract with the County of Fresno (for contracted staff services) must be presented to the Authority Board for approval.

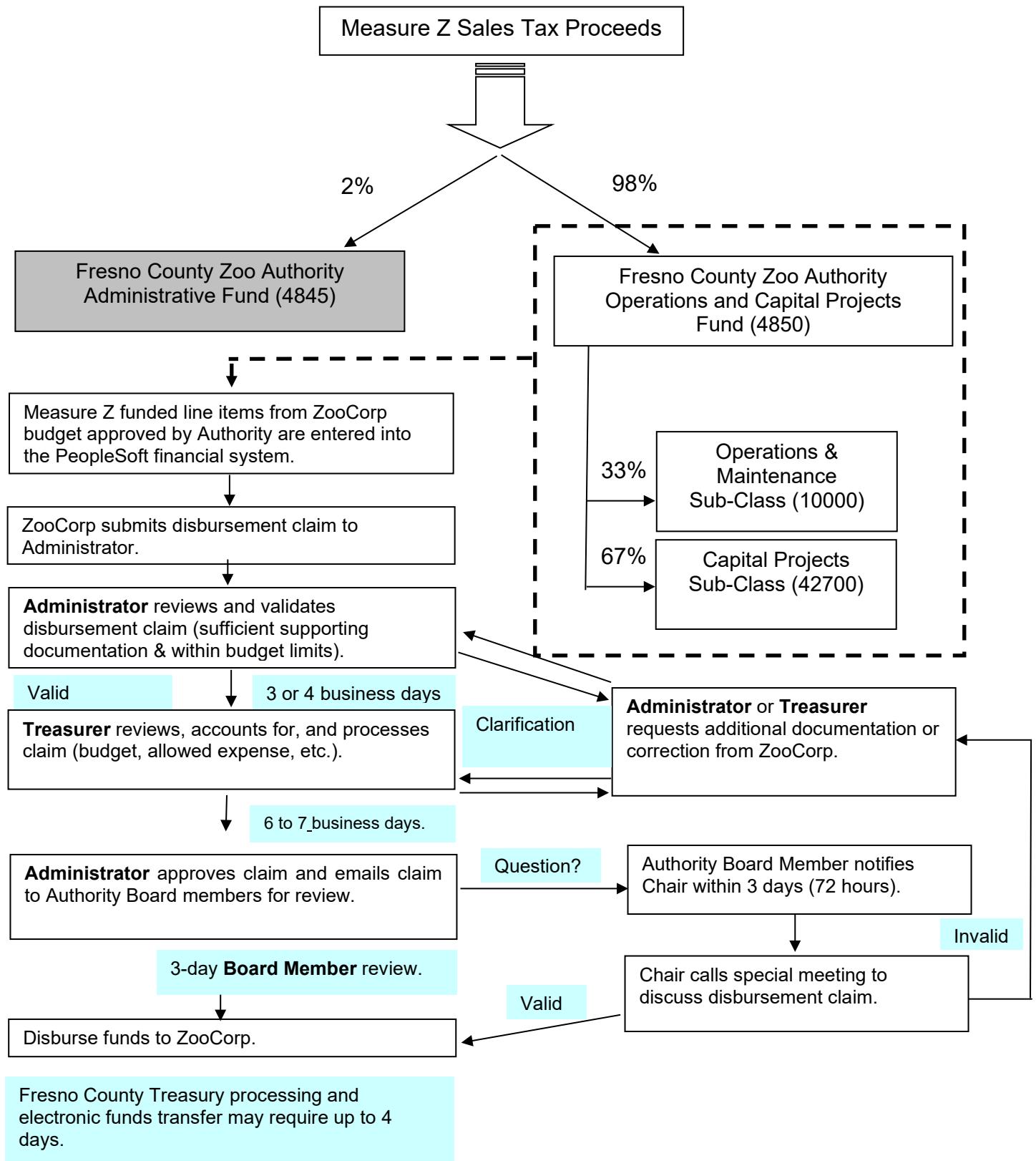
VII. Authority Financial Reporting and Audits:

The office of the Auditor/Controller–Treasurer/Tax Collector will prepare the Authority's Financial Statements at the end of each fiscal year. These financial statements will be audited by an external certified public accountant or firm (independent auditor) as selected by the Authority Board or committee appointed by the Board. The annual audit will be conducted in accordance with auditing standards generally accepted in the United States of America, and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. The report issued by the independent auditor as well as the related financial statements will be presented to the Authority Board and the general public at an Authority publicly noticed meeting. Notice of this presentation will be communicated to the public via the Authority's website at least 15 days prior to the meeting.

Inquiries Related to these Policies and Procedures:

Questions regarding these policies and procedures should be directed to the Administrator or may be raised during public comment at any Authority publicly noticed meeting.

Exhibit 3– Zoo Corporation Claims Approval Overview



SECTION 2

ZOO AUTHORITY POLICIES AND PROCEDURES FOR APPROVAL AND DISBURSEMENT OF FUNDS TO FRESNO'S CHAFFEE ZOO CORPORATION

I. Operations

A. Operations Budget

- 1) Each year, ZooCorp shall present operations budget line items (accounts) to be funded by Measure Z for approval by the Authority Board. At least 30 days prior to requesting approval, the budget shall be provided for Board and staff review. The segregated line items shall be specifically identified in ZooCorp's budget and shall be funded 100% (up to the budget amount) with Measure Z operations funds.
- 2) When ZooCorp's operations budget has been presented and Measure Z funded line items have been approved by the Authority, and as long as all other funding criteria as specified in the bylaws and claim supporting documentation requirements are met, the Authority adopts a policy of a standing authorization delegating final claim approval authority to the Administrator (or designated Coordinator) and approving the Treasurer to release funds to ZooCorp in accordance with the Administrator's signed approval and Board approved budget limits.

B. Disbursement of Measure Z Funds for Operations

- 1) ZooCorp shall submit a monthly operations claim separately for each month of the year within 60 days after the end of the month, with the exception of the first claim of ZooCorp's fiscal year, which shall be submitted within 90 days after the end of the month of December. Expenditures submitted more than 6 months after expenses are incurred will require explanation before processing. In addition, expenditures submitted more than 12 months after expenses are incurred will require Authority Board action.
- 2) The Disbursement Claim form (Appendix I) shall be used by ZooCorp. This form may be modified as mutually agreed by the Authority and ZooCorp.
- 3) Reimbursement shall be requested for incurred expenses only, with the exception of prepaid expenses or deposits on goods/services previously authorized through an Authority Board action at a public meeting.
- 4) Each operations claim shall contain expenses incurred only during the current ZooCorp budget year (January 1-December 31). Reimbursement will not be processed for expenses incurred in prior years, unless authorized through an Authority Board action at a public meeting. The lone exception is the claim for December expenses, which will occur in the subsequent Zoo Corp budget year.
- 5) Claims submitted shall have supporting documentation for expenses, including copies of the general ledger and/or other financial reports extracted from ZooCorp official accounting system, invoices and vendor contracts. Copies of invoices of \$1,000 or more shall also be included. Additional supporting documentation, including but not limited to invoices below \$1,000, may be requested of ZooCorp at the discretion of the Authority Board and/or staff.
- 6) In general, disbursements to ZooCorp will be equal to or greater than \$100,000 at a time.

- 7) The Authority does not need to take action for each disbursement or release of funds subsequent to approval of the ZooCorp budget line items. The Administrator is granted standing authority to approve claims submitted by ZooCorp. The Treasurer is granted authority to disburse funds (initiate the cash transaction) in accordance with budget limits, when the Treasurer receives the approved claim from the Administrator. Except in the absence of the Administrator, the Treasurer will not accept claims directly from ZooCorp. While the Treasurer can *receive* claims, it should be noted that *approval* must still be provided by the Administrator before the claim can be processed.
- 8) All disbursement claims shall be submitted to the attention of the Administrator, or in the absence of the Administrator, to the Treasurer. The disbursement request may be submitted as a “hard copy” (paper with an original ink signature) or emailed (preferred) from the ZooCorp Chief Financial Officer (CFO) or authorized person. See Section V.B., page 16 for documentation of authorized persons.
 - a) Hard copy disbursement claims shall be sent to: County of Fresno, Administrative Office Attn: Zoo Authority Coordinator, 2281 Tulare Street, Room 304 Mail Stop #20, Fresno, CA 93721.
 - b) E-mailed disbursement claims shall be sent to the Authority Coordinator, and a copy emailed to the Treasurer.
- 9) Disbursement claims shall reference the Operations Fund as the source of the approved budget. (See Disbursement Claim Form, Appendix I.)
 - a) Any disbursement request that would exceed the monthly budgeted amount of a particular Measure Z funded line item shall include explanations by ZooCorp management and details of variances of 25% or \$25,000 (whichever is less).
 - b) The Administrator will work directly with ZooCorp to ensure all required documentation to support the claim is provided, and to verify that the claim request is within approved budget limits at the line item level. Through each step in the claim process, the Administrator, Treasurer and ZooCorp CFO or designee will maintain communication by email to track the claim, anticipate and manage any problems, and minimize delays.
- 10) Payment of the claims will be processed as expeditiously as possible, within a maximum 16 business days from receipt of a complete claim to the Administrator: three days for Administrator review, six days for Treasurer review, three days for Board review, and up to four days for Fresno County Treasury processing and electronic funds transfer, unless extraordinary circumstances allow faster or require slower processing of the request.
 - a) Requests for clarification or additional documentation may delay the review process until resolved.
 - b) Claims will be processed in the order received, although ZooCorp may request that claims be processed in a particular order (e.g. an Operations claim before a Capital claim).
 - c) Claims will not be processed concurrently; each claim will be processed to the point of Authority Board review before a subsequent claim is processed.
- 11) After review, the Administrator will notify the ZooCorp CFO, and forward the claim to the Treasurer for review.

- 12) The Treasurer will review the claim for accounting form to ensure disbursement is in compliance with the approved budget limits, and accounting principles generally accepted in the United States (GAAP).
- 13) If sufficient cash is not available to pay a valid disbursement claim, the Treasurer will seek direction from the Authority at the next regularly scheduled public meeting, or specially requested meeting, by presenting the claim and a recommendation to the Authority.
- 14) Upon the completion of review of a claim, the Treasurer will email the claim to the Administrator for approval. The Administrator will then forward the claim to all members of the Zoo Authority Board for review and notify the ZooCorp CFO.
 - a) Any Authority Board member wishing to question or object to the claim must contact the Chair and Administrator, within 3 business days of the date and time of the claim email, and request a special meeting be arranged.
 - b) The Chair will notify the Authority Administrator to call a meeting for discussion of the claim. The special meeting called by the Chair shall be held as soon as it can be reasonably arranged for a quorum to be present at said meeting.

Note: No discussion of the disbursement claim or approval/denial can happen among Board members via email. Discussion and action must be taken during a public meeting.

- c) If no request for a special meeting is received by the Administrator from a Board member by the expiration of the time specified in 13a above, the Treasurer will then direct payment for the claim to be processed expeditiously.
- 15) Disbursement of Funds:
 - a) The Treasurer will forward EFT confirmation or other record of disbursement to the Administrator and ZooCorp. The Administrator will then post the claim to the Zoo Authority website.
 - b) EFT fees will be charged at the current County of Fresno rate published in the annual Master Schedule of Fees. The disbursement claim must reference the appropriate banking information.

II. Capital Projects

A. Capital Projects Budget and Plan

ZooCorp shall provide reports on current and future projects at each Authority Board meeting, and provide updates as needed to the Zoo's Master Plan.

- 1) For each capital project funding request, ZooCorp shall provide to the Administrator an agenda item for the proposed project for the Authority's consideration, including a description of the proposed project, conceptual design, major contractors, a summary of bid proposals, as well as a ZooCorp approved estimated budget, and Zoo Project Manager and contractor(s) agreements and/or proposal(s) that include a detailed scope of work. These documents shall be provided to Authority Board members and staff for review at least 30 days before requesting approval by the Zoo Authority Board. The budget shall include segregated line items (accounts) and related request amounts that may be adjusted within the total budget. If a project budget includes a contingency line item, and contingency funds are later requested for reimbursement, an explanation of the expenditure will be noted on the Disbursement Claim form (Appendix I). Funding requests for project design or construction over \$30,000, and/or for projects with a contract that includes a Construction Manager at Risk shall follow the Authority's Retention Policy, adopted September 30, 2015. (See Appendix II, Definitions, Paragraph 3, and Requirements, Paragraph 1.) The Authority Board or staff may request additional information from ZooCorp on the planned projects prior to hearing a request for funding.
- 2) The budget for a specific major project may be requested in one lump sum, but will only be approved at the discretion of the Authority Board. In the event that a budget is approved for an entire project that will be constructed over a period of time exceeding one Authority fiscal year (July 1-June 30), any unexpended appropriations will be encumbered (rolled over) at year end. The encumbered appropriations will be available to pay for construction in progress for a period not to exceed two (2) fiscal years or 24 months, after which ZooCorp may request approval of a re-appropriation of unspent funds for incomplete projects at an Authority Board meeting. The request shall include a presentation on the projects and progress to date.
- 3) ZooCorp may present to the Authority Board an annual capital projects budget request, and/or at any meeting may request funds for specific capital projects. At the request of ZooCorp and with the approval of the Authority Board, a specific project budget may be modified for large project changes. If after funding has been approved for a project, there is a change in scope involving the cost, budget, design, or timeline of the project, or a change with a previously contracted service provider, ZooCorp shall notify the Authority, and take appropriate action as possible to modify agreements with contractors or sub-contractors, and provide them to the Authority. ZooCorp shall then request re-approval of the project's funding under the new scope of work or new or amended agreements at the next Authority meeting, after which further reimbursement may be claimed.
- 4) When ZooCorp capital projects budgets have been approved by the Authority, and as long as all other funding criteria as specified in Authority bylaws, financial procedures, and claim supporting documentation requirements are met, the Authority adopts a policy of a standing authorization, delegating final claim approval authority to the Administrator (or designated Coordinator) and approving the Treasurer to release funds to ZooCorp in accordance with the Administrator's signed approval and Board approved budget limits.

B. Capital Projects Policy

All capital project claims submitted by ZooCorp for reimbursement shall be in accordance with the Authority's Measure Z Capital Projects Policy. Adopted June 24, 2009, the Policy defines the criteria of capital projects that qualify for reimbursement of Measure Z funds. (See Appendix III.)

C. Disbursement of Measure Z Funds for Capital Projects

Procedures for the disbursement of funds for Capital Projects claims are similar but not identical to Operations claims. Differences are found below in paragraphs 1, 5, 9a, 10, 13 and 14c.

- 1) The ZooCorp may submit capital claims on an as-needed basis, usually within 60 days after the end of a month, with the exception of the first claim of the ZooCorp's fiscal year, which shall be submitted within 90 days after the end of the month of December. Expenditures submitted more than 6 months after expenses are incurred will require explanation before processing. In addition, expenditures submitted more than 12 months after expenses are incurred will require formal Zoo Authority Board action.
- 2) The Disbursement Claim form shall be used by ZooCorp. This form may be modified as mutually agreed by the Authority and ZooCorp.
- 3) Reimbursement shall be requested for incurred expenses only. No prepaid expenses or deposits on goods/services will be reimbursed, unless authorized through an Authority Board action at a public meeting.
- 4) Each Capital claim shall contain expenses incurred only during the current ZooCorp budget year (January 1-December 31). Reimbursement will not be processed for expenses incurred in prior years, unless authorized through an Authority Board action at a public meeting. The lone exception is the claim for December expenses, which will occur in the subsequent Zoo Corp budget year.
- 5) Claims submitted shall have supporting documentation for expenses, including copies of the general ledger and/or other financial reports extracted from ZooCorp's official accounting system. Claims will be reviewed and processed for reimbursement only after Authority staff determines that provided invoices signed contracts or signed proposals, bonds, and invoices include sufficient detail of work. Invoices of Project Managers and their employees under contract with ZooCorp who may simultaneously work on multiple projects, and design firms or contractors whose agreements or proposals include hourly rates rather than progress billing, shall also include each employee name or job title, duties or tasks accomplished, hourly rate and hours worked on each project. (See new Appendix IV, Employee Hours Template for Invoices for Measure Z Funds.) Copies of invoices of \$1,000 or more shall also be included. Additional supporting documentation, including but not limited to invoices below \$1,000, may be requested of ZooCorp at the discretion of the Authority Board and/or staff.
- 6) In general, disbursements to ZooCorp will be equal to or greater than \$100,000 at a time.
- 7) The Authority Board does not need to take action for each disbursement or release of funds subsequent to approval of the project budget. The Administrator is granted standing authority to approve claims submitted by ZooCorp based on the approved project budget, and the Authority's Capital Projects Policy. The Treasurer is granted authority to disburse funds (initiate the cash transaction) in accordance with project budget limits for line items when the Treasurer receives the approved claim from the Administrator. Except in the absence of the Administrator, the Treasurer

will not accept claims directly from ZooCorp. While the Treasurer can *receive* claims, it should be noted that *approval* must still be provided by the Administrator before the claim can be processed.

- 8) All disbursement claims shall be submitted to the attention of the Administrator, or in the absence of the Administrator, to the Treasurer. The disbursement request may be submitted as a “hard copy” (paper with an original ink signature) or emailed (preferred) from the ZooCorp CFO or authorized person See Section V.B., page 18 for documentation of authorized persons.
 - a) Hard copy disbursement claims shall be sent to: County of Fresno, Administrative Office Attn: Zoo Authority Coordinator, 2281 Tulare Street, Room 304, Mail Stop #20, Fresno, CA 93721.
 - b) E-mailed disbursement claims shall be sent to the Authority Coordinator, and a copy emailed to the Treasurer.
- 9) Disbursement claims shall reference the Capital Projects Fund as the source of the approved budget. (See Disbursement Claim Form, Appendix I.)
 - a) The Administrator will work directly with ZooCorp to ensure all required documentation to support the claim is provided, and to verify that the claim request is within approved budget limits at the line item level. Through each step in the claim process, the Administrator, Treasurer and the ZooCorp Chief Financial Officer (CFO) or designee will maintain communication by email to track the claim, anticipate and manage any problems, and minimize delays.
- 10) Payment of the claims will be processed as expeditiously as possible, within a maximum of 18 business days from receipt of a complete claim to the Administrator: four days for Administrator review, seven days for Treasurer review, three days for Board review, and up to four days for Fresno County Treasury processing and electronic funds transfer, unless extraordinary circumstances allow faster or require slower processing of the request.
 - a) Requests for clarification or additional documentation may delay the review process until resolved.
 - b) Claims will be reviewed in the order received, although ZooCorp may request that claims be processed in a particular order (for example, an Operations claim before a Capital claim).
 - c) Claims will not be reviewed concurrently; each claim will be processed to the point of Authority Board review before a subsequent claim is processed.
- 11) After review, the Administrator will notify the ZooCorp CFO, and forward the claim by email to the Treasurer for review.
- 12) The Treasurer will review the claim for accounting form to ensure disbursement is in compliance with the approved budget limits, and accounting principles generally accepted in the United States (GAAP).

If sufficient cash is not available to pay a valid disbursement claim, the Treasurer will seek direction from the Authority at the next regularly scheduled public meeting, or specially requested meeting, by presenting the claim and a recommendation to the Authority.
- 13) Upon the completion of review of a claim, the Treasurer will email the claim to the Administrator for approval. The Administrator will then forward the claim to all members of the Zoo Authority Board for review and notify the Zoo Corp CFO. If a project budget included a contingency line item

and contingency funds were requested for reimbursement, an explanation of the expenditure will be noted on the Disbursement Claim form.

- a) Any Authority Board member wishing to question or object to the claim must contact the Chair and Administrator, within 3 business days of the date and time of the claim email, and request a special meeting be arranged.
- b) The Chair will notify the Authority Administrator to call a meeting for discussion of the claim. The special meeting called by the Chair shall be held as soon as it can be reasonably arranged for a quorum to be present at said meeting.
Note: No discussion of the disbursement claim or approval/denial can happen among Board members via email. Discussion and action must be taken during a public meeting.
- c) If no request from a Board member for a special meeting is received by the Administrator by the expiration of the time specified in 13a above, the Administrator will then direct the Treasurer to process payment of the claim expeditiously.

14) Disbursement of Funds:

- a) The Treasurer will forward the EFT confirmation or other record of disbursement to the Administrator and ZooCorp. The Administrator will then post the claim to the Zoo Authority website.
- b) The EFT fees will be charged at the current County of Fresno rate published in the annual Master Schedule of Fees. The disbursement claim must reference the appropriate banking information.
- c) As per Agreement,⁶ for contracts with retention, confirmation of the deposit of funds into an escrow account shall be provided by ZooCorp to the Administrator within 3 days of disbursement.

III. Authority Staff Accounting Records and Reporting:

- A. At time of approval, Measure Z funded line items (estimated expenditures and/or disbursements), and estimated sales tax revenue information from ZooCorp budgets will be loaded into the County's PeopleSoft financial system.
- B. ZooCorp disbursements will be tracked against those Measure Z related line items.
- C. At each Board meeting staff will present monthly reports to the Authority regarding Measure Z funds and disbursements to ZooCorp
- D. Records of all claims paid will be kept in accordance with the County of Fresno's records retention policies and may be maintained as paper records ("hard copy") or scanned and maintained electronically ("soft copy") for audit purposes and future reference.

⁶ See Appendix V, Document D

- E. Each uniquely identifiable Capital Project will be assigned a project number in PeopleSoft that will be used to track the project budget as well as transactions to date and to facilitate project level reporting to the Board, ZooCorp or public.

IV. Fresno's Chaffee Zoo Corporation Accounting Records and Reporting:

- A. To ensure expenses for claims submitted are not also being reimbursed by a third party (such as the City of Fresno), ZooCorp must track expenses for a single project to be reimbursed by multiple entities on separate general ledger accounts (i.e., Improvements-Measure Z, separate from Improvements-City of Fresno).
- B. At least on a monthly basis, ZooCorp shall provide a financial report including variance analysis against budget to the Authority. This report shall consist at a minimum of a Profit & Loss Statement and shall specifically identify Measure Z funded expenditures line items, and shall include explanations and details of any line item variances. ZooCorp shall have a representative at each of the Authority Board meetings who shall be prepared to answer questions from the Board and/or public related to its financial report.
- C. In accordance with Authority requests or other agreements, ZooCorp will generate reports of disbursed amounts tracking the expenditures, categories, level of expenditures, and amounts available for future spending.

V. Additional Documentation:

- A. Before any disbursement requests are honored, ZooCorp shall provide to the Treasurer a completed “Request for Taxpayer Identification Number and Certification” (IRS form W-9) and a list of persons authorized to approve funding requests on behalf of ZooCorp.
- B. Annually, or when changes in personnel occur, ZooCorp shall provide a list of ZooCorp officials to the Authority, including signatures and email addresses, who are authorized to approve and submit claims for disbursement of Measure Z funds.

VI. Fresno's Chaffee Zoo Corporation Financial Reporting and Audits:

- A. ZooCorp shall provide the Authority with audited financial statements and an audit report for each fiscal year. The audit of these financial statements shall be performed by an external certified public accountant or firm (Independent Auditor) and shall be conducted in accordance with auditing standards generally accepted in the United States of America. As a specific requirement of the Authority, the audited financial statements shall disclose “separately” (on a Measure Z Tax footnote) all financial activity related to the revenue and expenditures of Measure Z funds by ZooCorp. Operations expenses should be segregated by account name, while capital project expenses should be segregated by both account name and project.
- B. ZooCorp shall also provide to the Authority with an “Independent Accountant’s Report on Applied Agreed-Upon Procedures” to be performed by ZooCorp external auditor. As part of these Agreed-Upon Procedures, the external auditor must at a minimum, perform the following procedures: (1) review all (100%) reimbursements to ZooCorp for Measure Z funded expense line items paid by “all other entities or third parties (other than the Authority)”, for purposes of determining if any operating and/or capital project expenses reimbursed by the Authority (Measure Z funds) were also reimbursed by a different entity or third party, and (2) review a sample (at least 75% population coverage) of Measure Z claims submitted for operations and capital projects, to determine if Measure Z-funded expenses were accounted for separately.
- C. The audit report, related financial statements, and the “Independent Accountant’s Report on Agreed-Upon Procedures” issued by the independent auditor shall be *received* by the Authority no later than

June 30th of the year following the end of the ZooCorp fiscal year. As Authority or ZooCorp business warrants, the Authority may choose to hear the report presentation by June 30th, or at their next meeting. At least 15 days prior to the meeting, ZooCorp shall provide a copy of the audit presentation for the Authority's meeting agenda, and the Administrator will post a notice of the presentation to the Authority's website.

- D. The Zoo Corp shall maintain inventory of all capital improvements purchased with Measure Z capital projects funds regardless of whether the improvements are capitalized or not. ZooCorp management shall present an annual report of capital assets inventory including additions and deletions. The inventory report shall cover a full calendar year (January-December) utilizing the accrual basis of accounting, and should be certified/attested to by ZooCorp external auditor (in writing). The report shall be presented to the Authority Board during a regular public meeting by June 30th of each year, or its next scheduled meeting.

Inquiries of ZooCorp's Financial Position:

For questions related to the financial position of the ZooCorp should be directed to the organization.

Inquiries Related to these Policies and Procedures:

Questions regarding these policies and procedures should be directed to the Administrator, or may be raised during public comment at any publicly noticed meeting of the Authority.

APPENDIX

Appendix I

Disbursement Claim for Measure Z Funds

Please remit to:

Fresno's Chaffee Zoo Corporation
894 W. Belmont Ave.
Fresno, California 93728

 Disburse via Wire Transfer

Receiving Bank ABA# _____
ABA # _____
Account # _____
Account Title _____

Disbursement Claim #: _____

Claim Submission Date: _____

Operations

Capital Projects

For questions regarding the status of this disbursement request, please contact the Office of the Auditor/Controller-Treasurer/Tax Collector, Financial Reporting & Audits Division, (559) 600-1373.

Check here if this disbursement request is electronically submitted to the Zoo Authority Administrator

Check here if this disbursement request is electronically approved for payment by the Zoo Authority Administrator.

Fresno's Chaffee Zoo Corporation
Chief Financial Officer or designee
Approval Signature

Fresno County Zoo Authority
Administrator/Coordinator
Approval Signature

Appendix I

Page 2

Disbursement Claim for Measure Z Funds

Disbursement Claim #: _____ Claim Submission Date: _____

Request Details

Invoice Date or Date Range (if multiple invoices)	Approved Monthly Budget Covering Invoiced Month(s)	Budget Line Item	General Ledger Account No. and Description	Amount Requested
			Wire Fee	
			TOTAL AMOUNT REQUESTED	

Capital Claim contingency usage, or Operations Claim budget variance explanation:

Appendix II

Retention Policy

Adopted September 30, 2015
Revised January 30, 2019

Purpose

This Policy provides requirements for Agreements between the Fresno Chaffee Zoo Corporation (ZooCorp) and any party acting as a Construction Manager at Risk, or as Project Manager, in the event there is no Construction Manager at Risk, for construction of Measure Z funded capital projects, and the process for the disbursement of Measure Z funds and release of funds in escrow when there is agreement for security deposits in lieu of retention.

Definitions

1. "Agreement" shall be defined herein as a valid executed contract.
2. "Construction Manager at Risk" shall be defined as an individual, partnership, joint venture, corporation, or other recognized legal entity, that is appropriately licensed in this state, including a contractor's license issued by the Contractors' State License Board, and that guarantees the cost of a project and furnishes construction management services, including but not limited to, preparation and coordination of bid packages, scheduling, cost control, value engineering, evaluation, preconstruction services, and construction administration.
3. "Project Manager" shall be defined as a qualified individual or firm authorized by contract with ZooCorp to be responsible for planning, organizing, and overseeing the various tasks of a construction project, including overseeing schedules, budgets, and communication between ZooCorp and contractors in order to ensure that a project can meet expected scope and performance requirements according to plans and specifications on budget and on schedule, and at acceptable risk, quality, safety and security levels.
4. "Retention" shall be defined as the percentage of the Measure Z funds retained by the ZooCorp for security purposes relating to work to be performed on claims reimbursed for Capital Projects over \$30,000, and/or for which there is a Construction Manager at Risk, or Project Manager, in the event there is no Construction Manager at Risk. Retention shall be no less than five percent (5%). If the Authority has approved a finding by the ZooCorp, on a project by project basis, during a properly noticed and normally scheduled public hearing and prior to bid, that a project is substantially complex and therefore requires a higher retention amount, Retention may be greater than 5%, but not more than ten percent (10%).
5. "Escrow Account" shall mean an account established at a financial institution or bank by ZooCorp for purposes of depositing and holding Retention funds paid by the Authority to ZooCorp, pending disbursement, to the Construction Manager at Risk, or Project Manager, in the event there is no Construction Manager at Risk,

Requirements

1. ZooCorp requests for funding for construction of Capital Projects over \$30,000 and/or for which there is a Construction Manager at Risk, (or Project Manager, in the event there is no Construction Manager at Risk), shall be received for staff and Board member review at least 30 days before the Board meeting at which the funding request will be made, and shall include an Agreement with the construction firm or Project Manager stating the requirement for Retention and its terms.

(continued)

Appendix II

Page 2

2. Requests for funding for the design of Capital Projects over \$30,000 shall be received for staff and Board member review at least 30 days before the Board meeting at which the funding request will be made, and shall include an Agreement with the design firm stating the requirement for Retention and its terms.

Procedures for Payment of Invoices by the Authority

ZooCorp invoices are received, reviewed, and paid in accordance with the terms of the December 21, 2005 Agreement Regarding Procedures For Distribution Of Tax Revenue To The Chaffee Zoo, as amended, and with the Authority's Procedures for Approving and Administering Measure Z Funds.

ZooCorp's Deposit of Funds Received from Authority

No later than two business days from its receipt of funds from the Authority for reimbursement of project invoices, ZooCorp shall deposit Retention funds in the appropriate Escrow Account. Within one business day of deposit of Retention funds in the Escrow Account, ZooCorp shall send proof of the deposit to the Authority.

Certification to the Authority

Prior to releasing any Retention funds from the Escrow Account, ZooCorp shall request the release at an Authority Board meeting, at the same time presenting written certification that all conditions of the Escrow Agreement have been met, that the construction project is final and complete in accordance with the construction contract, and that the release of funds in the Escrow Account is appropriate. If applicable, such written certification shall include certification from the project architect or lead engineer that the project has been completed in accordance with the plans and specifications.

Disputes

1. The ZooCorp shall advise the Authority in writing of any dispute between ZooCorp and the Construction Manager at Risk, (or Project Manager, in the event there is no Construction Manager at Risk), regarding retention funds within 30 days of such dispute coming to the attention of ZooCorp.
2. The construction contract shall require that any settlement agreement between the Construction Manager at Risk, (or Project Manager, in the event there is no Construction Manager at Risk), and ZooCorp involving retention funds be made public.
3. Any previously released retention funds that are recouped by ZooCorp as part of a settlement with the Construction Manager at Risk, (or Project Manager, in the event there is no Construction Manager at Risk) shall be returned by ZooCorp to the Measure Z Capital Fund.

Authority Consent to Distribution of Escrow Funds

Upon receipt of the required written certification from ZooCorp that the project is final and complete in accordance with the construction contract, the Authority will not unreasonably withhold its consent to the release of the funds held in escrow. If it withholds consent, the Authority will set forth in writing its objections, stating those items that are not final and complete according to the construction contract.

Appendix III

Measure Z Capital Projects Policy

Adopted June 24, 2009

Purpose

The purpose of this policy is to define the criteria of capital projects that qualify for reimbursement of Measure Z Capital Project Funds. In addition to meeting the requirements of this policy, the project and related budget must have been previously approved by the Zoo Authority Board (as required by Ordinance 2004-1) either through the Master Plan or Annual Capital Projects Plan and an adopted capital projects budget.

Measure Z-funded capital improvement projects must meet one of the conditions 1-3.

1. The construction or purchase of a Fresno Chaffee Zoo fixed asset (building, facility, structure, or exhibit), that has a useful operational life of 5 years or longer, and a cost of \$30,000 or more. Capital outlay expenditures required for the intended use of the construction or purchase of the asset may be included at the discretion of the Zoo Authority Board.

OR

2. A major renovation, expansion, or replacement of a current Fresno Chaffee Zoo fixed asset (building, facility, structure, or exhibit) that extends the useful operational life of the asset by 5 years or more, or expands the capacity of an existing asset, and has a cost of \$30,000 or more. Capital outlay expenditures required for the intended use of the renovation, expansion, or replacement of the asset may be included at the discretion of the Zoo Authority Board.

OR

3. Cost required for the acquisition and safe transport of animals that would have a useful life to the Fresno Chaffee Zoo of at least 5 years, including transportation, travel, and health expenses during such transportation and travel.

Appendix IV

Employee Hours Template For Invoices For Measure Z Funds

Reserved for business name, addresss, logo, etc.

Prepared for Invoice # _____

Page ____ of ____

Billing Period _____

Date _____

Project Name				
Per agreement, is Retention applicable to this project? Yes _____ No _____				
Employee Name or Title	Duties/Tasks Accomplished this Period	Hours Worked	Pay Rate	Subtotal
			\$	\$
			\$	\$
			\$	\$
			\$	\$
			\$	\$
Project Total				

Project Name				
Per agreement, is Retention applicable to this project? Yes _____ No _____				
Employee Name or Title	Duties/Tasks Accomplished this Period	Hours Worked	Pay Rate	Subtotal
			\$	\$
			\$	\$
			\$	\$
			\$	\$
			\$	\$
Project Total			\$	

Project Name				
Per agreement, is Retention applicable to this project? Yes _____ No _____				
Employee Name or Title	Duties/Tasks Accomplished this Period	Hours Worked	Pay Rate	Subtotal
			\$	\$
			\$	\$
			\$	\$
			\$	\$
			\$	\$
Project Total			\$	

Appendix V

Referenced Documents

These documents can be viewed on the Authority's website: <http://www.zooauthority.org/Documents.asp>

<u>Document</u>	<u>Title</u>	<u>Referenced on Page</u>
A	Agreement Regarding Procedures for the Distribution of Tax Revenue to the Fresno Chaffee Zoo (December 21, 2005)	1
B	Agreement Between Fresno County Zoo Authority and County of Fresno for Professional and Technical Services (#05-237, June 14, 2005)	1, 4
C	Fresno County Zoo Authority Bylaws (Amended December 9, 2015)	3
D	Agreement Regarding Escrow Agreements for Security Deposits in Lieu of Retention (October 10, 2014)	15, 18