



FRESNO COUNTY ZOO AUTHORITY

MEETING AGENDA

9:00 AM, Wednesday, October 29, 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
2. Roll Call
3. Approve Agenda
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
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 August 27, 2025 and September 11, 2025
 - b. Review and approve payment of County of Fresno August 2025 invoice for Professional and Specialized Services in the amount of \$20,187.60 for services through September 2025
 - c. Receive Treasurer's Reports for August 2025 and quarter ended September 2025
6. Receive Fresno Chaffee Zoo Director's report
7. Receive Fresno Chaffee Zoo August 2025 Year-to-Date Financial Report

8. Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$118,934 for the completion of the concept design phase of work for the California Exhibit project
9. Approve and authorize release of retention withheld on construction services related to Reclaimed Water Project for Golden Valley Pipeline, Inc. totaling \$67,691.78
10. Discuss 2026 Supplemental Measure Z Capital Request
11. Receive 2026 Draft Budget Preview
12. Review next meeting dates and revise if necessary:
 - November 19, 2025
 - December 17, 2025
13. Receive staff reports
14. Chair's comments
15. Board Member comments
16. 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, August 27, 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 9:02AM.
2. Roll Call
A QUORUM WAS PRESENT WITH MEMBERS ROMAN, GARABEDIAN, HERZOG, MARTINA, TOSTE, AND ARIAS IN ATTENDANCE.
3. Approve Agenda
CHAIRMAN ROMAN REQUESTED THAT ITEMS 11 AND 13 BE TABLED TO A DATE UNCERTAIN. MEMBER ARIAS MOVED TO APPROVE THE AGENDA AS REVISED. SECONDED BY MEMBER GARABEDIAN. 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 June 25, 2025
 - b. Review and approve payment of County of Fresno August 2025 invoice for Professional and Specialized Services in the amount of \$11,722.60 for services through July 2025

- c. Receive Treasurer's Reports for fourth quarter, June, and July 2025
MEMBER ARIAS MOVED TO APPROVE THE CONSENT ITEMS. SECONDED BY MEMBER HERZOG. THE MOTION PASSED UNANIMOUSLY.
6. Receive Fresno Chaffee Zoo Director's report
RECEIVED. CEO JON DOHLIN PROVIDED AN UPDATE ON THE NEW ENTRANCE AND THE PARKING PROJECT.
7. Receive Fresno Chaffee Zoo Corp year ended December 31, 2024 audited financial statements and agreed upon procedures from Price Paige & Company
RECEIVED. ROSY GONZALES WITH PRICE PAIGE & COMPANY REPORTED. ISSUED AN UNMODIFIED OPINION.
8. Receive Fresno Chaffee Zoo June 2025 Year-to-Date Financial Report
RECEIVED. CFO NORA CROW PROVIDED A JUNE 2025 ANALYSIS SUMMARY. REPORTED ON ATTENDANCE, HIGHLIGHTS & LOWLIGHTS, FINANCIAL SUMMARY, AND THE BALANCE SHEET.
9. Receive and approve request from Fresno's Chaffee Zoo Corporation to release remaining Measure Z budgeted funds from Kingdoms of Asia Phase II (formerly Mixed Species Exhibit) back into the Measure Z capital fund in the amount of \$307,944.80 in construction funds
MEMBER TOSTE MOVED TO APPROVE THE RELEASE OF REMAINING FUNDS. SECONDED BY MEMBER GARABEDIAN. THE MOTION PASSED UNANIMOUSLY.
10. Receive and approve request from Fresno's Chaffee Zoo Corporation to release remaining Measure Z budgeted funds from Event Space project back into the Measure Z capital fund in the amount of \$96,825.25 in construction funds
MEMBER TOSTE MOVED TO APPROVE THE RELEASE OF REMAINING FUNDS. SECONDED BY MEMBER MARTINA. THE MOTION PASSED UNANIMOUSLY.
11. Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$454,685.40 for the construction of the Lyles Admin Building Improvements Phase I
TABLED DURING APPROVAL OF THE AGENDA.
12. Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$302,661.24 for the completion of the pre-design phase of work for the New Entrance project
MEMBER GARABEDIAN MOVED TO APPROVE THE FUNDING REQUEST. SECONDED BY MEMBER MARTINA. THE MOTION PASSED UNANIMOUSLY.
13. Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$1,499,975.00 for the furnishing and installation of the solar and associated electrical infrastructure related to the Maintenance Warehouse project
TABLED DURING APPROVAL OF THE AGENDA.
14. Receive presentation from Fresno's Chaffee Zoo Corporation - Operational Sustainability: Pricing
RECEIVED. CEO JON DOHLIN AND CFO NORA CROW REPORTED ON OPERATING FUNDS AS A PERCENTAGE OF EXPENSES, REVIEWED THE OPERATIONAL FUNDING GAP, ADMISSIONS PRICING, AND PROJECTED FINANCIAL RESULTS.
15. Review next meeting dates and revise if necessary:
- September 24, 2025

- October 29, 2025
- November 19, 2025
- December 17, 2025

REVIEWED. A SPECIAL MEETING WAS SCHEDULED FOR SEPTEMBER 11, 2025 AT 3:00PM. NO OTHER REVISIONS MADE.

16. Receive staff reports
NO FURTHER REPORTS RECEIVED.
17. Chair's comments
THANKED ALL FOR BEING IN ATTENDANCE.
18. Board Member comments
MEMBER ARIAS THANKED ALL AS WELL.
19. Adjourn
THERE BEING NO FURTHER BUSINESS BEFORE THE BOARD, CHAIRMAN ROMAN ADJOURNED THE MEETING AT 11:25 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.



FRESNO COUNTY ZOO AUTHORITY

ACTION SUMMARY MINUTES

3:00 PM, Thursday, September 11, 2025

Fresno Chaffee Zoo

Simba Room

894 West Belmont Avenue, Fresno, CA 93728

(559) 498-5910

1. Call to Order
CHAIRMAN ROMAN CALLED THE MEETING TO ORDER AT 3:00 PM.
2. Roll Call
A QUORUM WAS PRESENT WITH MEMBERS ROMAN, GARABEDIAN, HERZOG, MARTINA, TOSTE, AND WATERHOUSE IN ATTENDANCE.
3. Approve Agenda
MEMBER GARABEDIAN MOVED TO APPROVED THE AGENDA. SECONDED BY MEMBER HERZOG. 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 Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$454,685.40 for the construction of the Lyles Admin Building Improvements Phase I
FOLLOWING DISCUSSIONS, MEMBER HERZOG MOVED TO TABLE THIS ITEM. SECONDED BY MEMBER TOSTE. THE MOTION PASSED UNANIMOUSLY.
6. Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$1,499,975.00 for the furnishing and installation of the solar and associated electrical infrastructure related to the Maintenance Warehouse project

MEMBER HERZOG MOVED TO APPROVE THE FUNDING REQUEST. SECONDED BY MEMBER MARTINA. THE MOTION PASSED WITH 5-1 WITH MEMBER TOSTE VOTING NO.

7. Review next meeting dates and revise if necessary:

- September 24, 2025
- October 29, 2025
- November 19, 2025
- December 17, 2025

REVIEWED. MEMBER GARABEDIAN MOVED TO CANCEL THE SEPTEMBER 24TH MEETING. SECONDED BY MEMBER TOSTE. THE MOTION PASSED UNANIMOUSLY.

8. Receive staff reports

NO FURTHER REPORTS RECEIVED.

9. Chair's comments

CHAIRMAN THANKED ALL FOR BEING IN ATTENDANCE.

10. Board Member comments

MEMBER GARABEDIAN REQUESTED A REVIEW OF THE ZOO AUTHORITY POLICIES AND PROCEDURES DURING A MEETING PREFERABLY BY YEAR-END BUT NOT LATER THAN JANUARY.

11. Adjourn

THERE BEING NO FURTHER BUSINESS BEFORE THE BOARD, CHAIRMAN ROMAN ADJOURNED THE MEETING AT 3:57PM.

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.

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

Invoice Number
10-ZOO-10222025

October 22, 2025

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

Department / Title	Hours	Rates	Cost
ACTTC FR&A			
Accounting & Finance Div Chief	0.75	\$171.00	\$128.25
Accounting & Finance Manager	7.75	\$137.60	\$1,066.40
Accountant II	12.25	\$110.60	\$1,354.85
Accountant I	0.00	\$98.20	\$0.00
Account Clerk I	0.00	\$68.50	\$0.00
Account Clerk II	30.09	\$94.60	\$2,846.51
Supervising Account Clerk	0.00	\$91.80	\$0.00
County Counsel			
Deputy County Counsel	4.90	\$169.00	\$828.10
CAO			
Board Coordinator	97.00	\$130.52	\$12,660.44
CLA			
Contracted Audit Services			\$1,303.05
Professional Services Total	152.74		\$20,187.60
Office Expense			\$0.00
Invoice Total			\$20,187.60

Statement

Date: September 25, 2025
Invoice # 26-01

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

Bill to: Zoo Authority
VIA Email to Ron Alexander

Comments:

[illegible]

Remittance	
Invoice #	26-01
Date	
Amount Due	\$828.10
Amount Enclosed	

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



Invoice

Invoice Date	Invoice Number	Due Date
9/17/2025	26032	10/17/2025

FOR COUNTY USE ONLY

ACCOUNT	FUND	ORG	PROGRAM	SUBCLASS
4885	0001	0300	0	10000

MAKE YOUR REMITTANCE PAYABLE TO:

FRESNO COUNTY TREASURER

AND SEND IT TO THE FOLLOWING ADDRESS:

Oscar J. Garcia, CPA
AUDITOR-CONTROLLER/TREASURER TAX
COLLECTOR - ADMINISTRATION DIVISION

PO BOX 1247
FRESNO, CA 93715-1247

Zoo Authority

Email to:

ronalexander@fresnocountyca.gov

(Separate invoice)

PLEASE INCLUDE THE INVOICE NUMBER ON YOUR CHECK OR MONEY ORDER

DESCRIPTION		AMOUNT
ACTTC FR&A (04100300)		
Project Code:	9810ACCT EB 01	
FR&A Accounting Services for pay period ending	8/3/2025	\$ 1,919.83
FR&A Accounting Services for pay period ending	8/17/2025	\$ 2,704.50
FR&A Accounting Services for pay period ending	8/31/2025	\$ 771.68
CURRENT AMOUNT DUE		
Total Balance Due		\$ 5,396.01



Invoice

FOR COUNTY USE ONLY				
ACCOUNT	FUND	ORG	PROGRAM	SUBCLASS
5990	0001	0300	0	10000

BILL TO:

Zoo Authority

Email to:

Ronalexander@fresnocountyca.gov

Invoice Date	Invoice Number	Due Date
9/4/2025	26028	10/4/2025

MAKE YOUR REMITTANCE PAYABLE TO:

FRESNO COUNTY TREASURER

AND SEND IT TO THE FOLLOWING ADDRESS:

Oscar J. Garcia, CPA

AUDITOR-CONTROLLER/TREASURER TAX

COLLECTOR - ADMINISTRATION DIVISION

PO BOX 1247

FRESNO, CA 93715-1247

PLEASE INCLUDE THE INVOICE NUMBER ON YOUR CHECK OR MONEY ORDER

DESCRIPTION	AMOUNT
ACTTC FR&A (04100300)	
Reimbursement for invoice payments on behalf of Zoo Authority	
Invoice: #L251503850	\$ 1,303.05
CURRENT AMOUNT DUE	
Total Balance Due	\$ 1,303.05



Learn how our digital team can use your data to improve
your operations.

Account Name County of Fresno
Account Number B118825
Authorization Number 6027700000
Invoice Total \$1,303.05
Invoice Number L251503850
Invoice Date 08/15/2025
Due Upon Receipt

Direct billing inquiries to 844-325-1836.

Please pay your bill online at CLAAconnect.com/billpay - CLA's preferred method of payment.

Finance charges will be assessed at 1.25% monthly, 15% annually.

Ship To Address: County Administrative Office, 2281 Tulare St Ste 304, Fresno, CA 93721-2138, United States of America

Service / Work Description	Amount
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Audit services performed for 06/30/2025	\$1,241.00
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Technology and Client Support Fee	\$62.05
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Sales Tax	\$0.00
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Invoice Total	\$1,303.05
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A-24-532

Acct: 7295
Org: 2540
Fund: 0001
Subclass: 10000

RECEIVED
AUG 28 2025
ACTTC
Administration Division

Please detach and remit payment to the address below.

We appreciate your business and referrals

Remit to:

CliftonLarsonAllen LLP
P.O. Box 31001-2443
Pasadena, CA 91110-2443

09124438118825000013030500L2515038508

County of Fresno
County Administrative Office
2281 Tulare St Ste 304
Fresno, CA 93721-2138

Amount Remitted	\$
Account Number	B118825
Invoice Number	L251503850

County of Fresno
Billing Summary
Agreement No. A-24-292
FYE June 30, 2025

Invoice Period Through: August 8, 2025

Task	Total Contract	Billed to Date	Balance Remaining	Current Invoice
B5 Zoo Authority	\$ 6,753.00	\$ 1,241.00	\$ 5,512.00	\$ 1,241.00
5% Technology Fee (RFP)	337.65	62.05	275.60	62.05
Total	<u>\$ 7,090.65</u>	<u>\$ 1,303.05</u>	<u>\$ 5,787.60</u>	<u>\$ 1,303.05</u>

AGENDA ITEM 5c



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

Summary of Measure Z Proceeds			
Tax Proceeds Received:			
	- Measure Z - Sales Tax Proceeds	\$	1,817,777.43
	Total Proceeds Received:	\$	1,817,777.43
Tax Proceeds Allocated:			
	- Allocation to Zoo Authority Fund (2%)		36,355.55
	- Allocation to Trust Fund for Operations and Capital Projects (98%)		1,781,421.88
	Total Proceed Allocations	\$	1,817,777.43
Cash Balance by Fund			
Zoo Authority Fund >> Administrative Fund 2%			
	Beginning Cash Balance	\$	3,715,085.74
Receipts:	- Measure Z Sales Tax Proceeds		36,355.55
Disbursements:	- PeopleSoft Financial Charges		(121.22)
	- ITSD Data Processing Charges		(4,448.08)
	Net Increase/(Decrease) to Cash		31,786.25
	Ending Cash Balance - Zoo Authority Administrative Fund	\$	3,746,871.99
Trust Fund for FCZC Operations and Capital Projects 98%			
	Beginning Cash Balance	\$	52,608,782.74
>> Operations Fund			
	Beginning Cash Balance		5,498,202.78
Receipts:	- Measure Z Sales Tax Proceeds		593,807.29
Disbursements:	- FCZC Operations Claim #2025-06		(822,910.24)
	- Wire Fees		(20.00)
	Net Increase/(Decrease) to Cash		(229,122.95)
	Ending Cash Balance - Available for Operations	\$	5,269,079.83
>> Capital Facilities Project Fund			
	Beginning Cash Balance	\$	47,110,579.96
Receipts:	- Measure Z Sales Tax Proceeds		1,187,614.59
Disbursements:	- FCZC Capital Claim #2025-06C		(91,239.88)
	Net Increase/(Decrease) to Cash		1,096,374.71
	Ending Cash Balance - Available for Capital Projects	\$	48,206,954.67
	Ending Balance Available for Operations and Capital Projects	\$	53,476,034.50

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 2.975% as of June 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			
	ACTUAL	ACTUAL	ACTUAL	BUDGETED	ACTUAL	BUDGET TO ACTUAL	
	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	VARIANCE	
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	—	—	—	
October	1,857,650	1,828,102	1,603,753	—	—	—	
November	1,871,323	1,896,677	2,038,199	—	—	—	
December	1,739,869	1,653,448	1,777,368	—	—	—	
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	\$ 3,722,565	\$ 3,764,030	\$ 41,465	2.18%

TOTAL MEASURE Z PROCEEDS FROM INCEPTION \$ 290,862,686



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

Summary of Quarterly Interest Receipts						
			4845-10000	4850-10000	4850-427000	
			Zoo Authority	FCZC - Operations	FCZC - CP	African River Repmt
Quarter	Allocation	Date Received				Total Interest
1st	African River		—	—	—	\$ —
	1st	7/22/2025	767.82	1,385.41	9,306.43	\$ 11,459.66
	2nd		—	—	—	\$ —
2nd	African River		—	—	—	\$ —
	1st		—	—	—	\$ —
	2nd		—	—	—	\$ —
3rd	African River		—	—	—	\$ —
	1st		—	—	—	\$ —
	2nd		—	—	—	\$ —
4th	African River		—	—	—	\$ —
	1st		—	—	—	\$ —
	2nd		—	—	—	\$ —
Total			\$ 767.82	\$ 1,385.41	\$ 9,306.43	\$ — \$ 11,459.66

For Fiscal Year Ending June 30, 2026



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

Cash Balance as of 8/31/2025 \$ 48,206,955

ENCUMBRANCES

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

Reclaimed Water Project - Aug 2024	206,550
Maintenance Facility-Design - Nov 2024	734,588
Animal Acquisition - Jan 2025	84,435
Exhibit Renovations - Jan 2025	352,377
New Entrance - Aug 2025	302,661

Total Encumbrances:	<u>\$ (1,680,611)</u>
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TOTAL:	<u><u>\$ 46,526,344</u></u>
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**Fresno County Zoo Authority
Operations Fund Cash Flow
For the Month Ended August 31, 2025**

Cash Balance as of 8/31/2025 **\$ 5,269,080**

ENCUMBRANCES

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

Animal	1,149,767
Veterinary	23,751
Maintenance	51,585
Commissary	130,538
Maintenance-General Equipment	17,452
Maintenance-Equipment	20,133
Maint-Water/Water Standby	37,244
Maintenance-Buildings & Ground	323,255
Medical, Dental & Lab Supplies	22,763
Animal Feed	163,749
Interest/Bank Charges	150

Total Encumbrances:

\$ (1,940,387)

TOTAL:

\$ 3,328,693



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

Cash Balance as of 8/31/2025 \$ 3,746,872

ENCUMBRANCES

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

Telephone Charges	250
Office Expense	982
Postage	1,000
PeopleSoft Financials Charges	679
Professional & Specialized Services	161,807
Data Processing Services	5,070
Publications & Legal Notices	500
Trans, Travel & Education	2,500

Total Encumbrances:	<u>\$ (172,788)</u>
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TOTAL:	<u><u>\$ 3,574,084</u></u>
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**Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Month Ended August 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 August 31, 2025			115,419.09	24,015.15	



**Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Quarter Ended September 30, 2025**

Summary of Measure Z Proceeds			
Tax Proceeds Received:			
-	Measure Z - Sales Tax Proceeds	\$	5,537,827.51
	Total Proceeds Received:	\$	5,537,827.51
Tax Proceeds Allocated:			
-	Allocation to Zoo Authority Fund (2%)		110,756.55
-	Allocation to Trust Fund for Operations and Capital Projects (98%)		5,427,070.96
	Total Proceed Allocations	\$	5,537,827.51
Cash Balance by Fund			
Zoo Authority Fund			
>> Administrative Fund		2%	
	Beginning Cash Balance	\$	3,679,862.57
Receipts:	- Measure Z Sales Tax Proceeds		110,756.55
	- Interest Received		26,906.48
Disbursements:	- PeopleSoft Financial Charges		(264.81)
	- ITSD Data Processing Charges		(5,832.51)
	- ZA Staff Invoice Reimbursement for Professional Services		(11,722.61)
	- Printing/Office Charges		(4,017.88)
	Net Increase/(Decrease) to Cash		115,825.22
	Ending Cash Balance - Zoo Authority Administrative Fund	\$	3,795,687.79
Trust Fund for FCZC Operations and Capital Projects			
		98%	
	Beginning Cash Balance	\$	52,223,506.73
>>> Operations Fund			
	Beginning Cash Balance		6,160,595.38
Receipts:	- Measure Z Sales Tax Proceeds		1,809,023.65
	- Interest Received		48,548.41
Disbursements:	- FCZC Operations Claim #2025-05		(1,299,534.10)
	- FCZC Operations Claim #2025-06		(822,910.24)
	- FCZC Operations Claim #2025-07		(791,470.23)
	- Wire Fees		(60.00)
	Net Increase/(Decrease) to Cash		(1,056,402.51)
	Ending Cash Balance - Available for Operations	\$	5,104,192.87
>>> Capital Facilities Project Fund			
	Beginning Cash Balance	\$	46,062,911.35
Receipts:	- Measure Z Sales Tax Proceeds		3,618,047.31
	- Interest Received		326,121.56
	- African River Project Repayment Interest		7,233.04
	- African River Project Agreement Repayment		39,245.04
Disbursements:	- FCZC Capital Claim 2025-05C		(233,190.01)
	- FCZC Capital Claim 2025-06C		(91,239.88)
	- FCZC Capital Claim 2025-07C		(161,460.93)
	Net Increase/(Decrease) to Cash		3,504,756.13
	Ending Cash Balance - Available for Capital Projects		49,567,667.48
	Ending Balance Available for Operations and Capital Projects	\$	54,671,860.35
	Total Interest Received During the Quarter		408,809.49

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 rate of 2.975% as of June 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			
	ACTUAL	ACTUAL	ACTUAL	BUDGETED	ACTUAL	BUDGET TO ACTUAL	
	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	VARIANCE	
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	2.73%
October	1,857,650	1,828,102	1,603,753	—	—	—	
November	1,871,323	1,896,677	2,038,199	—	—	—	
December	1,739,869	1,653,448	1,777,368	—	—	—	
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	<u>\$ 21,487,870</u>	<u>\$ 21,402,602</u>	<u>\$ 21,563,214</u>	<u>\$ 5,447,965</u>	<u>\$ 5,537,827</u>	<u>\$ 89,862</u>	<u>1.65%</u>

TOTAL MEASURE Z PROCEEDS FROM INCEPTION \$ 292,636,483



Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Month Ended September 30, 2025

Summary of Quarterly Interest Receipts							
			4845-10000	4850-10000	4850-427000		Total Interest
			Zoo Authority	FCZC - Operations	FCZC - CP	African River Repmt	
Quarter	Allocation	Date Received					
1st	African River	9/29/2025	—	—	—	7,233.04	\$ 7,233.04
	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
2nd	African River		—	—	—	—	\$ —
	1st		—	—	—	—	\$ —
	2nd		—	—	—	—	\$ —
3rd	African River		—	—	—	—	\$ —
	1st		—	—	—	—	\$ —
	2nd		—	—	—	—	\$ —
4th	African River		—	—	—	—	\$ —
	1st		—	—	—	—	\$ —
	2nd		—	—	—	—	\$ —
Total			\$ 26,906.48	\$ 48,548.41	\$ 326,121.56	\$ 7,233.04	\$ 408,809.49

For Fiscal Year Ending June 30, 2026



**Fresno County Zoo Authority
Capital Projects Fund Cash Flow
For the Month Ended September 30, 2025**

Cash Balance as of 9/30/2025 \$ 49,567,667

ENCUMBRANCES

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

Reclaimed Water Project - Aug 2024	206,550
Maintenance Facility-Design - Nov 2024	631,087
Animal Acquisition - Jan 2025	83,225
Exhibit Renovations - Jan 2025	295,628
New Entrance - Aug 2025	302,662
Solar/Maintenance Warehouse - Sep 2025	1,499,975

Total Encumbrances:	<u>\$ (3,019,126)</u>
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TOTAL:	<u><u>\$ 46,548,541</u></u>
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**Fresno County Zoo Authority
Operations Fund Cash Flow
For the Month Ended September 30, 2025**

Cash Balance as of 9/30/2025 \$ 5,104,193

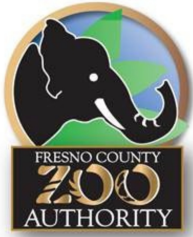
ENCUMBRANCES

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

Animal	671,117
Commissary	81,162
Maintenance-General Equipment	13,971
Maintenance-Equipment	19,581
Maint-Water/Water Standby	7,675
Maintenance-Buildings & Ground	231,910
Medical, Dental & Lab Supplies	14,186
Animal Feed	109,164
Interest/Bank Charges	130

Total Encumbrances:	<u>\$ (1,148,898)</u>
----------------------------	-----------------------

TOTAL:	<u><u>\$ 3,955,295</u></u>
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**Fresno County Zoo Authority
Administration Fund Cash Flow
For the Month Ended September 30, 2025**

Cash Balance as of 9/30/2025	\$ 3,795,688
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ENCUMBRANCES

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

Telephone Charges	250
Office Expense	982
Postage	1,000
PeopleSoft Financials Charges	557
Professional & Specialized Services	150,084
Data Processing Services	4,116
Publications & Legal Notices	500
Trans, Travel & Education	2,500

Total Encumbrances:	<u>\$ (159,989)</u>
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TOTAL:	<u><u>\$ 3,635,699</u></u>
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**Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Month Ended September 30, 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 September 30, 2025			154,664.13	31,248.19	



AGENDA ITEM 6

DATE: October 29, 2025

TO: Fresno County Zoo Authority Board

FROM: Jon Forrest Dohlin, Chief Executive Officer
Fresno Chaffee Zoo Corporation

SUBJECT: Zoo Director's Report

RECOMMENDED ACTION:

Receive Fresno Chaffee Zoo Director's report



AGENDA ITEM 7

DATE: October 29, 2025
TO: Fresno County Zoo Authority Board
FROM: Nora Crow, Chief Financial Officer
Fresno Chaffee Zoo Corporation
SUBJECT: August 2025 Year-to-Date Financial Report

RECOMMENDED ACTION:

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

ATTACHMENTS:

August 2025 Financial Report



Financial Report
August 2025
YTD Financial Report

August 2025 – Analysis Summary

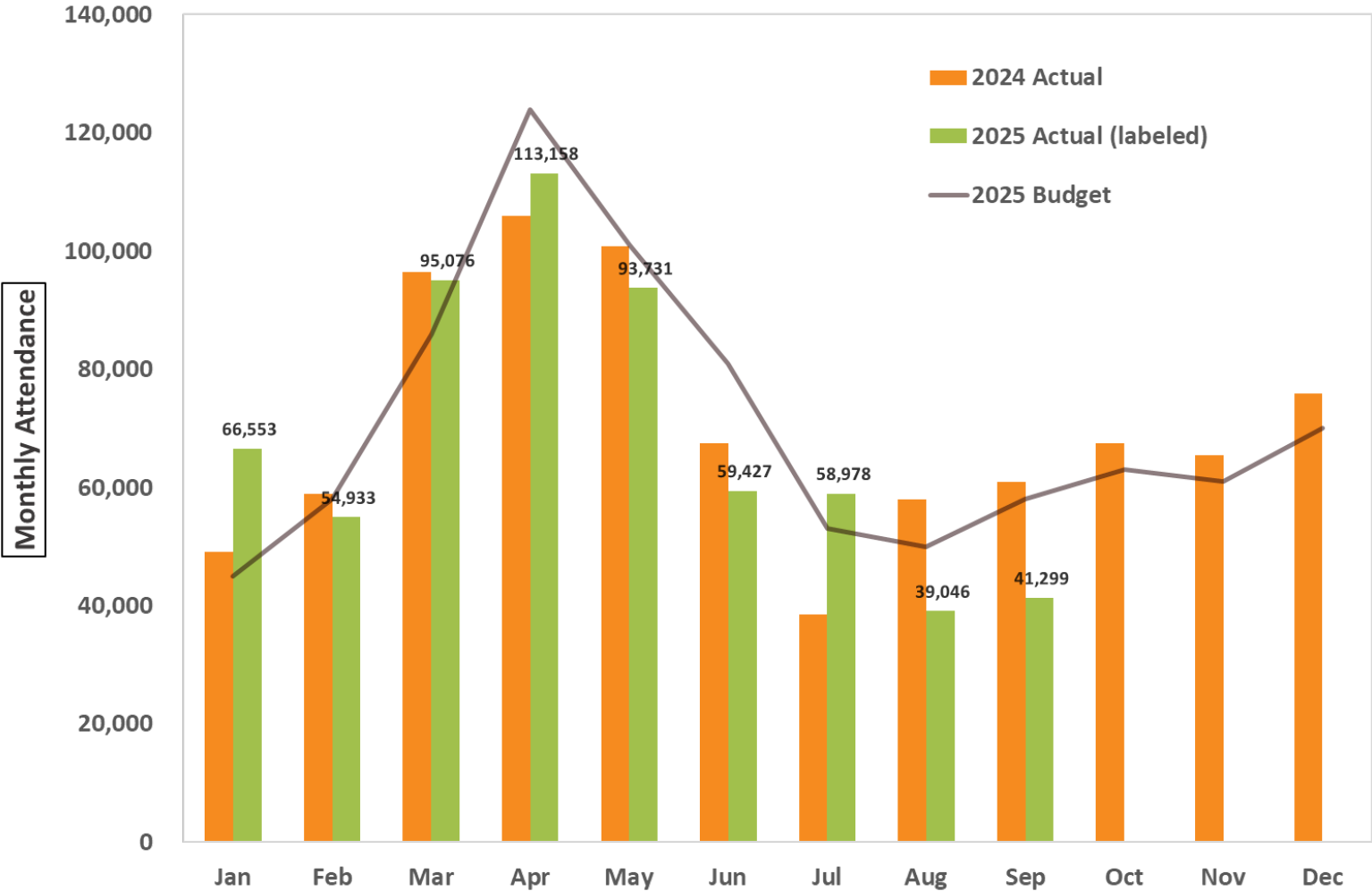
<i>(Amounts in millions)</i>	Actual 2025	Budget 2025	BvA Change	Actual 2024	YOY Change
Self-Generated Revenue	\$ 12.30	\$ 12.75	-4%	\$ 10.70	15%
Expenses	19.60	20.74	-6%	18.94	3%
Operating Surplus (Deficit)	- 7.30	- 7.99	-9%	- 8.25	-12%
Operating Surplus (Deficit) w/ Measure Z Operating Support	0.09	- 0.49	-119%	- 1.33	-107%
Net Surplus (Deficit)	- 1.10	n/a	n/a	- 1.51	-27%

Takeaways:

- August monthly attendance lowest on record, aside from 2020
 - Lots of exhibit closures during the month to complete MZ “mini projects”
- Strong early table sales for Safari Night, tracking ahead of prior year
- Welcome Wednesday continues to be a strong performer; in process of evaluating impact on add-on experiences

August 2025 – Attendance

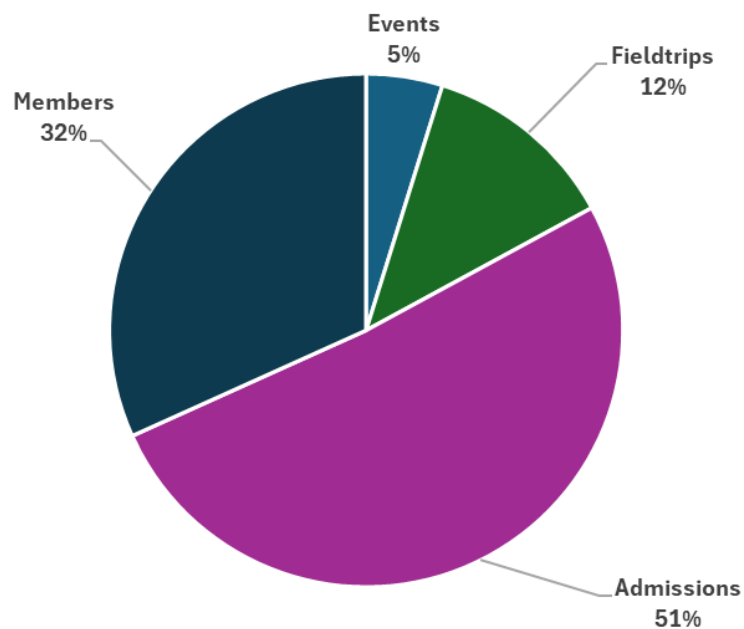
August 2025 = 39,046 (67% of 2024, 78% of budget)
August YTD attendance = 580,902 (101% of 2024, 97% of budget)
Sept 2025 YTD attendance* = 622,173 (98% of 2024, 95% of budget)



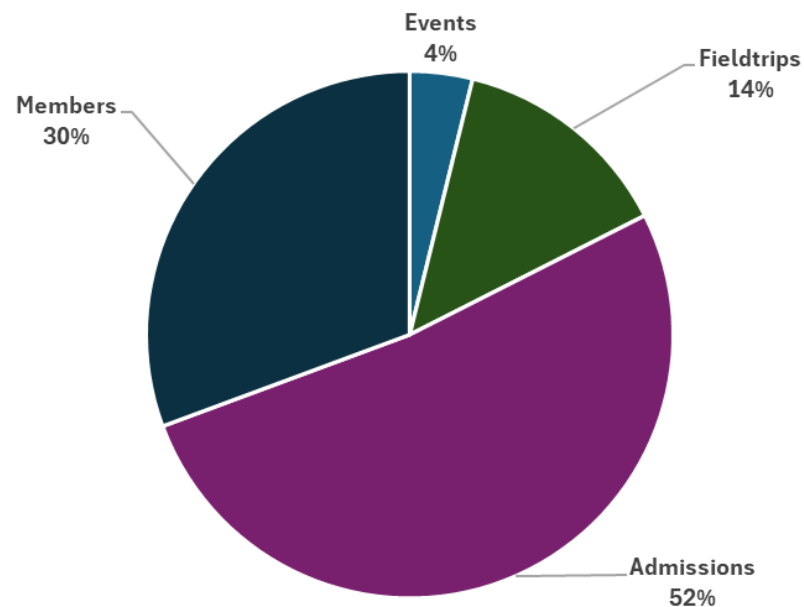
*September 2025 YTD attendance reflected through 9/28/25

August YTD Admissions Breakdown

2025



2024



August 2025 YTD – Per Capita

	Actual 2025	Budget 2025	BvA Change	Actual 2024	YOY Change
Attendance	580,902	598,000	-3%	575,279	1%
Admissions	\$ 8.75	\$ 9.10	-4%	\$ 7.22	21%
Food	1.43	1.25	14%	1.47	-3%
Gift Shop	0.74	0.75	-1%	0.69	7%
Giraffe	1.49	1.36	10%	1.33	12%
Stingray	0.85	0.91	-7%	0.88	-3%
Butterflies & Big Bugs	0.52	0.61	-15%	0.56	-7%
	\$ 13.78	\$ 13.98	-1%	\$ 12.15	13%

August 2025 YTD – Highlights and Lowlights

	<u>Actual 2025</u>	<u>Budget 2025</u>	<u>BvA Change</u>	<u>Actual 2024</u>	<u>YOY Change</u>
Highlights					
Behind the Scenes	\$ 168,557	\$ 133,484	26%	\$ 99,262	70%
Special Events	\$ 490,022	\$ 221,950	121%	\$ 382,606	28%
Food Services	\$ 831,888	\$ 747,500	11%	\$ 845,202	-2%

	<u>Actual 2025</u>	<u>Budget 2025</u>	<u>BvA Change</u>	<u>Actual 2024</u>	<u>YOY Change</u>
Lowlights					
Butterflies & Big Bugs	\$ 304,141	365,585	-17%	\$ 321,835	-5%
Grants and Fundraising	\$ 522,437	594,847	-12%	\$ 327,706	59%
Membership	\$ 1,844,515	2,116,640	-13%	\$ 1,747,804	6%
Attendance	580,902	598,000	-3%	575,279	1%

August 2025 – Financial Summary

	<u>Actual 2025</u>	<u>Budget 2025</u>	<u>BvA Change</u>	<u>Actual 2024</u>	<u>YOY Change</u>
Attendance	580,902	598,000	-3%	575,279	1%
Self-Generated Revenues	\$ 12,299,385	\$ 12,751,852	-4%	\$ 10,696,212	15%
Personnel Expenses	12,500,545	12,694,308	-2%	12,368,162	1%
Other Expenses	7,096,462	8,048,916	-12%	6,575,636	8%
Operations Surplus (Deficit)	(7,297,622)	(7,991,372)	-9%	(8,247,586)	-12%
Measure Z Operating	7,389,533	7,497,656	-1%	6,921,108	7%
Operations & MZ Op Surplus (Deficit)	91,911	(493,716)	-119%	(1,326,478)	-107%
Other Non-Operating Revenues (Expenses)	(1,188,479)	1,413,023	-184%	(178,072)	567%
Net Surplus (Deficit)	(1,096,568)	919,307	-219%	(1,504,550)	-27%

FCZC Balance Sheet

	August 2025	August 2024
ASSETS		
Current Assets		
Cash	\$2,810,975	\$767,690
Short Term Investments-Retention	\$70,012	\$2,881
Accounts Receivable	\$2,154,820	\$2,652,217
Prepaid Expenses	\$378,994	\$414,100
Total Current Assets	\$5,414,801	\$3,836,888
Other Assets		
Long Term Investments	\$19,583,646	\$19,261,626
Buildings, Equipment, Vehicles, and Furniture (net)	\$5,409,388	\$4,118,992
Exhibits	\$106,650,236	\$102,614,825
Construction in Progress	\$4,951,155	\$13,380,646
Goodwill	\$39,416	\$49,992
Beneficial Use of Land	\$5,037,176	\$5,124,751
Total Other Assets	\$141,671,017	\$144,550,831
TOTAL ASSETS	\$147,085,818	\$148,387,719
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts Payable and Accrued Liabilities	\$2,419,768	\$2,147,997
Deferred Revenue	\$2,066,505	\$1,915,455
Line of Credit/Loan Account	\$5,000,000	\$0
Retention Payable	\$87,287	\$37,615
Long-Term Liabilities	\$579,754	\$161,800
Total Liabilities	\$10,153,314	\$4,262,867
Net Assets (Equity)		
Fund Balance-Without donor restriction	\$119,795,841	\$127,148,397
Fund Balance-With donor restriction	\$5,786,220	\$6,193,278
Fund Balance-Permanently Restricted	\$101,739	\$93,790
Fund Balance-Board Designated	\$11,248,704	\$10,689,387
Total Net Assets (Equity)	\$136,932,504	\$144,124,852
TOTAL LIABILITIES AND NET ASSETS	\$147,085,818	\$148,387,719



AGENDA ITEM 8

DATE: October 29, 2025

TO: Fresno County Zoo Authority Board

FROM: Kris Grey, Director Capital Construction
Fresno Chaffee Zoo Corporation

SUBJECT: Measure Z Capital Funds Request: California Exhibit Concept Design

RECOMMENDED ACTION:

Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$118,934 for the completion of the concept design phase of work for the California Exhibit project.

DISCUSSION:

ZooCorp is requesting the approval of \$118,934 to move forward with the concept design phase of work for the California Exhibit project. ZooCorp intends to sign an agreement with SHR Studios (SHR) for the performance of this phase of work.

ZooCorp drew on qualifications from previously submitted proposals and the strong working relationship with SHR to arrive at the decision to make the award for this phase of work. Capital Construction staff then conducted the negotiation process with SHR to reach their final price. The intent of this concept design phase is to complete concept design, site analysis, and program development for the California Exhibit project. These elements will deliver a definable scope that can then be bid on by design firms that will complete schematic, design, and construction drawings for the project. By providing these potential bidders with information from concept design, it is expected that their pricing can be better targeted through the removal of many existing unknown project elements. For reference, this project will cover about the same amount of physical space as the Kingdoms of Asia project. ZooCorp is therefore targeting a project construction budget of \$50-60 million and a final design and engineering cost of \$5-9 million.

The California Exhibit project includes many complex variables including but not limited to: staff spaces, guest spaces and flow, substantial animal habitat revitalization, life support systems, logistics considerations both for construction and ongoing operations, and integration with existing facilities and exhibits. To handle this array of variables, SHR brings to bear a team of specialists and a wealth of experience solving these exact challenges in Fresno and for other zoos. ZooCorp is also assigning the in-house Project Management team (PM) to this project. PM will provide on-site oversight and supervision, controlling the contracts, scope, schedule, and stakeholder coordination to ensure the final project is delivered on-time and on-budget.

When it is completed, the California Exhibit project will contribute in innovative ways to the roster of award-winning exhibits present at the Zoo. This project will serve as a gateway to the memorable

experiences our guests have by attending the Zoo via a direct connection to the new entrance project. This project will also be the first major exhibit revitalization since Kingdoms of Asia and serve to breathe new life into one of the oldest remaining areas of the Zoo. ZooCorp has chosen to break down design into these smaller components to ensure that proper care and consideration is put into the project such that this vision becomes reality. It is also intended that this investment in the design process will yield more concise and accurate pricing for future phases of work and serve to minimize change requests in future phases. Qualifications and pricing will be sought from multiple firms for the subsequent design work, and an award for this contract does not constitute a guarantee that SHR will be awarded any portion of future work related to the California Exhibit project.

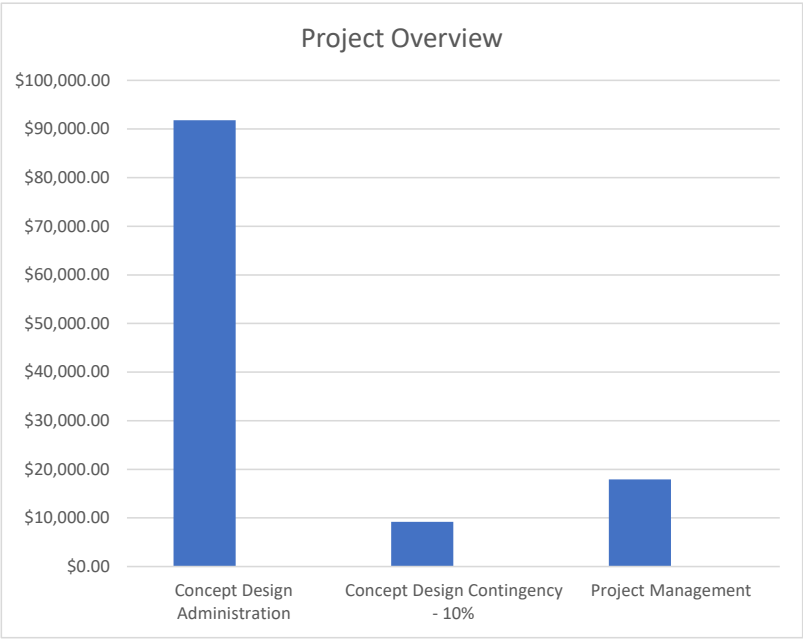
The Fresno's Chaffee Zoo Corporation Board of Directors approved this request on October 9, 2025.

ATTACHMENTS:

SHR Studios Concept Development Proposal
California Concept Design Project Overview

California - CONCEPT DESIGN - Project Overview

	Budget:	Expenses:	Balance:
Concept Design Administration	\$91,800.00	\$0.00	\$91,800.00
Concept Design Contingency - 10%	\$9,180.00	\$0.00	\$9,180.00
Project Management	\$17,954.00	\$0.00	\$17,954.00
	\$118,934.00	\$0.00	\$118,934.00





California: From the Sierras to the Sea - Concept Development

SH|R STUDIOS

Jason Hill
Partner
jhill@shrstudios.com
(206) 842-8332
(925) 324-0707



SH|R STUDIOS
600 Winslow Way E, STE 115
Bainbridge Island, WA 98110

www.shrstudios.com

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July 31, 2025





As we move deeper into the 21st century, it is becoming ever clearer that the role of a zoo must be more than for the exhibition of animals. The end of the 20th century showed us the importance of making connections between people and animals. We learned how to demonstrate respect for wildlife by building wonderful, immersive exhibits, but a modern zoo must now be more than a destination to see animals in fabulous habitats.

The zoo of the future must be a force for conservation. It needs to demonstrate its own commitment to sustainability, it needs to pay utmost attention to animal well-being, and it needs to inspire action in its own community to sustain wildlife and wild places both locally and around the world.

This is the promise of *California: From the Sierras to the Sea*. Beginning at the new entry plaza, this journey will guide guests through the state's most iconic landscapes and ecosystems—majestic mountains, rolling foothills, fertile valleys, coastal wetlands—culminating at the dramatic shoreline of Sea Lion Cove. Along the way, the exhibit will tell the story of California's biodiversity and the Fresno Chaffee Zoo's efforts to protect it, connecting guests to species they may know in name but not in nuance. More than a path through habitats, it will be a story-driven call to stewardship rooted in place, purpose, and pride.

At SHIR Studios we are not only committed to providing all the services necessary on a timely basis, but incredibly excited to help you create a fresh, world-class plan for *California: From the Sierras to the Sea*. In the following pages you will see the highest quality team assembled, guaranteeing that technical expertise, quality assurance and creative vision will drive the master planning process. We will serve as the prime consultant, habitat designer, interpretive outline developer, and concept planner. Our management practices are structured and agile:

- We orchestrate and integrate client, stakeholder, and consultant expertise throughout the design process.
- We provide completed materials and interim components for review in a timely manner according to schedules set well in advance.
- We maintain strong relationships, fostering a responsive and accessible team.
- We maintain the artistic vision and project's core principles, keeping all disciplines in tune with a project's "Big Idea".

With our global footprint you can be sure we will bring the best ideas from around the world, the leadership to direct a high-functioning team, and the attention to detail to deliver premier quality designs.

A handwritten signature in blue ink, which appears to read 'Jason Hill', is positioned above the name and title of the signatory.

Jason Hill
Partner
SH|R Studios

Our Approach





While each zoo has its own unique opportunities and constraints, SH|R Studios recognizes there are important common themes among the members of our community. In each concept development process, we do not consider the effort complete until we address what we refer to as the seven key planning questions:

How do we create **profound and inclusive** guest experiences?

Today one can have unbelievable encounters with the digital illusion of nature and wild animals through the lens of the meta-verse. Nevertheless, people find themselves craving a genuine experience with a living animal where the eyes that stare back at you are full of interest and possibility. A genuine experience is one that no digital screen can replicate. A profound experience is one you can't wait to share with someone. A unique experience is one you can't have anywhere else.



We need to provide full-body exploration and play that is universally accessible and brings our guests into unmediated contact with the natural world. Woven in with unexpected animal encounters, this holistic approach to experience fosters curiosity, builds respect for the natural world, and builds an empathetic appreciation that pulls guests out of their day-to-day concerns.

What makes an animal collection **exciting and iconic**?

All animals can be exciting when encountered in an impactful way, but the modern guest expects to see certain animals long associated with a trip to the zoo. Animals like bears, big cats, wolves, and snakes occupy a deep-rooted place in our heads after being some of the first concepts we learned as children. These are the iconic animals that bring guests to the zoo.

Once a person becomes the zoo's guest, there is an opportunity to expand that passion to include the animals and natural systems that are deeply inter-connected with those iconic species. We have no right to simply "show" an animal; rather, we deeply engage in meaningful emotional experiences as part of multi-sensory encounters with the natural world where we are but one small part of an animal's life. Creating opportunities for guests to crawl, touch, jump, play, observe, and delight means creating an engaged and excited guest whose natural imagination has been captured and whose passion has been expanded. This approach to people/animal interactions makes all the animals who live at the Fresno Chaffee Zoo truly exciting, iconic and representative of a world far greater than our own experience.

How do we look **beyond best practices in animal welfare**?

Best practices are a "today" approach. We believe in learning from today and challenging ourselves to think for "tomorrow". Solid scientific approaches to addressing animal welfare from a behavioral and cognitive point of view can help to future-proof the investment in habitat construction. Asking questions about what makes for a fulfilling life – a life "worth living" – and assigning the resources necessary to maintaining a viable population of actively engaged animals is critical, not only from a conservation point of view, but also in maintaining the zoo's social license and their community's trust. Space is not always the best measure, and it is at this point that long-term operational training and planning become paramount to the success of allowing animals to reinvent their lives every day.

Our exposure to world-class thinking from around the globe enables us to break free of common assumptions to develop innovative solutions that can stand the test of time.

Is **state of the art** enough?

In short, no. At SH|R Studios, we do not believe that “state-of-the-art” animal facilities are sufficient. Understanding the current science and standards of care is critical, but we aim to surpass this very high bar by building facilities that provide for an animal the same opportunities it would have in the wild. Collaboration with designers, engineers, welfare scientists, and animal caretakers ensures that the care of the animal is grounded in what that animal needs, not the fashion of the day.

When it comes to the spaces humans live in, we understand the importance of high-quality living areas and contact with nature for our physical and mental health. We expect others to treat us with dignity, empathy, and understanding in all our life encounters. At SH|R Studios, we approach the design of our spaces for animals in the same way.

How do we **integrate** engaging **educational programs**?

Understanding the program needs of the educational staff and the community is a critical thread within the tapestry of the master plan. We need to go beyond simply providing the space for outdoor learning. We need opportunity, flexibility, discovery, and engagement in the campus to facilitate experiential, outdoor, unique learning. Memory is stored in the body, so we need to challenge ourselves to think beyond sitting in a circle on the grass. Let's incorporate learning and science into every aspect of the Zoo. Let's take kids into the trees, into the water, and behind the scenes to provide true experiential learning opportunities that cannot easily happen elsewhere. Let's provide the memorable lessons that the children of Fresno -- and beyond -- need to grasp and appreciate the natural world. And then, let's move it from the zoo out into the community.

How do we **communicate** compelling **conservation** initiatives?

The power of storytelling is recognized as an incredible method to engage the imagination and harness the mind. Storytelling, combined with personal experiences of real-world conservation programs in action, provides the most compelling opportunities to communicate complex conservation issues and initiate the curiosity needed to move beyond simple learning and into understanding.

Integrating story, environmental graphic design, and conservation messaging into the fabric of the Fresno Chaffee Zoo from the ground up opens countless opportunities to communicate with guests beyond interpretive panels on the walls. We see this as tying directly to the idea of weaving places for education and community interaction into the design of the exhibit, searching for places where learning and play, wonder and discovery meld seamlessly into an exceptional experience.

What are **innovative** dining, entertainment, and retail **amenities**?



Historically, zoos have spent much time and treasure creating innovative animal habitats but have continued to serve carnival-style food with bare bones amenities. The dining, entertainment, retail, and other amenities have been long due for the same attention to detail animal habitats have been receiving for decades.

A deep exploration of the Yosemite Valley contains all the same functions as a trip to the zoo – dining, restrooms, entertainment, opportunities for souvenirs – and yet those experiences out in nature can be unique

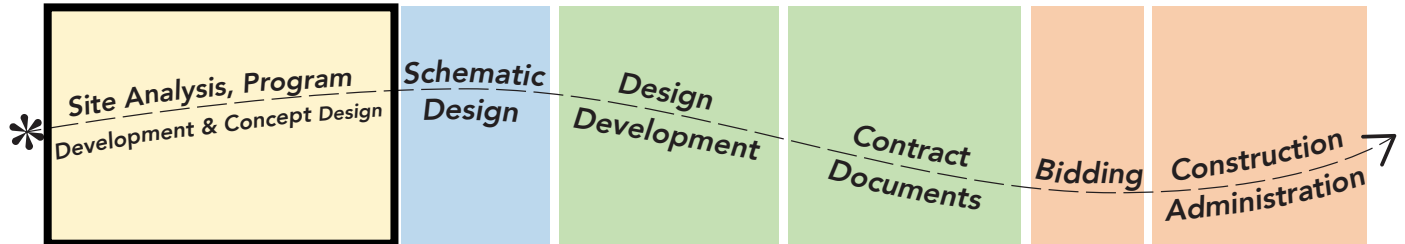
even to the most seasoned traveler. How do we recreate these incredible moments at the Fresno Chaffee Zoo? A guest could dine at sunset on a linen-covered table while a bear ambles through a nearby meadow. While washing their hands in the restroom a guest may spy a family of river otters cavorting in a stream in front of a “loo-with-a-view”. Around a gathering space we can listen, enthralled as an animal expert guide regales our guests with tales of wildlife. Or discover a souvenir at the local curio shop where the money from the purchase goes directly to support conservation efforts of animals in the wild.

Let's look to the ways we engage with wild nature to inspire ways to make these zoo experiences unlike any a guest has experienced before.

Proposed Services

Project Phases & Design Process

Our approach follows a clear progression from discovery through documentation, with a particular emphasis on early-stage site and program clarity. That early work will be essential to shaping a design vision that is buildable, fundable, and representative of the Fresno Chaffee Zoo's mission. This effort would cover the first phase of our standard exhibit design process.



1. Site Analysis, Program Development & Concept Design – What are we doing?

Every exhibit process at SHR begins with establishing a “*big idea*”—a unifying narrative or emotional takeaway that ties the guest experience directly to the Zoo’s mission. What is the one idea we want every visitor to carry with them when they leave *California: From the Sierras to the Sea*? This question will frame the design effort and guide every decision that follows.

To initiate the process, SHR will lead two *Concept Workshops* with FCZ leaders and stakeholders. These working sessions will allow us to explore the various exhibit directions under consideration and evaluate each through multiple lenses:

- Guest engagement and circulation
- Animal well-being and enrichment potential
- Care team workflows and holding strategies
- Climate suitability and operational sustainability
- Storytelling opportunities and conservation relevance
- Integration with long-term campus goals

Together, we’ll define a working program that captures the Zoo’s “**Must Haves**,” “**Nice to Haves**,” and “**Absolutely Nots**.” This stage is intentionally exploratory: it’s about dreaming without constraint so we can build a clear understanding of what matters most. Then, when budget, schedule, or infrastructure limitations inevitably arise, we’ll know what needs to stay.



Woodland Park Zoo Penguin

Major Tasks & Deliverables:

- **Comprehensive site analysis**, including circulation, access points, viewsheds, grading, and infrastructure impacts
- **Species planning workshops** to evaluate spatial needs, compatibility, and behavioral opportunities
- **Sustainable design criteria** aligned with your Mission, Vision and Values to serve as a touchpoint throughout design and construction phases.
- **Concept plan alternatives**, developed as spatial diagrams with corresponding experiential, operational, and cost implications
- **Storyboard drawings (approximately 10)** of key experiences to support internal alignment and external fundraising



In Summary

At SHIR Studios, we exclusively design zoos and aquariums around the world. Not only is this our sole specialty, we are also the only major zoo design firm that places the primary focus on natural ecosystems—wild places. We are landscape architects, grounded in the landscape immersion school of zoo design. In our work, you'll find authentic representations of nature, respectful depictions of the people who share their lives with wildlife, and habitats that enrich animals' lives and improve their well-being. Our purpose is to design spaces that connect people, plants, and animals in ways that inspire conservation—and we believe that purpose aligns beautifully with your Mission and Vision, making SHIR the ideal partner for the Fresno Chaffee Zoo.

We take pride in our design management. We understand the importance of schedule goals and work backward to identify critical paths and required resources. With decades of experience delivering complex zoo projects on time and on budget, we're adept at balancing ambition with pragmatism. We know how to prioritize bold ideas while letting go of those that don't serve the mission. We don't see budget as a barrier to creativity—we see it as a framework within which the best ideas can shine.

We also bring deep familiarity with regulatory frameworks around the world, and a track record of designing innovative yet buildable concepts. Even at the earliest stages, we shape ideas that are aspirational, operational, and achievable.

And finally, we know that great design is rooted in great collaboration. We use a flexible mix of communication tools—from hand sketching and digital modeling to real-time virtual charrettes and in-person workshops—to meet the needs of each project and team. Whether we're gathered around a table or collaborating on-screen, we bring focus, curiosity, and respect to every interaction.

We would be honored to help shape the next chapter of Fresno Chaffee Zoo—one that deepens your commitment to California's wildlife, strengthens your community ties, and delivers a guest experience unlike any other.

Project Team





SHR Studios is a high-expertise, hands-on design firm that specializes solely in zoos and aquariums. The principals - Jason Hill, Keith McClintock, Becca Hanson and David Roberts - are involved in every aspect of design in collaboration with one another, our staff and consultants, and the Zoo's staff. Our experience is both broad and deep, with projects that span North America and extend around the world. We are innovators by nature and our principals have over 150 years of combined zoo design experience on which to rely. However, we take nothing for granted as we seek new ways to enable animals to lead rich and fulfilling lives; operational and construction strategies that stand the test of time; and engagement strategies that enable visitors to feel that their lives have been blessed and enriched by the experience.



In our efforts we value:

- **Nature as the inspiration for our designs**
We look to nature to envision spaces that artfully and sustainably represent real environments.
- **Relationships that are diverse, collaborative, and lasting**
Collaboration leads to unique and clever solutions. The most creative groups are built upon trusting, longstanding relationships. As a result, we have worked with many organizations for decades and have developed strong teams and robust relationships.
- **Respect for animals and people**
Our measure of success is the well-being of the animals for which we design. We aim to encourage natural behavior through habitat complexity and the provision of choice, while designing welcoming spaces for all people.

Our Purpose:

We design spaces that connect people, plants, and animals around the world to inspire conservation.

Established

2003

Incorporated

2021

Contact Information

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USA

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www.shrstudios.com



Jason Hill, PLA

Partner

Jason has had a targeted career with a clear goal of designing zoos. As a lover of wildlife and wild places, Jason has found a deep satisfaction in working with zoos and aquariums to design opportunities for animals to live flourishing lives, and for people to experience the wonders of nature in our ever-urbanizing communities. His career has been rich with insights gained from many facets of the zoo world, spanning from hands-on experience in the daily care of elephants to master planning wildlife habitats around the world.

Throughout his career, Jason has been involved in the design of award-winning habitats. From initial vision, he is a guiding force within teams, communicating with both ease and clarity. He is adept at working with groups, eliciting feedback and coordinating team efforts, maximizing the expertise each member brings to the team.

With a reverence for history and a thirst for knowledge, he is poised to ask the important questions and to fuse the best of past, present and future into something new and wonderful. His sharp mind and design savvy are key to the creation of concepts that resound with the force of nature and the power of well-conceived places for people.



Education

2009 BLA Landscape Architecture,
University of California, Berkeley

Registration

Landscape Architect, State of Washington,
Oklahoma

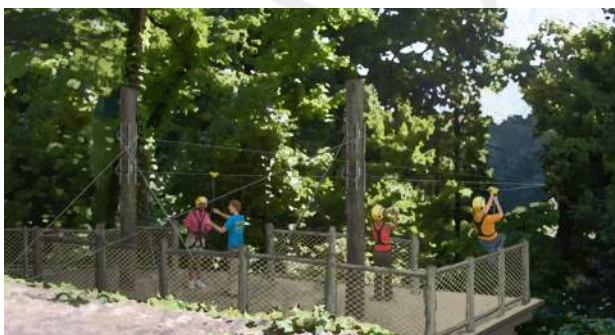
Practice

Instructor for the Association of Zoos and Aquariums'
Creating Successful Exhibits Course

- 2021 Partner, SH|R Studios
- 2017 Principal, Studio Hanson | Roberts
- 2014 Creative Director of Exhibits, Bronx Zoo,
Wildlife Conservation Society
- 2009 Senior Associate, The Portico Group

Affiliations

Association of Zoos and Aquariums (AZA)
World Association of Zoos and Aquariums
(WAZA)



The Bronx Zoo "Nature Trek" Design Rendering by Jason Hill while Creative Director of Exhibits at WCS



The Bronx Zoo "Nature Trek" Completed Project



Keith McClintock, PLA

Partner

As a landscape architect and art director, Keith seamlessly combines creative vision with results-oriented detail in a highly collaborative design process. With a compassion for animals, visitors and staff, he ably translates unique and complex ideas into fun and amazing nature-based visitor experiences that define a unique relationship with the environment. Keith emphasizes the importance of listening before doing, engendering a fully integrated process that coalesces the ideas, thoughts, goals and commitment of all those involved. This allows diverse and complex design and client teams to become a cohesive, creative force that can achieve astounding results.

Keith's critical eye, organizational skills and technical expertise are key to both the creation and execution of projects, from developing drawings early in the design process to working on site with contractors and artists. His ability to quickly illustrate any thought or idea helps create a clear vision of the topic at hand. His attention to detail, respect for nature, emphasis on quality, and continual quest to find new ways to achieve great design have led to critically acclaimed and award-winning projects in the US and around the world.



Minnesota Zoo "Russia's Grizzly Coast" Keith McClintock - Lead Designer while at Portico



Education

1978 BLA Landscape Architecture,
Colorado State University

Registration

Landscape Architect, State of California,
Colorado, Illinois, Indiana, Kansas, Nebraska,
Ohio, New York, Texas and Washington

Practice

2021 Partner, SHJR Studios
2015 Principal, Studio Hanson | Roberts
1994 Principal, The Portico Group
1988 Director of Project Development,
di Giacomo, Inc.
1986 Senior Associate, EDAW, Inc.
1983 Project Manager, The Gilcrest
Group
1979 EDAW, Inc.

Affiliations

Association of Zoos and Aquariums (AZA)
World Association of Zoos and Aquariums
(WAZA)

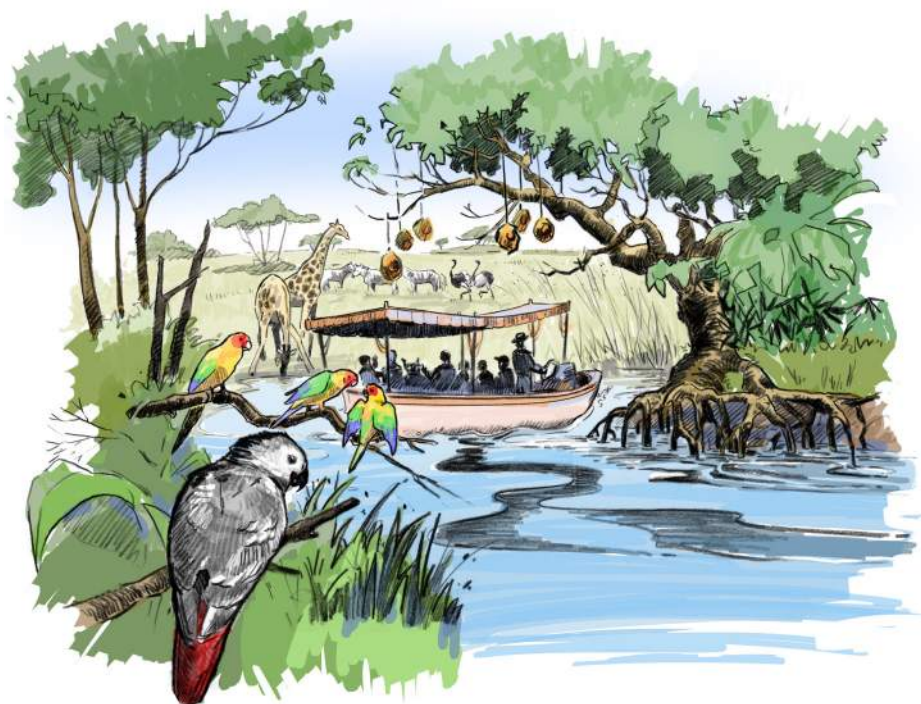


Andy Leach, PLA

Art Director

Andy is both a talented artist and an experienced landscape architect. His career as a designer began on the East Coast, working with such notable firms as OLIN and Andropogon Associates. His love of the outdoors and wildlife has precipitated his move to the West Coast and a focus on zoo and aquarium design.

His ability to translate thought into form is anchored in a fine arts degree in painting, and has been honed by further education in scientific illustration. He has lent his considerable skills to the Cornell Lab of Ornithology, not only adding to his experience as an illustrator, but also giving him an advanced understanding of animal anatomy and movement. His designer's intellect and artistic mastery combine into a fluid ability to put thoughts on paper in a clear, engaging way.



Nashville Zoo "River Safari" Concept Sketch

Andy Leach - Art Director, Illustrator



Education

- 2012 Certificate Science Illustration, California State University Monterey Bay
- 2006 BS Landscape Architecture, Temple University
- 1993 BFA Painting Concentration, Kutztown University of Pennsylvania

Registration

Landscape Architect, State of Pennsylvania

Practice

- 2021 Art Director, SH|R Studios
- 2016 Senior Associate, Studio Hanson|Roberts
- 2012 Science Illustrator, Cornell Lab of Ornithology
- 2007 Senior Landscape Architect, OLIN
- 2006 Landscape Designer, Andropogon Associates, Ltd.

Selected Relevant Projects

- Fresno Chaffee Zoo Master Plan, Fresno, California, USA
- New Sacramento Zoo Master Plan, Sacramento California, USA
- Werribee Open Range Zoo Master Plan, Werribee, South Victoria, Australia
- Nashville Zoo, African Savanna Master Plan, Nashville, Tennessee, USA
- Houston Zoo Master Plan, "Galápagos Islands", "South America's Pantanal", "Texas Wetlands", & "Birds of the World", Houston, Texas, USA
- Palo Alto Junior Museum & Zoo "Loose in the Zoo", Palo Alto, California, USA



Lee Ehmke

Of Counsel

Lee Ehmke is President and CEO emeritus of the Houston Zoo, guiding the institution's transformation into a globally recognized zoo-based conservation organization since 2015. With education in law (JD U.C. Law San Francisco '83) and environmental design (MLA U.C. Berkeley '88), he has provided 37 years of strategic, operational and design leadership at the Wildlife Conservation Society's Bronx Zoo, the Minnesota Zoo and Houston Zoo. Ehmke has served as President of the World Association of Zoos and Aquariums (WAZA) and is currently Vice-Chair of the Dian Fossey Gorilla Fund International. His work has garnered recognition, including eight Top Honors in Exhibit Design and five Conservation awards from the Association of Zoos and Aquariums. In 2023 he received the Heini Hediger Award for lifetime achievement from WAZA, and was named one of Houston's Most Admired CEOs by the Houston Business Journal.

Upon his retirement from the Houston Zoo, Ehmke continues his work in the conservation and zoo communities while finding more opportunities to explore the earth's great wild places with an eye towards their protection and celebration.



Houston Zoo "Texas Wetlands" Lee Ehmke - President and CEO



Education

- 1988 MLA Landscape Architecture
University of California, Berkeley
- 1983 Juris Doctor
University of California Law (formerly
Hastings College of the Law)
- 1979 AB Political Science
University of California, Berkeley

Experience

- 2025 Of Counsel, SH|R Studios
- 2015 President and CEO, Houston Zoo
- 2000 Director and President, Minnesota Zoo/
Minnesota Zoo Foundation
- 1997 Associate Director for Planning
and Design, Exhibition and Graphic
Arts Department, Bronx Zoo/Wildlife
Conservation Society
- 1994 Assistant Director, Exhibition and Graphic
Arts Department, Bronx Zoo/Wildlife
Conservation Society
- 1988 Exhibit Designer/Project Manager,
Exhibition and Graphic Arts Department,
Bronx Zoo/Wildlife Conservation Society
- 1985 Program Assistant, California State
Coastal Conservancy

Affiliations & Professional Activities

- Association of Zoos and Aquariums (AZA)
- World Association of Zoos and Aquariums
(WAZA), Council Member (2010-2021),
(President 2013—2015)
- Board of Directors, Dian Fossey Gorilla Fund
- Senior Advisor, International Crane Foundation

Experience





As a firm specializing in zoo and aquarium design, SHIR Studios brings deep experience in creating high-quality, nature-focused exhibits that inspire conservation and elevate institutional missions. We've partnered with leading zoological organizations around the world to uncover the unique opportunities and constraints of their campuses—collaboratively shaping a wide range of interpretive experiences, guest amenities, and habitat strategies into site-specific solutions that resonate.

Our designs thoughtfully balance immersive guest engagement, evidence-based enhancements to animal well-being, and the practical demands of modern animal care. Many of the projects for the clients listed here have been recognized with Exhibit Awards—affirming their innovation, impact, and design excellence.

Select Client list from the last ten years (in alphabetical order):

Auckland Zoo, Auckland, New Zealand

Wilder Institute/Calgary Zoo, Calgary, Alberta, Canada

Cheyenne Mountain Zoo, Colorado Springs, Colorado, USA

Fresno Chaffee Zoo, Fresno, California, USA

Houston Zoo, Houston, Texas, USA

Milwaukee County Zoo, Milwaukee, Wisconsin, USA

Monterey Bay Aquarium, Monterey, California, USA

Nashville Zoo, Nashville, Tennessee, USA

Sacramento Zoo, Sacramento, California, USA

Oakland Zoo, Oakland, California, USA

Oklahoma City Zoo, Oklahoma City, Oklahoma, USA

Omaha's Henry Doorly Zoo, Omaha, Nebraska, USA

Smithsonian National Zoo, Washington D.C., USA

Taronga Zoo & Western Plains Zoo, Sydney, Australia

Toronto Zoo, Toronto, Canada

Zoos Victoria, Melbourne, Australia



Houston Zoo
Houston, Texas, USA

South America's Pantanal

"We wanted to bring South America's largest wetland to our guests and share the incredible stories of the wildlife conservation efforts their visit supports. We believe we have done just that with this richly immersive experience."

-Lee Ehmke, Houston Zoo president and CEO

South America's Pantanal

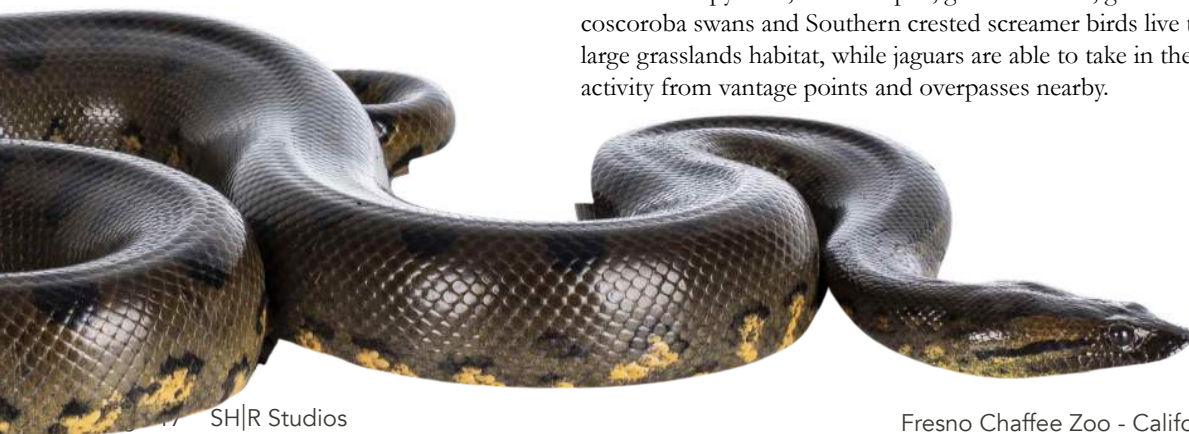


South America's Pantanal transports guests to the legendary tropical wetlands of Brazil. Guests to the Houston Zoo experience the rivers, marshes, and grasslands inhabited by a stunning variety of wildlife.

The Pantanal is a landlocked area of seasonally-flooded forests, rivers, marshes and grassland that stretches across 42 million acres of central Brazil, Bolivia and Paraguay, and is home to South America's largest concentration of animals. Houston Zoo's commitment to conservation work in this area dictated that the new exhibit needed to reflect the region's biodiversity and celebrate the work that is being done by scientists and the local people and partnership. The resulting display covers 4.2 acres and holds 51 species, with 150 animals total, representing keystone species at each level of the ecosystem, from tiny dart frogs and fish to birds and so-called apex predators.

The project has transformed an open grazing yard on the Zoo's northwest side into an immersive environment that's the first of its kind showcasing the animals of the world's largest wetlands. Capybaras, Baird's tapirs, giant anteaters, greater rheas, coscoroba swans and Southern crested screamer birds live together in the large grasslands habitat, while jaguars are able to take in the scene and activity from vantage points and overpasses nearby.

DATE OPEN: 2020
PROJECT BUDGET: \$23 m USD
SIZE: 4.2 acres
AZA Exhibit Award Top Honors



Houston Zoo
Houston, Texas, USA

Galápagos Islands



*"Humboldt Penguins, California Sea
Lions, & Giant Tortoises Highlight
the Importance of this Unique
Archipelago"*

-Houston Zoo

*A giant tortoise explores its rolling
meadow & lava rock habitat*

Galápagos Islands



"No place on our planet better exemplifies...the pressing need for conservation action than the Galápagos."

-Houston Zoo

DATE OPEN: 2023
PROJECT BUDGET: \$70m
SIZE: 2.5 acres | 255,000 gal
Sea Lion, 290,000 gal "One Ocean" Aquarium, 30,000 gal Penguin, plus (3) Small Aquarium Tanks

The Houston Zoo's Galapagos Islands is the first exhibit in the world to showcase the wide variety of life that lives on the famous island chain. As guests move through the exhibit, they encounter iconic giant tortoises in a rolling meadow, swift sea lions in a flooded canyon, playful penguins on a lava flow, and the centerpiece of the experience, the majestic coral reef in the "One Ocean" tank.

Every aspect of the project's look and feel was designed with painstaking detail. For example, the "One Ocean" tank houses the most realistic artificial coral reef in the world. The nearly 600 individually fabricated corals represent eight different species from the ocean surrounding the Islands, including Pavona Clavus, Pocilloporia Meandrina, Porites Lobata, and Tubastraea; all the species you would find on a snorkeling trip in the Galapagos. The rocky ledges drop off into a deep blue background giving the illusion of the infinite ocean beyond.

Not only does the Galapagos Islands recreate what you would see, hear, and feel on the archipelago, but it also ties directly to the conservation efforts supported by the Zoo. Guests leave knowing their actions can have a positive effect on ocean health around the globe.



Palo Alto Junior
Museum and Zoo

Palo Alto, CA, USA

Loose in the Zoo



"[The exhibit] fundamentally rethinks how to capture a child's wonder and curiosity for the natural world and how to create rich and interactive learning experiences throughout."

-The Architect's Newspaper

Loose in the Zoo



Tortoise Interaction



Flamingo Interaction



Canopy Play



Treehouse and Flamingo Pool

Nestled in the heart of an urban expanse is a little zoo with a big purpose: to bring science and nature to the hands, knees, eyes, ears and noses of children and their caregivers.

True to its mission and growth trajectory, the Palo Alto Junior Museum and Zoo underwent a \$25 million rebuild, with SH|R leading the redesign of the Zoo. The compact 0.3-acre footprint posed no limit to opportunities for play, connection and growth for the young (or young at heart) of all abilities. Guests are invited to discover habitats that range from the exotic (Meerkat Desert) to closer to home (Raccoon Creek), all within an airy, free-flight aviary.

Woven within and between these habitats are rich layers and features for guests and animal residents to explore. From underground to the treetops, fully ADA accessible burrows, tree cavities, tunnels, a tree house (reached by climbing or with an elevator) and life-sized sculptures invite children to connect with animals where they live in nature. As many animals as possible are free-ranging, so both animals and children have free choice to be where they are most comfortable.

Different levels of physical challenge and a multitude of zoo-play or quiet rest opportunities provide an abundance of sensory experiences and ecological richness that set the stage for exceptional, accessible programming.

"Loose in the Zoo is a highly interactive zoo experience where children of all abilities explore a landscape to connect with animals, STEM learning and ultimately wildlife conservation."
-John Aikin, Executive Director

LOOSE IN THE ZOO
DATE OPEN: 2021
PROJECT BUDGET:
\$3.7m (Exhibits only)
SIZE: 0.3 acres



Auckland Zoo
Auckland, New Zealand

Southeast Asia Jungle Track



The Lowlands habitat for Sumatran tigers features two incredible tiger bridges, a climbing tree and bespoke training wall for engaging the tigers in their own health care.

Southeast Asia Jungle Track

The Lowlands



Auckland Zoo's Sumatran tiger habitat offers an immersive Southeast Asian lowland experience. The space prioritizes animal well-being while providing visitors with close-up encounters creating an engaging and educational environment.

The Sumatran tiger habitat at Auckland Zoo offers an unparalleled, immersive experience that highlights animal wellbeing and guest engagement. Nestled in the lush, lowland forests of Southeast Asia, three tiger habitats linked together by overhead pathways are designed to mimic the tigers' natural environment, fostering their physical and psychological health. Spacious enclosures provide ample room to roam, explore, and exhibit natural behaviors. Enrichment activities, such as climbing structures and water features, stimulate their instincts and ensure a dynamic and engaging environment.

For guests, the experience is both educational and awe-inspiring. Visitors are transported into the tigers' world through carefully crafted viewing areas that offer unobstructed, close-up encounters while maintaining safety and respect for the animals' space. At two different locations, overhead pathways soar over the public path, offering the unique perspective of having a tiger watch you from above.

DATE OPEN: 2022
PROJECT BUDGET: \$6.7 m USD
SIZE: 28,500 sf



The high level of design is evident in every aspect of the habitat, from the authentic landscape elements to the innovative use of materials. This dedication to authenticity and detail ensures that both the tigers and the visitors enjoy a rich, fulfilling experience that promotes awareness, conservation, and appreciation for these magnificent animals.

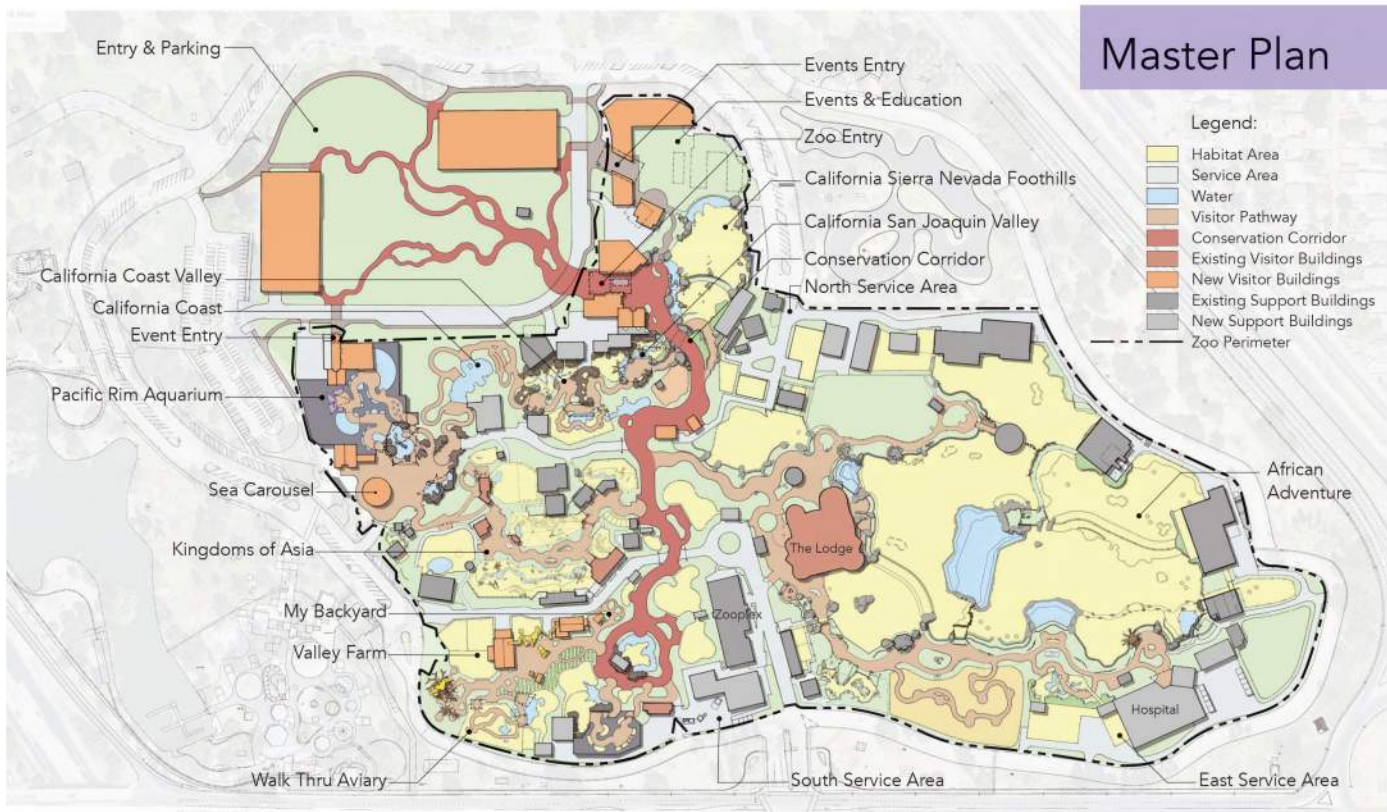
Fresno Chaffee Zoo
Fresno, CA, USA

Fresno Chaffee Zoo Master Plan

An artistic illustration of a zoo enclosure. In the foreground, a man in a purple shirt and a young boy in a yellow shirt are looking at a tiger. The tiger is perched on a large rock. Another tiger is walking on a large log in the background. The scene is set in a naturalistic environment with trees and rocks.

Care, Connections, Community, & Saving Wildlife

Building on the Zoo's success as the pride of the Fresno.



A New Master Plan

In 2021, the Fresno Chaffee Zoo engaged SHR Studios to develop a campus-wide master plan. Over the previous decade, SHR's staff had helped shape two of the Zoo's most celebrated habitats—Sea Lion Cove and African Adventure. With a third immersive experience, Kingdoms of Asia, under construction at the time, the Zoo saw the need to plan around these core anchors, resolve long-standing circulation challenges, strengthen connections to the surrounding community, and elevate its role as a steward of California wildlife.

The resulting master plan reorients the guest experience around a new central entry plaza, improving access, flow, and flexibility for future growth. From there, it introduces two bold new habitat zones that celebrate California's biodiversity and deepen the Zoo's conservation mission: Valley Farm, a working landscape that connects families with food systems and agriculture, and California: From the Sierras to the Sea, a sweeping ecological journey through the state's signature biomes—from alpine ridgelines to rocky coastline.



New Entry Design Sketch

Timelines and Deliverables





Proposed Timeline

Below is a schedule demonstrating that the timeline outlined in our conversation can be met. The workshop dates below are rough placeholders included to indicate the general time frame in which the in-person meetings could be held. We look forward to working with your team to determine exact dates of meetings and project milestones.

Stage 1: Site Analysis, Program Development and Concept Design

September, 2025 - December, 2025

- Week of 9/9/25 Digital Kick Off Meeting
- Bi-weekly digital project team meetings begin
- Week of 9/29/25 Concept Design Workshop #1
- Week of 10/27/25 Concept Design Workshop #2
- Week of 12/8/25 Concept Complete and Strategy to Proceed

Stage 2: Schematic Design

January, 2026 - Late April, 2026

- Bi-weekly digital project team meetings
- Week of 1/19/26 Schematic Design Workshop #1
- Week of 3/16/26 Schematic Design Workshop #2
- Week of 4/27/26 Schematic Design Complete

Stage 3: Design Development and Construction Documents

May 2026 - September, 2027

- Bi-weekly digital project team meetings
- Week of 5/4/26 Begin Design Development (7-month effort)
- Week of 7/13/26 Design Development Workshop #1
- Week of 9/14/26 Design Development Workshop #2
- Week of 11/24/26 Design Development Complete
- Week of 12/7/26 Begin Construction Documents (10-month effort)
- Week of 6/21/27 80% Construction Documents Workshop
- Week of 9/13/27 Construction Documents Complete

Stage 4: Bidding and Construction Administration

September 2027 - May, 2029

- Bi-weekly digital OAC Meetings
- Week of 9/20/27 Bidding and Permitting (3-months)
- Week of 1/10/28 Construction Administration (14-months)
- Week of 3/12/29 Commissioning (2-months)
- Memorial Day 2029 Project Opening

Cost of Services





The figures below are based on our understanding of the desired scope per our conversation on July 18, 2025. We have proposed (2) in-person site workshops with your team. These could be appended to the Entrance Project Predesign workshops or could stand alone. The final deliverable will be a concept package including enlarged site plans, narrative descriptions of the habitats, and (10) storyboard-style renderings. We intend this cost of service proposal as a starting point. If our assumptions of the project scope are different than intended, the cost of service can be adjusted to align.

Task	Cost of Service		
Stage 1 - Site Analysis, Program Development and Concept Design	\$		84,800
Stage 2 - 6: SD-CA			Not Included
Stage 1 Services Not To Exceed	USD	\$	84,800

We plan to have (2) SHR partners & (1) staff for (2) 1-day in person workshops - Includes flights, hotel, food, rental car, parking fees, and shuttle or taxi. If we can commit to coinciding these workshops with the Entrance Project Predesign, this cost for expenses could be reduced.

Stage 1 Expense Estimate - (2) Workshops	\$		7,000
Total Design Services Not to Exceed (incl. expenses)	USD	\$	91,800

Additional Services - Hourly Rate			
Partner	\$		215
Director	\$		175
Senior Associate	\$		150
Associate	\$		120

References





Houston Zoo Master Plan & Centennial Projects

Ms. Lisa Marie Avendano, Deputy Director and Chief Mission Officer

PHONE: 713.533.6636

EMAIL: lavendano@houstonzoo.org



Palo Alto Junior Museum and Zoo: Loose in the Zoo

Mr. John Aikin, CEO and Executive Director

PHONE: 650.329.2111

EMAIL: John.Aikin@CityofPaloAlto.org



Auckland Zoo: Various Projects

Ms. Monica Lake, Head of Zoo Environment, Design & Construction

PHONE: +64 21 088 15766

EMAIL: monica.lake@aucklandzoo.co.nz



Sacramento Zoo: Master Plan and Development Plans

Christopher Jordan, City of Elk Grove, Development Services Director

PHONE: 916.478.2222

EMAIL: cjordan@elkgrovecity.org



Matt McKim, Chief Animal Programs Officer

PHONE: 916.808.7381

EMAIL: mmckim@saczo.org;



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AGENDA ITEM 9

DATE: October 29, 2025

TO: Fresno County Zoo Authority Board

FROM: Jon Forrest Dohlin, Chief Executive Officer
Fresno Chaffee Zoo Corporation

SUBJECT: Request Retention Release for Reclaimed Water Project

RECOMMENDED ACTION:

Approve and authorize release of retention withheld on construction services related to Reclaimed Water Project for Golden Valley Pipeline, Inc. totaling \$67,691.78

DISCUSSION:

In accordance with the Retention Policy Adopted September 30, 2015, and Revised January 30, 2019, retention of 5% was withheld on Golden Valley Pipeline, Inc., for the construction work as related to the Reclaimed Water Project.

Upon completion of a Fresno Chaffee Zoo project, the Zoo Corporation may request the release of any retention funds withheld for the project.

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.

Written certification that all conditions of the escrow agreement have been met and that the project is final and complete in accordance with the construction contract is included in the following pages. Additionally, attached is a notice of completion on the Reclaimed Water Project.

Final invoices on this claim are anticipated to be submitted with Capital Claim 2025-09C. ZooCorp expects to request final close-out of this project at the FZA Board meeting subsequent to November 2025.

Fresno's Chaffee Zoo Corporation Board of Directors approved this request at their meeting on October 9, 2025.

ATTACHMENTS:

ZooCorp Letter of Completion for Golden Valley Pipeline, Inc.
Notice of Completion
Golden Valley Pipeline, Inc., invoice



Reclaimed Water
Contractor Retention Release

October 15, 2025

Fresno County Zoo Authority

RE: Golden Valley Pipeline Retention Release

In reference to the above mentioned project, we have verified that all work has been completed per contract documents and all applicable codes. The authorities having jurisdiction have signed off the completion of work, this along with the notice of completion have been provided.

We are requesting the full release of retention.

Please contact me if you have any questions.

Respectfully,

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

Kristopher Grey
Director of Capital Construction
kgrey@fcz.org

2
Recording Requested By:

Fresno Chaffee Zoo Corporation

When Recorded Mail To:

Name Jesse Santiago
Street Address 1250 W Olive Ave
City & State Fresno, CA 93728



2025-0100170

FRESNO County Recorder
Paul Dictos, CPA

Wednesday, Oct 15, 2025 01:12:55 PM

Titles: 1 Pages: 2
Fees: \$97.00
CA SB2 Fee: \$75.00
Taxes: \$0.00
Total: \$97.00
J.S.

SPACE ABOVE THIS LINE FOR RECORDERS USE

NOTICE OF COMPLETION

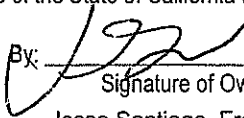
(CA Civil Code §§ 8180-8190, 8100-8118, 9200-9208)

NOTICE IS HEREBY GIVEN THAT:

1. The undersigned is an owner of an interest of estate in the hereinafter described real property, the nature of which interest or estate is:
Fee _____ (e.g. fee, leasehold, joint tenancy, etc.)
2. The full name and address of the undersigned owner or reputed owner and of all co-owners or reputed co-owners are:
Name Street and No. City State
Fresno Chaffee Zoo Corporation 1250 W Olive Ave Fresno CA
3. The name and address of the direct contractor for the work of improvement as a whole is:
Golden Valley Pipeline P.O. Box 510 Tulare, CA 93274
4. This notice is given for (check one):
☒ Completion of the work of improvement as a whole.
☐ Completion of a contract for a particular portion of the work of improvement (per CA Civ. Code § 8186).
5. If this notice is given only of completion of a contract for a particular portion of the work of improvement (as provided in CA Civ. Code § 8186), the name and address of the direct contractor under that contract is:
N/A
6. The name and address of the construction lender, if any, is:
N/A
7. On the 1st day of August, 2025, there was completed upon the herein described property a work of improvement as a whole (or a particular portion of the work of improvement as provided in CA Civ. Code § 8186) a general description of the work provided:
Reclaimed Water Service BU23-000074
8. The real property herein referred to is situated in the City of Fresno, County of Fresno
State of California, and is described as follows:
Fresno Chaffee Zoo Corporation
9. The street address of said property is:
894 W Belmont Ave Fresno CA 93728
10. If this Notice of Completion is signed by the owner's successor in interest, the name and address of the successor's transferor is:
N/A

I certify (or declare) under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Date: 10/15/25

By: 

Signature of Owner or Owner's Authorized Agent

Jesse Santiago, Fresno Chaffee Zoo Project Manager

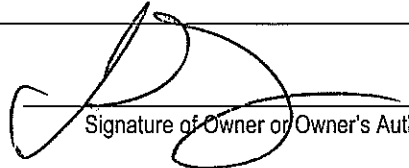
Print Name

VERIFICATION

I, Jesse Santiago, Fresno Chaffee Zoo Project Manager, state: I am the Authorized Agent _____ ("Owner", "President", "Authorized Agent", "Partner", etc.) of the Owner identified in the foregoing Notice of Completion. I have read said Notice of Completion and know the contents thereof; the same is true of my own knowledge.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Executed on _____, 10/15/20 (date), at Fresno (City), CA (State).



Signature of Owner or Owner's Authorized Agent

PROOF OF SERVICE DECLARATION

I, _____, declare that I served copies of the above NOTICE OF COMPLETION, (check appropriate box):

- a. ☐ By personally delivering copies to _____ (name(s) and title(s) of person served) at _____ (address), on _____ (date), at _____ m. (time)
- b. ☐ By Registered or Certified Mail, Express Mail or Overnight Delivery by an express service carrier, addressed to each of the parties at the address shown above on _____ (date).
- c. ☐ By leaving the notice and mailing a copy in the manner provided in § 415.20 of the California Code of Civil Procedure for service of Summons and Complaint in a Civil Action.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Executed on _____, _____ (date), at _____ (City), _____ (State).

(Signature of Person Making Service)

A Notary Public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

STATE OF CALIFORNIA COUNTY OF _____

On _____ (date), before me, _____, Notary Public (name and title of officer) personally appeared _____ who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

Witness my hand and official seal.

INVOICE

Golden Valley Pipeline

P.O. Box 510
Tulare, CA 93274
Phone: (559) 361-6807

DATE:	September 17, 2025
INVOICE #	2440

Bill To: Fresno's Chaffee Zoo Corporation,
a California nonprofit Corp.
894 W. Belmont Ave Fresno, Ca 93728

JOB ADDRESS: 894 W. Belmont Ave
Fresno, Ca 93728

Project: Reclaimed Water

DESCRIPTION	QUANTITY	RATE	AMOUNT
Retention Invoice 2410	1.00	\$ 28,206.62	\$ 28,206.62
Retention Invoice 2416	1.00	\$ 14,779.80	\$ 14,779.80
Retention Invoice 2433	1.00	\$ 11,307.06	\$ 11,307.06
Retention Invoice 2434	1.00	\$ 3,842.00	\$ 3,842.00
Retention Invoice 2435	1.00	\$ 8,608.30	\$ 8,608.30
Retention Invoice 2437	1.00	\$ 896.68	\$ 896.68
Retention Invoice 2438	1.00	\$ 502.14	\$ 502.14
Retention Invoice 2439	1.00	\$ 549.18	\$ 549.18
		TOTAL =	\$ 67,691.78
		10% RETENTION =	\$ (0.00)
		INVOICE TOTAL =	\$ 67,691.78

Notes: Retention Billing.

Please make all checks payable to Golden Valley Pipeline, Inc.

If you have any questions concerning this invoice, please contact Miguel Orosco at 559-361-6807, or
by email: goldenvalleypipeline@gmail.com

THANK YOU FOR YOUR BUSINESS!



AGENDA ITEM 10

DATE: October 29, 2025

TO: Fresno County Zoo Authority Board

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

SUBJECT: 2026 Supplemental Measure Z Capital Request Discussion

RECOMMENDED ACTION:

Discuss 2026 Supplemental Measure Z Capital Request.

DISCUSSION:

For the 2026 fiscal year, ZooCorp would like to utilize Measure Z Capital Funds for exhibit and facility renovations and repairs, along with equipment replacement. This anticipated ask is consistent with the 2025 fiscal year practice. Additionally, moving forward with these projects will allow ZooCorp to continue to provide the highest level of quality care and wellbeing to the animals entrusted to this institution as well as address maintenance items in advance of our AZA accreditation inspection, which is expected to begin in late 2026.

ZooCorp would seek approximately \$900,000 - \$1,000,000 of Capital Funds to complete these projects during the 2026 fiscal year. The following pages provide a non-exhaustive listing of prospective projects and preliminary cost estimations, for discussion purposes. A final listing will be presented during the formal budget request at a later date.

ATTACHMENTS:

Measure Z Capital Prospective Project Listing

Fresno's Chaffee Zoo Corporation
Supplemental MZ Ask Projects
2026

	Total Project Expense
Animal Well-being Modifications	76,335
Cat feed chutes - tiger	
CAC - additional conditioning system	
Guest Amenity Shade Enhancements	49,807
Butterfly Garden	
Education building patio	
Animal/Guest Containment Modifications	88,379
Pecary fencing	
Metal wall added inside bear wooden door	
Installation of additional fencing/rail system at lion viewing	
Replacement of gate 6	
Gate LB operator replacement	
Widen gate 18	
Pathway Repairs	113,763
Orangutan - remove asphalt and install concrete under animal transfer areas on west side of tiger/siamang holding	
Warthog, Wilderness Falls - repair/replace flexground	
Safari Café - asphalt and valley gutter repairs	
Zooplex - seal asphalt roadway	
Wolf Woods - asphalt on stairs	
Galapagos - asphalt replacement	
Painting	76,785
Flamingo - pool bottom	
Education - paint ceilings and doors/frames	
Sea Lion Cove - large vertical posts at ampitheater	
Sea Lion Cove - exterior holding walls w/ marine grade paint	
Old babirusa barn panelling/painting	
Twiga/Tembo - restroom doors and frames	
Lodge - restroom doors and frames	
Lodge - interior of building (staff/servery)	
Birds of Prey - safety steps	
Wilderness Falls - restroom interiors	

Fresno's Chaffee Zoo Corporation
Supplemental MZ Ask Projects
2026

	<u>Total Project Expense</u>
Equipment Replacement	130,937
Wilderness Falls - replace UV sterilizer	
Gate 7 - replace broken/leaking backflow outside of wolf woods gate	
Small generators (x3)	
Fridge freezers (x4)	
Wet table replacement	
Hospital use laser	
Table top centrifuge for lab	
Pipette set for hormones	
Cardio pet	
Anesthesia machine replacement	
Reptile Building Renovations	76,277
Relace door frame at reptile room, address floor drainage in frog room	
Repair entrance roof and gutters	
Clean and seal public walls	
Reptile - remove entry pergola and replace concrete	
Marine Exhibit Repairs	34,786
Sea Lion Cove - Replace doors and frames w/ chem proof	
Stingray Bay - install flashing to replace rusted pieces	
African Adventures Repairs, Replacements & Modifications	190,713
Repair viewing glass anchors/posts	
Stork holding - ceiling repairs	
Giraffe Barn - trolley for east door	
Savanna 1 drinker relocation	
Expansion of ungulate boma	
Lodge - Johnson controls for fire communications line	
Warthog - replace lift station pumps and controls	
Hospital Modifications	45,675
Quarantine doors between outdoor spaces	
Cement slab on north side of hospital for van parking	
Quarantine bird shift doors	

Fresno's Chaffee Zoo Corporation
Supplemental MZ Ask Projects
2026

	Total Project Expense
Signage Replacements	42,256
African Adventures	
Wilderness Falls	
Sea Lion Cove	
Reptile House	
Valley Farm	
Bird of Prey	
Roo Walkabout	
Wolf Woods	
Kingdoms of Asia	
Trashcan signage	
Stingray Bay	
GRAND TOTAL	<u><u>925,713</u></u>



**2026 Draft Budget
Preview**

2026 Budget Summary

Summary

- Attendance of 856,000
- Included in this Plan
 1. **Standard Measure Z Operating Ask:** \$7,442,000
 2. **Supplemental Measure Z Ask**
 - \$1.026m in Capital Funds request for:
 - \$100k in animal acquisition/shippig
 - \$926k in exhibit/facility renovations, repairs and equipment replacements
 3. **Introduction of Off-Peak Pricing**

2026 Measure Z Operating Budget

- **\$7,442,000 Measure Z support for operations**
 - \$7,442,000 as standard budget request; approx. 24% of operating budget; increase of 2.5% over 2025 ask to account for inflation factor

Measure Z Operations Budget for 2026	Proposed
Standard Budget Request	
Animal Care Salaries & Benefits	\$ 4,216,850
Commissary Salaries & Benefits	438,700
Veterinary Salaries & Benefits	420,250
Maintenance & Horticulture Salaries & Benefits	1,192,075
Animal Feed	478,675
Animal Exhibit Supplies	38,950
Veterinary Supplies	103,525
Water Quality Supplies	120,950
Utilities	431,905
Wire Fees	120
TOTAL	\$ 7,442,000

Projected Measure Z Receipts

		FCZ Projections			FZA Projections	
		2026	2025		2026	2025
January		\$ 1,599,036	\$ 1,648,583			\$ 1,628,907
February		2,384,043	2,134,635			2,109,158
March		1,611,006	1,703,539			1,683,206
April		1,457,589	1,557,592			1,539,002
May		2,106,392	1,904,605			2,040,550
June		1,800,157	1,742,412			1,711,395
July		1,994,270	1,953,321			1,934,264
August		1,908,754	1,863,394			1,845,214
September		1,693,675	1,653,426			1,739,287
October		1,847,986	1,804,070			1,865,222
November		1,861,588	1,817,349			1,935,190
December		1,730,819	1,689,687			1,687,022
		<u>21,995,315</u>	<u>21,472,613</u>		-	21,718,417
Available for:						
Zoo Authority Admin (2%)		439,906	429,452		-	434,368
FCZ Capital Funding (2/3 of remaining 98%)		14,370,273	14,028,774		-	14,189,366
FCZ Operating Funding (1/3 of remaining 98%)		\$ 7,185,136	\$ 7,014,387		\$ -	\$ 7,094,683

NOTE: FZA Projections not available as of 10/21/25. Information to be provided during formal budget request at November FZA meeting.

MZ Operations Fund Cash Flow Analysis

	Beginning Balance	Projected Receipts	Projected Disbursements	Ending Balance
July 2025				5,498,203
August 2025	5,498,203	608,709	(822,920)	5,283,992
September 2025	5,283,992	540,119	(791,480)	5,032,631
October 2025	5,032,631	589,330	(579,000)	5,042,961
November 2025	5,042,961	593,668	(322,656)	5,313,973
December 2025	5,313,973	551,964	(247,262)	5,618,675
Total Aug - Dec 2025		<u>2,883,790</u>	<u>(2,763,318)</u>	
January 2026	5,618,675	522,352	-	6,141,027
February 2026	6,141,027	778,787	-	6,919,814
March 2026	6,919,814	526,262	(859,213)	6,586,863
April 2026	6,586,863	476,146	(986,818)	6,076,191
May 2026	6,076,191	688,088	(957,630)	5,806,649
June 2026	5,806,649	588,051	(972,108)	5,422,592
July 2026	5,422,592	651,461	(1,215,539)	4,858,514
August 2026	4,858,514	623,526	(814,023)	4,668,017
September 2026	4,668,017	553,267	(716,924)	4,504,360
October 2026	4,504,360	603,675	(589,048)	4,518,987
November 2026	4,518,987	608,119	(318,185)	4,808,921
December 2026	4,808,921	565,400	(12,512)	5,361,809
Total 2026		<u>7,185,134</u>	<u>(7,442,000)</u>	

Per the Measure Z Operations Fund Cash Balance Policy, the Fund Optimal Cash Balance based upon the fiscal year ended June 30, 2025 is:

Min. 6 mos.: \$3,522,000

Max. 9 mos.: \$5,283,000

NOTE: No cash outflow in January and February 2026 as the first claim associated with 2026 is not expected to be funded until March 2026 due to the MZ claim process.

2026 Measure Z Capital Budget

Measure Z Capital - Supplemental Ask			
Project	Department		
Animal Acquisition/Shipping			99,790
Capital Expenditures (2026 MZ Facility/Exhibit Renovations and Repairs)			
Animal Well-Being Modifications	Animal/Maintenance	76,335	
Guest Amenity Shade Enhancements	Maintenance	49,807	
Animal/Guest Containment Modifications	Animal/Maintenance	88,379	
Pathway Repairs	Maintenance	113,763	
Painting	Maintenance	76,785	
Equipment Replacement	Maintenance/LSS	130,937	
Reptile Building Renovations	Maintenance	76,277	
Marine Exhibit Repairs	Maintenance	34,786	
African Adventures Repairs, Replacements & Modifications	Animal/Maintenance	190,713	
Hospital Modifications	Maintenance	45,675	
Signage Replacements	Marketing	42,256	
		Sub Total*	925,713
*See Appendix to Budget for detail of projects			
		Grand Total	1,025,503

General Admissions Pricing Analysis

Proposed pricing increases as follows:

- 1. Increase to general admissions prices by \$2/adult and \$1/child for all ticket types
- 2. Introduction of Weekday vs. Weekend Pricing

	2025	2026
General Admissions Ticket Prices		
Peak-Day Pricing Model		
Weekday Discount Pricing (T-Th)		
Adult Ticket - Fresno County	18.95	20.95
Child Ticket - Fresno County	11.95	12.95
Adult Ticket - Non-Fresno County	23.95	25.95
Child Ticket - Non-Fresno County	16.95	17.95
Weekend Pricing (F-M)		
Adult Ticket - Fresno County	n/a	23.95
Child Ticket - Fresno County	n/a	15.95
Adult Ticket - Non-Fresno County	n/a	28.95
Child Ticket - Non-Fresno County	n/a	20.95
Welcome Wednesdays	5.00	5.00

APPENDIX

Fresno's Chaffee Zoo Corporation Supplemental MZ Ask Projects 2026

	Total Project Expense
Animal Well-being Modifications	76,335
Cat feed chutes - tiger	
CAC - additional conditioning system	
Guest Amenity Shade Enhancements	49,807
Butterfly Garden	
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Fresno's Chaffee Zoo Corporation
Supplemental MZ Ask Projects
2026

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Fresno's Chaffee Zoo Corporation
Supplemental MZ Ask Projects
2026

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Bird of Prey	
Roo Walkabout	
Wolf Woods	
Kingdoms of Asia	
Trashcan signage	
Stingray Bay	
GRAND TOTAL	<u>925,713</u>