



FRESNO COUNTY ZOO AUTHORITY

MEETING AGENDA

9:00 AM, Wednesday, April 22, 2026

Fresno Chaffee Zoo

Tonle Classroom located inside of Kingdoms of Asia

894 West Belmont Avenue, Fresno, CA 93728

(559) 498-5910

1. Call to Order
2. Roll Call
3. Approve Agenda
4. 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 March 25, 2026
 - b. Review and approve payment of County of Fresno April 2026 invoice for Professional and Specialized Services in the amount of \$17,583.16 for services through March 2026
 - c. Receive Treasurer's Report for Quarter ending March 2026
6. Receive Fresno Chaffee Zoo Director's Report
7. Receive the Fresno Chaffee Zoo February 2026 Year-to-Date Financial Report
8. Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$82,998 for preconstruction services for the New Entrance project

9. Review next meeting dates and revise if necessary:
 - May 27, 2026
 - June 24, 2026
 - July 22, 2026
10. Receive staff reports
11. Chair's comments
12. Board Member comments
13. 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, March 25, 2026

Fresno Chaffee Zoo

Tonle Classroom located inside of Kingdoms of Asia

894 West Belmont Avenue, Fresno, CA 93728

(559) 498-5910

1. Call to Order
VICE CHAIRMAN GARABEDIAN CALLED THE MEETING TO ORDER AT 9:06AM.
2. Roll Call
A QUORUM WAS PRESENT WITH MEMBERS ROMAN, GARABEDIAN, GILES, TOSTE, WATERHOUSE, AND ARIAS IN ATTENDANCE.
3. Approve Agenda
MEMBER TOSTED MOVED TO APPROVE THE AGENDA. SECONDED BY MEMBER ARIAS. 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 February 25, 2026
 - b. Review and approve payment of County of Fresno March 2026 invoice for Professional and Specialized Services in the amount of \$3,699.32 for services through January 2026
 - c. Receive Treasurer's Report for February 2026

MEMBER TOSTE PULLED ITEM 5b FROM CONSENT FOR DISCUSSION. MEMBER TOSTED MOVED TO APPROVE THE REMAINING CONSENT ITEMS. SECONDED BY MEMBER ARIAS. THE MOTION PASSED UNANIMOUSLY.

ITEM 5b WAS HEARD AND DISCUSSED. FOLLOWING QUESTIONS ANSWERED REGARDING INVOICES, MEMBER TOSTE MOVED TO APPROVE ITEM 5b. SECONDED BY MEMBER WATERHOUSE. THE MOTION PASSED UNANAMOUSLY.

6. Receive Fresno Chaffee Zoo Director's Report
CEO JON DOHLIN STATED HIS REPORT WOULD BE MOSTLY CONTAINED WITHIN THE NEW ENTRANCE PROJECT AGENDA ITEM.
7. Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$4,231,019.39 for the completion of design and engineering services for the New Entrance project
MEMBER ROMAN MOVED TO APPROVE THE REQUEST FOR MEASURE Z CAPITAL FUNDS. SECONDED BY MEMBER ARIAS. THE MOTION PASSED UNANIMOUSLY.
8. Receive the Fresno Chaffee Zoo Financial Report December 2025 (unaudited) and January 2026 Year-to-Date Financial Report
RECEIVED. CFO NORA CROW REPORTED ON THE ANALYSIS SUMMARY, ATTENDANCE, ADMISSIONS, PER CAPITA, HIGHLIGHTS AND 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 2025 Exhibit Renovations and 2025 Animal Acquisitions back into the Measure Z capital fund in the amounts of \$80,405.94 and \$63,958.06, respectively
MEMBER WATERHOUSE MOVED TO APPROVE THE RELEASE OF MEASURE Z FUNDS. SECONDED BY MEMBER ROMAN. THE MOTION PASSED UNANIMOUSLY.
10. Review next meeting dates and revise if necessary:
 - April 22, 2026
 - May 27, 2026
 - June 24, 2026**REVIEWED. NO REVISIONS NECESSARY.**
11. Receive staff reports
THE COORDINATOR STATED THAT DESIGN OF THE ANNUAL REPORT IS IN PROGRESS AND ANTICIPATES BRINGING IT BEFORE THE BOARD IN JUNE.
12. Chair's comments
SUPERVISOR MAGSIG HAD A TOUR OF THE ZOO. THANKED ALL. VERY SUPPORTIVE OF THE ZOO. HE IS RUNNING FOR OFFICE. THANKED STAFF FOR HELP MOVING THE TRAIN.
13. Board Member comments
MEMBER ARIAS THANKED EVERYONE FOR THE HARD WORK ON THE ENTRANCE DESIGN.
14. Adjourn
THERE BEING NO FURTHER BUSINESS BEFORE THE BOARD, VICE CHAIRMAN GARABEDIAN ADJOURNED THE MEETING AT 10:22 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.

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Invoice for Professional Services in Support of the Zoo Authority
Billing Hours and Expenses through March 2026

Invoice Number
4-ZOO-4222026

April 22, 2026

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

Department / Title	Dates of Services	Hours	Rates	Cost
ACTTC FR&A				
<i>Accounting & Finance Div Chief</i>	1/19/26 - 2/1/26	3.00	\$171.00	\$513.00
<i>Accounting & Finance Manager</i>	1/19/26 - 2/15/26	6.00	\$137.60	\$825.60
<i>Senior Accountant</i>	2/2/26 - 2/15/26	0.49	\$124.30	\$60.91
<i>Accountant II</i>		0.00	\$110.60	\$0.00
<i>Accountant I</i>	2/2/26 - 2/15/26	4.50	\$98.20	\$441.90
<i>Account Clerk I</i>		0.00	\$68.50	\$0.00
<i>Account Clerk II</i>	1/19/26 - 2/15/26	11.75	\$94.60	\$1,111.55
<i>Supervising Account Clerk</i>		0.00	\$91.80	\$0.00
County Counsel				
<i>Deputy County Counsel</i>	11/10/25 - 12/7/25	1.50	\$182.00	\$273.00
CAO				
<i>Board Coordinator</i>	1/1/26 - 3/31/26	110.00	\$130.52	\$14,357.20
Professional Services Total		137.24		\$17,583.16
Office Expense				\$0.00
Invoice Total				\$17,583.16

**Fresno County
Administrative Office**

INVOICE

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

DATE: April 1, 2026
INVOICE # 1025
FOR: Zoo Authority
Administration

Bill To:
Zoo Authority

DESCRIPTION	AMOUNT
Zoo Authority Board Coordinator Services January 2026 through March 2026	\$ 14,357.20
TOTAL	\$ 14,357.20



**Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Quarter Ended March 31, 2026**

Agenda Item 5c

Summary of Measure Z Proceeds			
Tax Proceeds Received:			
- Measure Z - Sales Tax Proceeds	\$	5,561,790.33	
Total Proceeds Received:	\$	5,561,790.33	
Tax Proceeds Allocated:			
- Allocation to Zoo Authority Fund (2%)		111,235.81	
- Allocation to Trust Fund for Operations and Capital Projects (98%)		5,450,554.52	
Total Proceed Allocations	\$	5,561,790.33	
Cash Balance by Fund			
Zoo Authority Fund	>> Administrative Fund	2%	
	Beginning Cash Balance	\$	3,898,988.89
Receipts:	- Measure Z Sales Tax Proceeds		111,235.81
	- Interest Received		33,671.26
Disbursements:	- PeopleSoft Financial Charges		(165.51)
	- ITSD Data Processing Charges		(1,572.09)
	- ZA Staff Invoice Reimbursement for Professional Services		(36,147.27)
	Net Increase/(Decrease) to Cash		107,022.20
	Ending Cash Balance - Zoo Authority Administrative Fund	\$	4,006,011.09
Trust Fund for FCZC Operations and Capital Projects			
		98%	
	Beginning Cash Balance	\$	58,605,146.82
	>> Operations Fund		
	Beginning Cash Balance		5,974,477.26
Receipts:	- Measure Z Sales Tax Proceeds		1,816,851.51
	- Interest Received		45,766.98
Disbursements:	- FCZC Operations Claim #2025-11		(55,923.09)
	- FCZC Operations Claim #2025-12		(19,485.03)
	- FCZC Operations Claim #2026-01		(744,495.10)
	- Wire Fees		(60.00)
	Net Increase/(Decrease) to Cash		1,042,655.27
	Ending Cash Balance - Available for Operations	\$	7,017,132.53
	>> Capital Facilities Project Fund		
	Beginning Cash Balance	\$	52,630,669.56
Receipts:	- Measure Z Sales Tax Proceeds		3,633,703.01
	- Interest Received		445,161.18
	- African River Project Repayment Interest		6,444.21
	- African River Project Agreement Repayment		40,033.87
	- ZA Reimbursement		175.00
Disbursements:	- FCZC Capital Claim #2025-11C		(341,155.75)
	- FCZC Capital Claim #2025-12C		(91,089.38)
	- FCZC Capital Claim #2026-01C		(111,404.23)
	Net Increase/(Decrease) to Cash		3,581,867.91
	Ending Cash Balance - Available for Capital Projects	\$	56,212,537.47
	Ending Balance Available for Operations and Capital Projects	\$	63,229,670.00
	Total Interest Received During the Quarter		531,043.63

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 3.490% as of December 31, 2025.



**Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Month Ended March 31, 2026**

Summary of Measure Z Proceeds			
Tax Proceeds Received:			
- Measure Z - Sales Tax Proceeds	\$	1,590,960.36	
Total Proceeds Received:	\$	1,590,960.36	
Tax Proceeds Allocated:			
- Allocation to Zoo Authority Fund (2%)		31,819.21	
- Allocation to Trust Fund for Operations and Capital Projects (98%)		1,559,141.15	
Total Proceed Allocations	\$	1,590,960.36	
Cash Balance by Fund			
Zoo Authority Fund	>> Administrative Fund	2%	
	Beginning Cash Balance		\$ 3,941,948.60
Receipts:	- Measure Z Sales Tax Proceeds		31,819.21
	- Interest Received		32,808.01
Disbursements:	- PeopleSoft Financial Charges		(40.70)
	- ITSD Data Processing Charges		(524.03)
	Net Increase/(Decrease) to Cash		64,062.49
	Ending Cash Balance - Zoo Authority Administrative Fund		\$ 4,006,011.09
Trust Fund for FCZC Operations and Capital Projects			
		98%	
	Beginning Cash Balance		\$ 62,020,948.17
	>> Operations Fund		
	Beginning Cash Balance		7,216,835.31
Receipts:	- Measure Z Sales Tax Proceeds		519,713.72
	- Interest Received		44,593.63
Disbursements:	- FCZC Operations Claim 2025-12		(19,485.03)
	- FCZC Operations Claim 2026-01		(744,495.10)
	- Wire Fees		(30.00)
	Net Increase/(Decrease) to Cash		(199,702.78)
	Ending Cash Balance - Available for Operations		\$ 7,017,132.53
	>> Capital Facilities Project Fund		
	Beginning Cash Balance		\$ 54,804,112.86
Receipts:	- Measure Z Sales Tax Proceeds		1,039,427.43
	- ZA Reimbursement		175.00
	- Interest Received		433,748.33
	- African River Project Repayment Interest		6,444.21
	- African River Project Agreement Repayment		40,033.87
Disbursements:	- FCZC Capital Claim #2026-01C		(111,404.23)
	Net Increase/(Decrease) to Cash		1,408,424.61
	Ending Cash Balance - Available for Capital Projects		\$ 56,212,537.47
	Ending Balance Available for Operations and Capital Projects		\$ 63,229,670.00
	Total Interest Received During the Month		517,594.18

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 3.490% as of December 31, 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			VARIANCE
	ACTUAL	ACTUAL	ACTUAL	BUDGETED	ACTUAL	BUDGET TO ACTUAL	
TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS			
July	\$ 2,050,253	\$ 1,995,098	\$ 1,905,679	\$ 1,905,137	\$ 1,946,253	\$ 41,116	2.16%
August	1,848,761	1,894,187	1,817,945	1,817,428	1,817,777	349	0.02%
September	1,702,532	1,704,489	1,725,891	1,725,400	1,773,797	48,397	2.80%
October	1,857,650	1,828,102	1,603,753	1,603,297	1,850,787	247,490	15.44%
November	1,871,323	1,896,677	2,038,199	2,037,620	1,869,993	(167,627)	-8.96%
December	1,739,869	1,653,448	1,777,368	1,776,863	1,745,567	(31,296)	-1.79%
January	1,599,634	1,608,374	1,560,536	1,560,092	1,667,715	107,623	6.45%
February	2,189,378	2,082,571	2,326,642	2,325,981	2,303,115	(22,866)	-0.99%
March	1,622,972	1,661,989	1,572,217	1,571,770	1,590,960	19,190	1.21%
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	\$ 16,323,588	\$ 16,565,965	\$ 242,377	1.48%

TOTAL MEASURE Z PROCEEDS FROM INCEPTION \$ 303,664,620



Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Month Ended March 31, 2026

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	12/26/2025	—	—	—	6,840.59	\$ 6,840.59
	1st	10/17/2025	833.96	1,192.96	10,616.64	—	\$ 12,643.56
	2nd	12/31/2025	22,601.36	32,330.68	287,723.39	—	\$ 342,655.43
3rd	African River	3/30/2026	—	—	—	6,444.21	\$ 6,444.21
	1st	1/16/2026	863.25	1,173.35	11,412.85	—	\$ 13,449.45
	2nd	3/26/2026	32,808.01	44,593.63	433,748.33	—	\$ 511,149.97
4th	African River		—	—	—	—	\$ —
	1st		—	—	—	—	\$ —
	2nd		—	—	—	—	\$ —
Total			\$ 84,013.06	\$ 127,839.03	\$ 1,069,622.77	\$ 20,517.84	\$ 1,301,992.70

For Fiscal Year Ending June 30, 2026



**Fresno County Zoo Authority
Capital Projects Fund Cash Flow
For the Month Ended March 31, 2026**

Cash Balance as of 03/31/26		\$ 56,212,537
ENCUMBRANCES		
<i>(earmarked projects, FY25-26 expenditures paid through March 2026 claims):</i>		
Maintenance Facility-Design - Nov 2024	248,503	
New Entrance - Aug 2025	154,600	
Solar/Maintenance Warehouse - Sep 2025	1,274,979	
California Exhibit - Oct 2025	83,282	
Animal Acquisition - Jan 2026	99,358	
Exhibit Renovations - Jan 2026	833,933	
Lyles Building Improvements - Const - Feb 2026	1,078,834	
Maintenance Facility-Construction - Feb 2026	16,125,607	
Total Encumbrances:		\$ (19,899,096)
TOTAL:		\$ 36,313,441



**Fresno County Zoo Authority
Operations Fund Cash Flow
For the Month Ended March 31, 2026**

Cash Balance as of 03/31/26 \$ 7,017,133

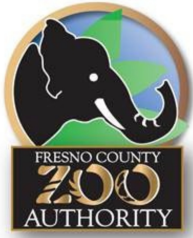
ENCUMBRANCES

(earmarked projects, FY25-26 expenditures paid through March 2026 claims):

Animal	3,733,793
Veterinary	513,351
Maintenance	860,749
Commissary	374,773
Maintenance-General Equipment	37,400
Maintenance-Water Standby	106,000
Medical, Dental & Lab Supplies	98,002
Utilities	553,412
Animal Feed	419,908
Interest/Bank Charges	240

Total Encumbrances: \$ (6,697,628)

TOTAL: \$ 319,505



**Fresno County Zoo Authority
Administration Fund Cash Flow
For the Month Ended March 31, 2026**

Cash Balance as of 03/31/26 \$ 4,006,011

ENCUMBRANCES

(FY 25-26 Remaining budgets, ZA Claims paid through March 2026):

Telephone Charges	250
Office Expense	982
Postage	1,000
PeopleSoft Financials Charges	191
Professional & Specialized Services	86,034
Data Processing Services	1,159
Publications & Legal Notices	500
Trans, Travel & Education	2,500

Total Encumbrances: \$ (92,616)

TOTAL: \$ 3,913,395



**Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Month Ended March 31, 2026**

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	684,058.56
1/1/2026	684,058.56	46,478.08	39,637.49	6,840.59	644,421.07
4/1/2026	644,421.06	46,478.08	40,033.87	6,444.21	604,387.20
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 March 31, 2026			234,335.50	44,532.99	



AGENDA ITEM 6

DATE: April 22, 2026

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: April 22, 2026

TO: Fresno County Zoo Authority Board

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

SUBJECT: February 2026 Year-to-Date Financial Report

RECOMMENDED ACTION:

Receive the Fresno Chaffee Zoo February 2026 Year-to-Date Financial Report.

ATTACHMENTS:

February 2026 Year-to-Date Financial Report



**Financial Report
February 2026
YTD Financial Report**

February 2026 – Analysis Summary

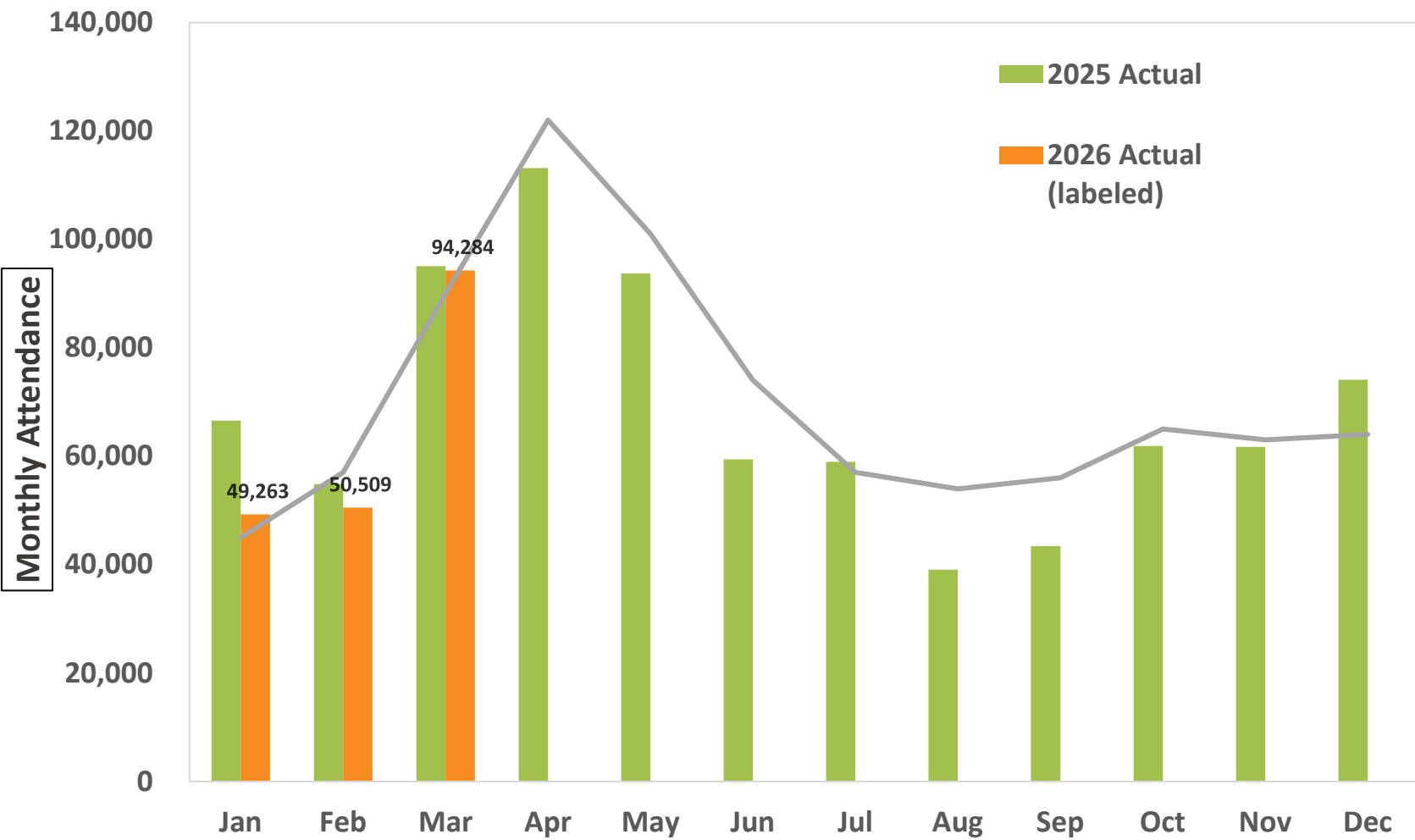
<i>(Amounts in millions)</i>	Actual 2026	Budget 2026	BvA Change	Actual 2025	YOY Change
Self-Generated Revenue	\$ 2.21	\$ 2.60	-15%	\$ 2.31	-4%
Expenses	3.95	4.98	-21%	4.34	-9%
Operating Surplus (Deficit)	- 1.74	- 2.38	-27%	- 2.03	-14%
Operating Surplus (Deficit) w/ Measure Z Operating Support	- 0.12	- 0.64	-82%	- 0.18	-34%
Net Surplus (Deficit)	1.35	n/a	n/a	- 0.41	-429%

Takeaways:

- February monthly attendance was under budget primarily due to rain
- Significant progress on AZA accreditation-related projects
- Big month of transition from IllumiNature to Zoorassic in preparations for Spring’s busy season

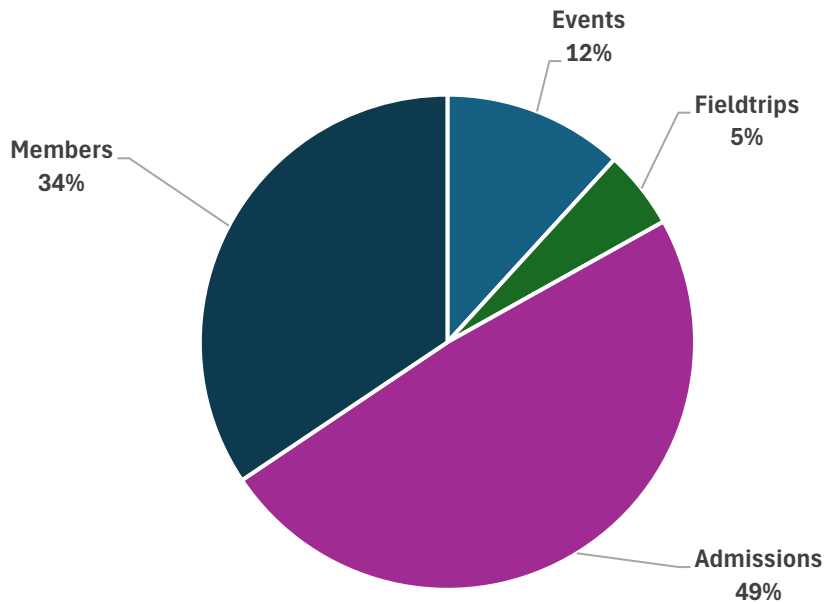
February 2026 – Attendance

Feb 2026 = 50,509 (92% of 2025, 89% of budget)
Feb 2026 99,772 YTD attendance (82% of 2025, 98% of budget)
Mar 2026 194,056 YTD attendance (90% of 2025, 101% of budget)

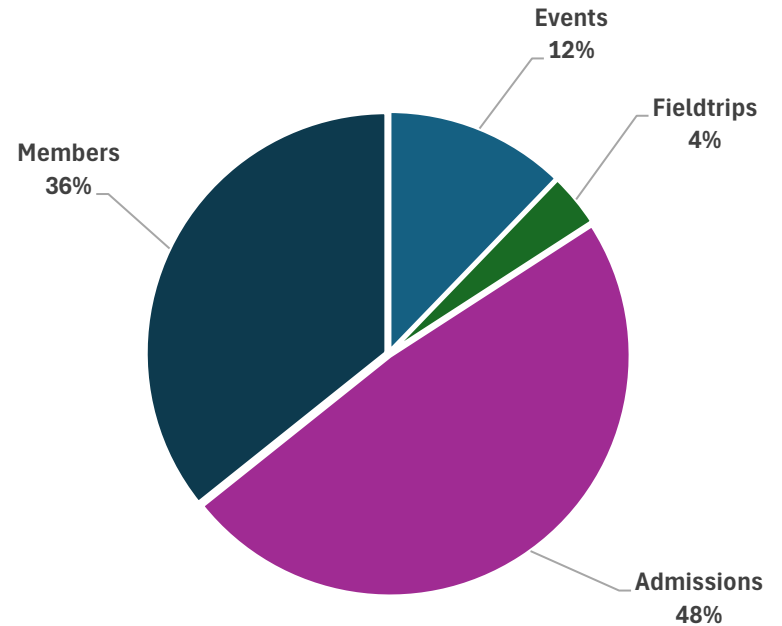


February YTD Admissions Breakdown

2026



2025



February 2026 YTD – Per Capita

	<u>Actual 2026</u>	<u>Budget 2026</u>	<u>BvA Change</u>	<u>Actual 2025</u>	<u>YOY Change</u>
Attendance	99,772	102,000	-2%	121,433	-18%
Admissions	\$ 9.06	\$ 9.51	-5%	\$ 7.83	16%
Food	1.24	1.25	-1%	1.31	-5%
Gift Shop	0.65	0.75	-13%	0.58	12%
Giraffe	1.45	1.36	7%	1.41	3%
Stingray	0.76	0.86	-12%	0.72	6%
Zoorassic & Butterfly Garden	0.02	-	0%	-	0%
	\$ 13.18	\$ 13.73	-4%	\$ 11.85	11%

February 2026 – Financial Summary

	<u>Actual 2026</u>	<u>Budget 2026</u>	<u>BvA Change</u>	<u>Actual 2025</u>	<u>YOY Change</u>
Attendance	99,772	102,000	-2%	121,433	-18%
Self-Generated Revenues	\$ 2,212,891	\$ 2,595,606	-15%	\$ 2,312,301	-4%
Personnel Expenses	2,747,843	2,883,824	-5%	2,954,575	-7%
Other Expenses	1,204,597	2,094,555	-42%	1,386,039	-13%
Operations Surplus (Deficit)	(1,739,549)	(2,382,773)	-27%	(2,028,313)	-14%
Measure Z Operating	1,622,776	1,743,379	-7%	1,852,425	-12%
Operations & MZ Op Surplus (Deficit)	(116,773)	(639,394)	-82%	(175,888)	-34%
Other Non-Operating Revenues (Expenses)	1,463,733	736,810	99%	(233,557)	-727%
Net Surplus (Deficit)	1,346,959	97,416	1283%	(409,445)	-429%

FCZC Balance Sheet – February 2026

	February 2026	February 2025
ASSETS		
Current Assets		
Cash	\$904,575	\$121,491
Short Term Investments-Retention	\$51,186	\$72,653
Accounts Receivable	\$3,171,889	\$3,055,896
Prepaid Expenses	\$522,866	\$383,037
Total Current Assets	\$4,650,515	\$3,633,078
Other Assets		
Long Term Investments	\$17,711,005	\$19,080,109
Buildings, Equipment, Vehicles, and Furniture (net)	\$4,998,517	\$4,403,180
Exhibits	\$107,856,223	\$111,067,097
Construction in Progress	\$2,269,779	\$3,772,841
Goodwill	\$34,610	\$44,223
Beneficial Use of Land	\$4,949,601	\$5,037,176
Total Other Assets	\$137,819,734	\$143,404,627
TOTAL ASSETS	\$142,470,249	\$147,037,705
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts Payable and Accrued Liabilities	\$2,081,794	\$2,008,338
Deferred Revenue	\$1,913,359	\$1,967,513
Current portion LTD	\$1,174,707	\$291,900
Retention Payable	\$49,248	\$69,164
Long-Term Liabilities	\$4,263,198	\$5,081,163
Total Liabilities	\$9,482,307	\$9,418,078
Net Assets (Equity)		
Fund Balance-Without donor restriction	\$113,524,234	\$121,108,624
Fund Balance-With donor restriction	\$6,004,244	\$5,971,948
Fund Balance-Permanently Restricted	\$106,813	\$98,011
Fund Balance-Board Designated	\$13,352,652	\$10,441,043
Total Net Assets (Equity)	\$132,987,943	\$137,619,627
TOTAL LIABILITIES AND NET ASSETS	\$142,470,249	\$147,037,705



AGENDA ITEM 8

DATE: April 22, 2026

TO: Fresno County Zoo Authority Board

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

SUBJECT: Measure Z Capital Funds Request: New Entrance Preconstruction

RECOMMENDED ACTION:

Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$82,998 for preconstruction services for the New Entrance project.

DISCUSSION:

ZooCorp (FCZ) is requesting the approval of \$82,998 to move forward with preconstruction services for the New Entrance project.

The New Entrance project is being delivered under a Construction Manager at Risk (CMAR) contract model. This model allows for a contractor to be brought in earlier in the design process to provide additional oversight, constructability analysis, estimating, and get clarifications on the project plans. CMAR is typically divided into two phases of work, preconstruction and the guaranteed maximum price (GMP). ZooCorp is presently seeking an award for this first phase of work to complete preconstruction. ZooCorp will return later with a request for the GMP, which will be the contract that ultimately builds the New Entrance project.

FCZ received nine proposals in response to an RFP that was conducted in accordance with Section 8 – Construction Manager-at-Risk and Design Build procurements from the FCZ Procurement Guidelines. Pricing on these proposals ranged from \$40,430 to \$417,931. Respondents were evaluated on their firm's ability to deliver the New Entrance project, scope of services offered during preconstruction, project understanding, project schedule, and pricing. From this evaluation, three firms were shortlisted for more in-depth interviews. These firms were Quiring, Zumwalt, and Swinerton. During the interviews, firms were rated on their technical approach to the project, firm experience, the project team, cost effectiveness, and the location of the firm. This final evaluation placed Quiring as the top choice and is staff's recommendation for moving forward into preconstruction with.

Quiring is a local commercial builder with significant experience both at the firm and on the project team. The project team also had some zoo-specific experience having performed work recently at the FCZ Administration Building as well as on Sea Lion Cove's original construction. Their services for preconstruction include but are not limited to cost estimating, subcontractor coordination, design assistance, scheduling and schedule management, constructability reviews, logistics planning, permitting assistance, PG&E coordination, identification and procurement of long lead items, target value design, and project budgeting.

This phase of work is expected to kick off in May 2026 and will last twelve months.

The Fresno Chaffee Zoo Corporation Board of Directors approved this request on March 12, 2026.

ATTACHMENTS:

New Entrance Preconstruction Bid Results
New Entrance Preconstruction – Project Overview
Quiring CMAR Proposal



**New Entrance Design Bid Result
Projected Cost**

March 12, 2026

Fresno's Chaffee Zoo Corporation Board of Directors

RE: New Entrance Preconstruction

Staff received proposals from nine (9) firms in response to the RFP issued for preconstruction and Guaranteed Maximum Pricing services related to the New Entrance project construction. Staff shortlisted the following firms:

1. Quiring - \$54,000 (no credit back)
2. Zumwalt - \$40,430 (100% credit back if awarded construction)
3. Swinerton - \$308,170 (\$250,000 credit back if awarded construction)

The total request including contractor fees, a ten percent (10%) contingency and project management is \$82,998.00. An overall project cost sheet has been attached.

Please contact me if you have any questions.

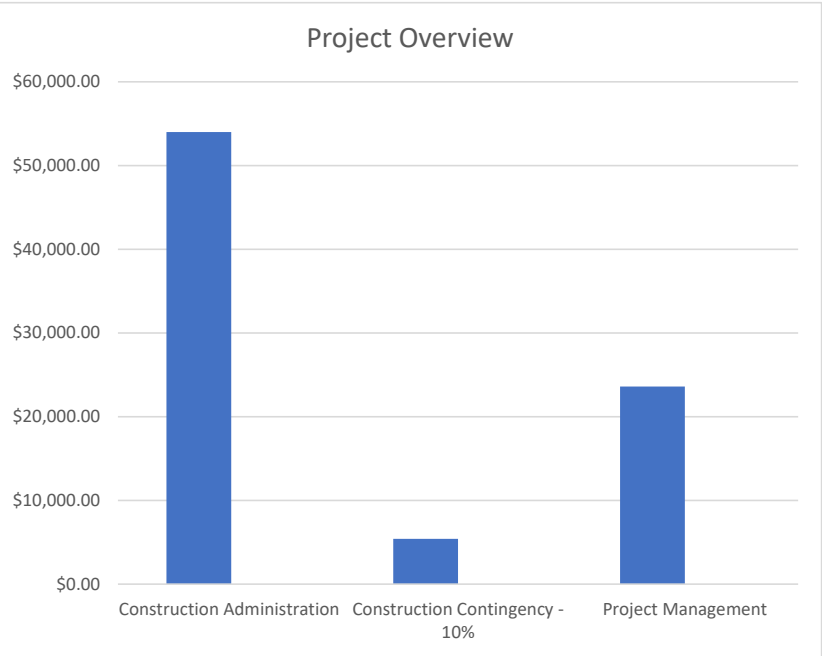
Respectfully,

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

Kris Grey
Director of Capital Construction
KGrey@fcz.org

New Entrance Pre-Construction - Project Overview

	Budget:	Expenses:	Balance:
Construction Administration	\$54,000.00	\$0.00	\$54,000.00
Construction Contingency - 10%	\$5,400.00	\$0.00	\$5,400.00
Project Management	\$23,598.00	\$0.00	\$23,598.00
	\$82,998.00	\$0.00	\$82,998.00





Request for Proposals (RFP)
CM at Risk with Guaranteed Maximum Price
Project Name: Fresno Chaffee Zoo New Entrance
Company Name and Address: Quiring General, LLC
5118 E Clinton Way, Ste 201, Fresno, CA 93727
Due Date: Friday, January 30th, 2026 @ 3:00pm



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Tab 2. GMP Items..... Pg 7

January 30, 2026

Fresno Chaffee Zoo
1250 West Olive Avenue
Fresno, CA 93728

Dear Mr. Kris Grey,

Quiring General, LLC (“Quiring”) is pleased to respond to your recent Request for Proposals for the Fresno Chaffee Zoo New Entrance project. Our proposition is to add value to your project. We have an exceptional staff with extensive experience managing projects of similar size and scope. Enclosed in this packet you will find a complete response to your RFP.

The Fresno Chaffee Zoo, Our Zoo, holds a special place in the heart of the Central Valley and serves as a place where families, friends, and visitors create lasting memories across generations. As one of the region’s most treasured institutions, the Fresno Chaffee Zoo’s new entrance represents more than an arrival point. It is the first expression of the Zoo’s identity, mission, and warm welcome to the community it serves.

Quiring understands the importance of delivering an entry experience that enhances ease of access, improves visitor flow, and immediately immerses guests in the Zoo’s unique character. From the entry sequence and supporting amenities, this project offers an opportunity to elevate the visitor experience while showcasing the Zoo’s commitment to animal care, education, inclusion, and conservation. We also recognize the historical significance of Roeding Park and the responsibility to thoughtfully integrate new construction within this important civic landscape. Our approach prioritizes collaboration, constructability, and careful coordination to ensure the new entrance enhances the Zoo’s regional significance while respecting its history and surroundings.

Quiring is enthusiastic about partnering with the Fresno Chaffee Zoo Corporation to help bring this vision to life. We are committed to delivering a high-quality project that reflects the values of Our Zoo, supports its mission, and provides a memorable, welcoming experience for generations to come.

We look forward to the opportunity to meet with you, and to present our team and strategy for the project. Please let me know if you would like clarification on any of our materials or need other information. My contact information is as followed senmark@quiring.com or (559) 301-8414. Thank you again for the opportunity to participate.

Sam Enmark
Director of Preconstruction



January 13, 2026

FCZ New Entrance CM at Risk RFP

ADDENDUM #1

Please refer to the attachment for Addendum #1. This document contains the current conceptual floor plan, the programming expected for the facility, site limits, demo limits, known utility plan, landscape plan, parking lot and solar plan, guest attendance and flow modeling, MEP basis of design, proposed scoring for LEED certification, and revised concept renderings.

Please note that exact floorplans, materials, and other project details are in concept state and are subject to change as schematic design begins in early March 2026.

Please pay special attention to the more stringent programming details contained on sheets 10-12. The concept floor plan DOES NOT at this time account for all programmatic needs. Final programming will be worked out with the successful proposer, FCZ, and EHDD+PHA during preconstruction as budget allows for the expansion or contraction of the overall project scope.

INTENTIONALLY LEFT BLANK

Please acknowledge receipt of this addendum below and include a signed copy of this document with the final RFP response.

Name: Sam Enmark

Date: 01/30/2026

A handwritten signature in blue ink, appearing to read "Sam Enmark".

TAB 1 - COST PROPOSAL

Construction Manager shall submit the following information as a part of a technical and pricing proposal for completion of the Project.

1. Itemized cost proposal for preconstruction services. The preconstruction phase is expected to last approximately 12 months. This item shall include separate line items for the following:
 - a. Fee
 - b. Personnel Costs
 - c. Subcontractor Costs
 - d. Reimbursable Expenses
 - e. Cost Estimating
 - i. Revised parallel estimates will be due by the 5th of each month during the preconstruction phase
 - f. Constructability Review
 - g. Other services and items as deemed necessary by Construction Manager (please provide details as to the nature of services in addition to the cost).
2. Schedule
 - a. For the purposes of this submission, assume a March 1, 2027 construction start date. The actual Project start date is subject to change and will be determined between the successful proposer, Owner, and pending City of Fresno final permitting.
 - b. The Owner is seeking achievable, aggressive schedules so that following projects can begin work elsewhere on the main Zoo Campus.

PRECONSTRUCTION SERVICES

Item	Total Cost	Description
a. Fee	\$3,000.00	
b. Personnel Costs	\$45,000.00	Personnel costs includes the Director of Preconstruction, Senior Project Manager, and Preconstruction Manager.
c. Subcontractor Costs	-	While we do intend to leverage key subcontractors for insights into costs and system, we do not anticipate incurring any costs from them during preconstruction unless asked to provide design.
d. Reimbursable Costs	-	No reimbursable expenses are anticipated.
e. Cost Estimating	-	Quiring's cost estimating, while not providing zero value, is included at no cost as part of the preconstruction package. Our estimators are already involved in establishing the GMP and will help the preconstruction team to keep Fresno Chaffee Zoo informed of cost impacts of design decisions at every step from RFP to final GMP.
f. Constructability Review	\$6,000.00	Constructability review costs includes bringing in our superintendent, Jorgan Caglia, to perform reviews of the plans and specifications to identify potential challenges during construction, provide field insights, and suggest adjustments to improve efficiency, safety, and cost effectiveness during construction.
g. Other Services	-	Quiring will provide a slew of other preconstruction services not specifically listed above. These include logistics planning, organizing encroachment permits, coordinating with PG&E and the utility designer, early procurement of key materials, design schedule management, OAC meeting management, target value design, real time budgeting with parallel estimates on the 5th of every month, and variance logs between each estimate.
Total	\$54,000.00	

Name	Anticipated Precon. Hours	Position
Stevan Garcia	As Needed	Principal-in-Charge
Sam Enmark	192	Director of Preconstruction
Mayra Melgoza	770	Preconstruction Manager
Doug Obermann	96	Senior Project Manager
Pete Sasso	88	Chief Estimator
Jose Martinez	440	Estimator
Jordan Caglia	60	Superintendent

PRECONSTRUCTION SERVICES NARRATIVE

A good preconstruction effort is pivotal in a higher profile project like the Fresno Chaffee Zoo New Entrance. On projects like this, the design is often very fluid, and it will be our responsibility to make sure that the FCZ is informed of the cost, time, and finish implications of the countless design decisions that will need to be made to deliver this amazing new project. In addition to the monitoring of costs, schedules, and materials, we will be working diligently to make sure we are clearing any roadblocks (PG&E, difficult phasing, constructability, etc) that could prevent a smooth start and a successful job.

In order to really deliver preconstruction, as we know will be needed, we will have a dedicated preconstruction team that will move the project through design and budgeting and include our operations team (Senior PM, PM, Superintendent) along the way to get their insight and make sure the project is set up in a way that will allow them to be productive and efficient from day one. This opportunity to be involved early on through CMAR is how we engage in nearly 90% of our projects and is something that everybody on our team intimately understands and is able to execute.

Our preconstruction efforts on this project will be led by Sam Enmark and Mayra Melgoza. They will be responsible for collaborating with the design team to ensure that design schedules are being met, attending and managing OAC meetings, provide feedback on design considerations, identifying and releasing long lead items that could endanger

the overall construction schedule, and providing real time estimating with updates on the 5th of every month. The estimating efforts will be supported by our estimating team, led by Pete and Jose. Our job on every CMAR project is to keep the owner informed every step of the way so that when do go out to final bid and arrive at a final Guaranteed Maximum Price (GMP) the number is not a surprise to anybody on the team or any of the many stakeholders that are going to be involved.

While having a strong preconstruction and estimating team is critical to driving the early success of the project and getting it into construction, including the operations team throughout preconstruction at critical times allows for a smooth transition into construction with an informed team. Doug will be the Senior Project Manager and your day-to-day point of contact during construction. For him to have full knowledge of the project, he will be involved in all preconstruction meetings with the owner. Jordan our superintendent will be looped in to perform constructability reviews, update schedules, and work through project planning and logistics. Both team members will be well versed in the project months before we break ground.

SCHEDULE NARRATIVE & SCHEDULE

SCHEDULE NARRATIVE

Quiring's schedule for the Fresno Chaffee Zoo New Entrance has Quiring getting involved in the ongoing design effort starting after the Zoo Authority (Measure Z) Meeting on March 25, 2026. We would pick up at the tail end of Schematic Design and push to complete our preconstruction effort with the commencement of early site work on 1/5/27 and building construction on 3/1/27. Our building construction duration is 16 months and will have final sign off of the project by 6/30/28.

PRECONSTRUCTION

The preconstruction phase will begin at the tail end of Schematic Design. Once the project proceeds into Design Development, we would encourage the design team to focus on the site design in parallel with the building design development. Doing this in tandem will allow for a separate early submission on the site so that we can begin demo and sitework earlier than having the full building signoff from the City of Fresno. During Design development we will also work with the design team to pin down any building electrical (and Gas if required) loads so that the PG&E design process can begin. This is a lengthy process that can greatly impact the schedule, and we want to be proactive and early in our start with PG&E. Upon completion of DD, we will proceed into Construction Documents. We will use the set of CD drawings that are submitted to the City to competitively bid the project and put together our Guaranteed Maximum Price (GMP) proposal. Doing this before full

approval will require a true-up for any City comments but will allow for the project to get under contract and start upon receipt of the permit from the City.

A key strategy embedded in the schedule is the early procurement of long-lead materials. We will work to realistically identify items like Steel and electrical equipment that have long lead times and could save time in construction if they are released ahead of the broader construction effort. This proactive approach reduces the risk of material shortages or fabrication delays, keeping the project on track for completion.

CONSTRUCTION

Construction officially begins January 5, 2027, with mobilization and early site work such as clearing, demolition, and grading to prepare the building pad. The foundation work follows at the beginning of march and leads directly into steel erection and the core and shell by early fall. Once the structure is complete, the sequence transitions to exterior systems before shifting focus to the interior build-out. This approach allows adequate time for finishes within the office space—including walls, ceilings, casework, and flooring—ensuring that quality standards are achieved while still maintaining the overall project completion date.

While not on the critical path, the site work, including the waterfalls, rapids, tunnels, magic rocks, boulders and other amazing site features will begin soon after the core and shell is completed. This will allow for adequate time to finish out the areas with the quality necessary to make this a special area for your guests to enter the Zoo.



RFP Schedule

ID	Task Name	Duration	Start	Finish	Half 2, 2025			Half 1, 2026			Half 2, 2026			Half 1, 2027			Half 2, 2027			Half 1, 2028			Half 2, 2028			Half 1, 2029		
					J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M	M
1	FRESNO CHAFFEE ZOO- NEW ENTRANCE	717 days	Mon 9/1/25	Fri 6/30/28	FRESNO CHAFFEE ZOO- NEW ENTRANCE																							
2	PROJECT MILESTONES	378 days	Fri 10/2/26	Thu 4/6/28	PROJECT MILESTONES																							
3	Site Permit	0 days	Fri 10/2/26	Fri 10/2/26	◆ Site Permit																							
4	Building Permit	0 days	Tue 2/16/27	Tue 2/16/27	◆ Building Permit																							
5	Pad Certification	0 days	Fri 3/12/27	Fri 3/12/27	◆ Pad Certification																							
6	Building Weatherized	0 days	Mon 12/27/27	Mon 12/27/27	◆ Building Weatherized																							
7	Permanent Power	0 days	Tue 1/4/28	Tue 1/4/28	◆ Permanent Power																							
8	Drywall Complete	0 days	Wed 2/9/28	Wed 2/9/28	◆ Drywall Complete																							
9	Paving Complete	0 days	Thu 4/6/28	Thu 4/6/28	◆ Paving Complete																							
10	PRECONSTRUCTION	504 days	Mon 9/1/25	Thu 8/26/27	PRECONSTRUCTION																							
11	CONTRACT AWARD/ CMAR NTP	0 days	Wed 3/25/26	Wed 3/25/26	◆ CONTRACT AWARD/ CMAR NTP																							
12	DESIGN	504 days	Mon 9/1/25	Thu 8/26/27	DESIGN																							
13	Building Design	319 days	Mon 9/1/25	Tue 12/1/26	Building Design																							
14	Programming	50 days	Mon 9/1/25	Fri 11/7/25	Programming																							
15	Schematic Design	70 days	Mon 12/15/25	Wed 3/25/26	Schematic Design																							
16	Design Development	90 days	Wed 4/1/26	Thu 8/6/26	Design Development																							
17	Site Design	90 days	Wed 4/1/26	Thu 8/6/26	Site Design																							
18	Construction Documents	80 days	Fri 8/7/26	Tue 12/1/26	Construction Documents																							
19	PG & E Design	265 days	Thu 8/6/26	Thu 8/26/27	PG & E Design																							
20	Confirmation of Building Loads & Utilities Plan	0 days	Thu 8/6/26	Thu 8/6/26	◆ Confirmation of Building Loads & Utilities Plan																							
21	Application Submission & Engineering Advance	5 days	Fri 8/7/26	Thu 8/13/26	Application Submission & Engineering Advance																							
22	First Submission Review	120 days	Fri 8/14/26	Mon 2/8/27	First Submission Review																							
23	Start At Risk Construction	0 days	Mon 2/8/27	Mon 2/8/27	◆ Start At Risk Construction																							
24	Final Approval and Contract	80 days	Tue 2/9/27	Wed 6/2/27	Final Approval and Contract																							
25	Schedule Construction Crew	60 days	Thu 6/3/27	Thu 8/26/27	Schedule Construction Crew																							
26	PLANNING AND ENTITLEMENTS	102 days	Mon 3/2/26	Thu 7/23/26	PLANNING AND ENTITLEMENTS																							
27	DRC Review	0 days	Mon 3/2/26	Mon 3/2/26	◆ DRC Review																							
28	Site Plan Development (SPR) Package	20 days	Wed 4/1/26	Tue 4/28/26	Site Plan Development (SPR) Package																							
29	SPR City Review / Approval	60 days	Wed 4/29/26	Thu 7/23/26	SPR City Review / Approval																							
30	PERMITTING	130 days	Fri 8/7/26	Tue 2/16/27	PERMITTING																							
31	Civil Package City Review	40 days	Fri 8/7/26	Fri 10/2/26	Civil Package City Review																							
32	Plan Check	20 days	Fri 8/7/26	Thu 9/3/26	Plan Check																							
33	Backcheck # 01	20 days	Fri 9/4/26	Fri 10/2/26	Backcheck # 01																							
34	Grading and Underground Permit	0 days	Fri 10/2/26	Fri 10/2/26	◆ Grading and Underground Permit																							
35	Building Package City Review	50 days	Wed 12/2/26	Tue 2/16/27	Building Package City Review																							
36	Plan Check	25 days	Wed 12/2/26	Fri 1/8/27	Plan Check																							
37	Backcheck # 01	25 days	Mon 1/11/27	Tue 2/16/27	Backcheck # 01																							
38	Building Permit	0 days	Tue 2/16/27	Tue 2/16/27	◆ Building Permit																							
39	BUDGET/BIDDING	234 days	Thu 3/26/26	Tue 3/2/27	BUDGET/BIDDING																							
40	SD	20 days	Thu 3/26/26	Wed 4/22/26	SD																							
41	Parallel Budgets (5th of Each Month)	22 days	Mon 4/6/26	Tue 5/5/26	Parallel Budgets (5th of Each Month)																							
42	DD	20 days	Fri 8/7/26	Thu 9/3/26	DD																							
43	Parallel Budgets (5th of Each Month)	23 days	Wed 9/2/26	Mon 10/5/26	Parallel Budgets (5th of Each Month)																							
44	Site Bidding	30 days	Mon 10/5/26	Fri 11/13/26	Site Bidding																							
45	Initial GMP	30 days	Wed 12/2/26	Fri 1/15/27	Initial GMP																							
46	Permitted Drawings True-UP / Final GMP	10 days	Wed 2/17/27	Tue 3/2/27	Permitted Drawings True-UP / Final GMP																							
47	CONTRACTING	69 days	Mon 11/16/26	Mon 3/1/27	CONTRACTING																							
48	Site Work	21 days	Mon 11/16/26	Wed 12/16/26	Site Work																							
49	Site Work Package Submission	1 day	Mon 11/16/26	Mon 11/16/26	Site Work Package Submission																							

TAB 2 - GUARANTEED MAXIMUM PRICE (GMP) ITEMS

A GMP will not be submitted with this proposal. Proposals shall be evaluated based on a combination of best value for general conditions, fee, schedule, project approach, and project experience.

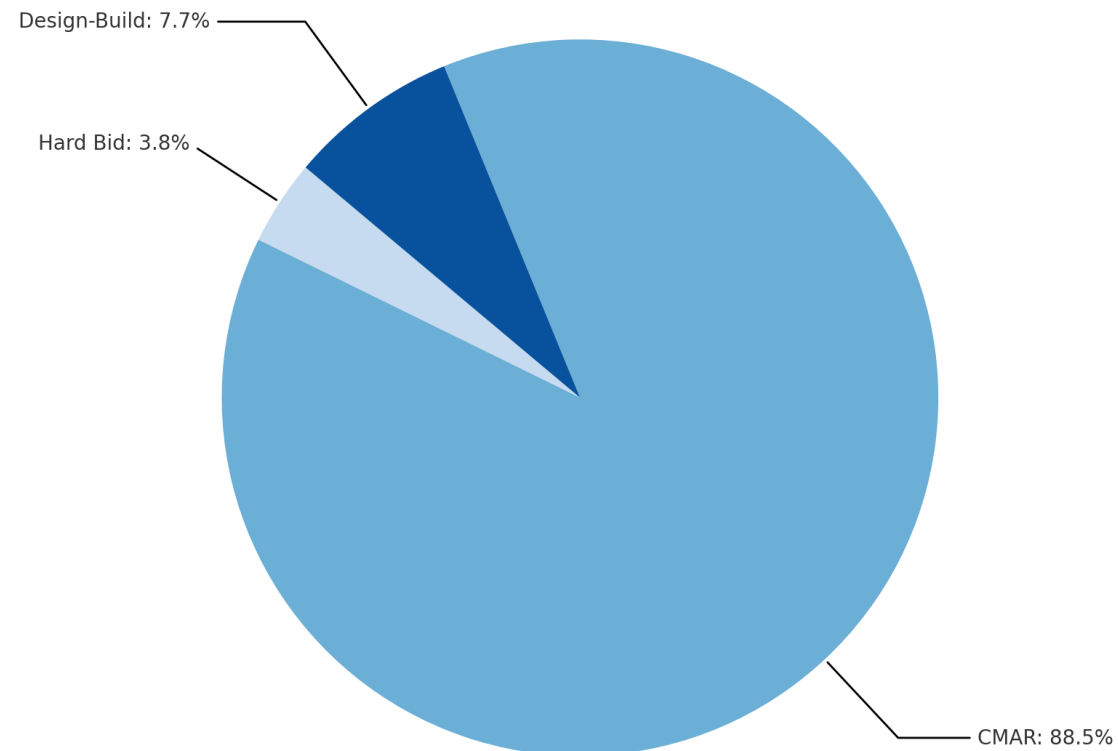
Construction Phase		
Item	Cost	Description
a. Fee	3.95%	-
b. General Conditions Cost	\$61,926.13/ Month	Quiring General intends to staff this project with a full time Project Manager, Superintendent, and Project Engineer.

PRIOR CMAR/DESIGN-BUILD EXPERIENCE

Quiring General, LLC has a proven track record of success with similar projects, particularly utilizing the Construction Manager-at-Risk delivery method. Our extensive experience includes numerous projects for both private and public clients, ensuring a thorough understanding of the unique requirements and challenges associated with delivering a Guaranteed Maximum Price under an open book pricing method.

Please reference the below pie chart and following spreadsheet of completed projects in the Central Valley from the past 5 years to gain a better understanding of the makeup of our projects.

Project Delivery Methods (Last 5 Years)



Project Name	Hard Bid	CMAR	Design-Build
Kern County Psychiatric Health Facility			X
VCH Landscape Phase 5		X	
Clovis Endoscopy ASC		X	
VCH Infrastructure Phase 2		X	
Neighborhood Village		X	
Guardian Village		X	
The Well Community Church Student Ministry		X	
CRMC Nuclear Med Equipment Replacement		X	
CRMC Dining Room Windows		X	
CMC LINAC Replacement		X	
Crossroads Village		X	
FPU Steinert Athletic Complex		X	
VTR Welcome Home		X	
Tehipite Middle School E-Sports Arena	X		
Lanare Community Center Rehab		X	
Enzo's Table TI		X	
UCSF Fresno Simulation Lab	X		
CRMC Fir Clinic Building 4		X	
The Haven Apartments		X	
Madison Apartments		X	
VCH Infrastructure Phase 1		X	
VCH Boardroom			X
CRMC ED CT		X	
CHP Shaw Mission D		X	
The Well Community Church		X	
CRMC Fir Clinic Building 1		X	
CRMC Fir Clinic Building 3		X	
VCH Founders Plaza			X
Hanford Apartments		X	
Clinica Sierra Vista Blackstone		X	
VCH Executive Suite			X
Creekside Terrace		X	
City of Fresno Animal Shelter		X	
FPU Culture & Arts Center		X	
VCH Landscape Phase 4		X	
Bitwise at State Center		X	
Fresno County DSS - Child Services Building		X	
People's Church PC Kids Building		X	
Clinica Sierra Vista TI Bakersfield		X	
CRMC CBHC Phase 2 Bed Expansion		X	
FSH Lab Remodel		X	
CRMC New CT		X	
California Armenian Home Cottages		X	
The Oaks at Paso Robles		X	
Adventist Health Medical and Dental Office Building		X	
Adventist Health MOB		X	
VCH Landscape Phase 3		X	
Fresno County DSS - Adult Services Building		X	
The Orchard Apartments		X	
FSH Second Floor Lab Remodel		X	
FSH Pharmacy TI		X	
Fresno County DSS - Client Services Building		X	

RELEVANT PROJECT EXPERIENCE

Project Name	Value (\$)	Size (s.f.)	Completed
The Well Community Church	\$22M	52,156 s.f.	2022
Fresno County DSS - Client Services Bldg	\$35M	172,000 s.f.	2020
The Terraces at San Joaquin Gardens Milano Independent Living	\$21M	172,000 s.f.	2015
The Vineyards California Armenian Home	\$27M	167,000 s.f.	2018
Fresno County DSS - Administration Bldg	\$20M	152,000 s.f.	2019
Fresno County DSS - Child Services Bldg	\$29M	138,000 s.f.	2021
414 Petaluma Blvd	\$22M	45,548 s.f.	2023
Community Cancer Institute	\$40M	97,000 s.f.	2018
The Grove Apartments	\$20M	177,536 s.f.	2017
The Oaks at Paso Robles	\$20M	95,000 s.f.	2020
Diana J. White Cancer Institute	\$25M	74,000 s.f.	2018
VCH Eagle Oaks Specialty Care Center	\$21M	51,500 s.f.	2018
Fresno Surgical Hospital	\$20M	50,000 s.f.	2012
Masonic Homes Adams & Wollenberg	\$26M	70,000 s.f.	2023
VCH Pelandale Specialty Care Center	\$22M	40,000 s.f.	2018
Kern County Psychiatric Health Facility	\$27M	31,335 s.f.	2024
Fresno State Affordable Student Housing	\$38M	83,000 s.f.	Scheduled: July 2026
Kings County Area Regional Transit Facility	\$29M	38,674 s.f.	Scheduled: February 2026
VCH Founders Plaza	\$28M	44,747 s.f.	2022
The Crossroads Village	\$37M	114,119 s.f.	2025
CRMC Burnett Skilled Nursing Facility	\$24M	62,525 s.f.	2025
Rancho Colegio	\$26M	101,749 s.f.	Scheduled: February 2026
The Terraces at Bethany Home	\$32M	106,894 s.f.	2025
Madera County Behavioral Health CSU	\$21M	17,253 s.f.	Scheduled: August 2027
CMC Bob Smittcamp Neuroscience Institute	\$25M	57,220 s.f.	Estimated: May 2026

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PROJECT EXPERIENCE

As shown by the list of projects on the previous page, Quiring's experience not only with CMAR projects, but with jobs of this size prove that we are ready and able to complete this project for you. With that being said, we want to highlight a couple of projects over the past few years that we have completed that were able to successfully manage some of the same challenges your project may face.



FPU CULTURE & ARTS CENTER

Fresno, CA

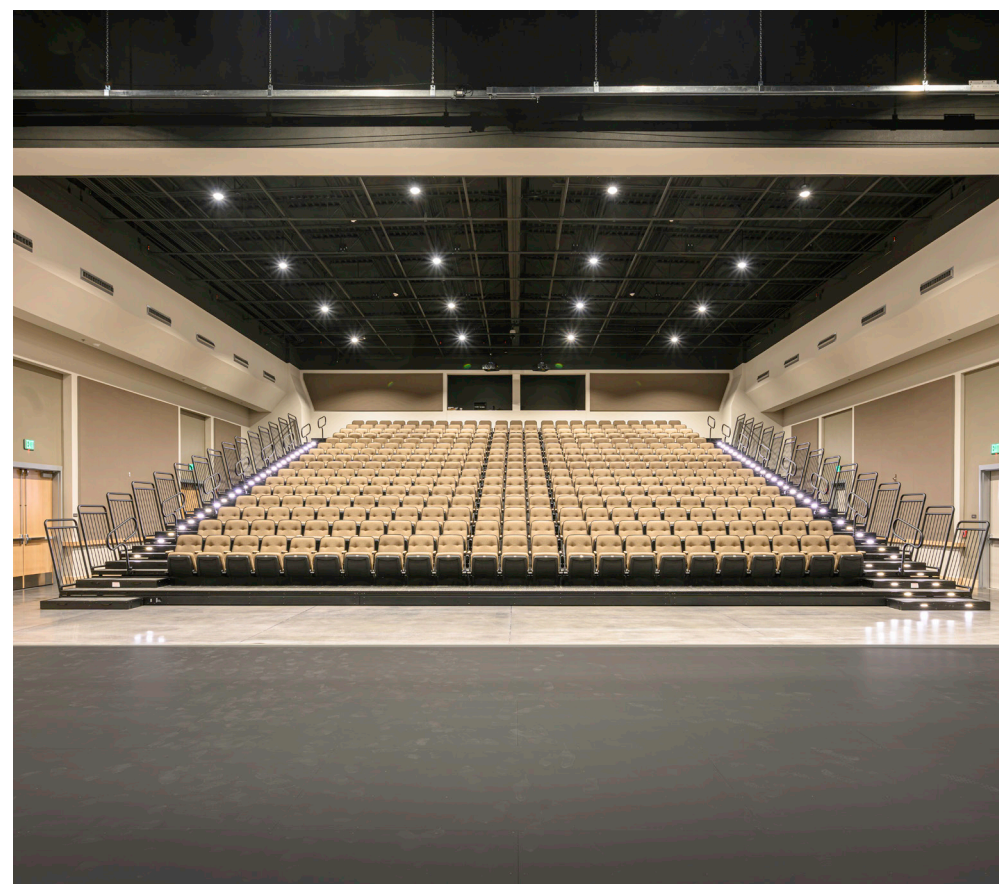
The Warkentine Culture and Arts Center is a one-story, approximately 27,000-square-foot performing arts facility located on the Fresno Pacific University campus. This project was designed by Paul Halajian Architects (PHA) and includes a main stage theater featuring telescoping bench seating, a raised stage, and fully integrated theatrical lighting and sound systems, as well as a black box theater, gallery space, and stage preparation areas. A defining architectural feature of the building is the 45-foot cantilevered, tapered steel entrance canopy, clad in plaster and wood, which visually extends into the lobby and gallery to create a cohesive and welcoming arrival experience.

The project was delivered using a combination of a CMAR and Design-Assist approach, with Quiring General contracted to provide comprehensive preconstruction services throughout the design phase. Key trades, including Electrical, Theatrical Lighting, Plumbing, Fire Protection, and Mechanical, were procured as design-build partners through an owner-approved shortlist. This collaborative delivery model allowed the team to streamline the design process, proactively address constructability concerns, and minimize potential schedule and cost impacts. Throughout design development, Quiring General prepared detailed budget estimates at each design milestone to ensure alignment with the University's cost expectations and overall project goals.

The client had an original target value for the project; however, we quickly found that the early designs were exceeding that budget. Through an extensive and highly collaborative effort with PHA and trade partners, the team identified over 25 distinct items ranging from a redesign of the exterior window system to replacing precast column bases with concrete column bases. These design considerations, while cheaper still left the Owner with the building they wanted and resulted in a nearly 20% reduction of cost that brought the project back under budget. At the end of the day, the project was contracted under the initial Owner budget.

The collaborative delivery approach and transparent communication throughout the preconstruction resulted in a high level of owner satisfaction, not only where they able to get the building that they needed, but they were also able to reinvest those savings in other ways that benefited their campus and their mission.

We see this FPU project as a great example of the services that we can offer the Fresno Chaffee Zoo. We understand that the budget is important and may be tight. While we want to make sure the entrance is everything you want, if we can do that in a budget conscious way and explore every option for you that can result in some real savings. Those real savings can be valuable because you will be able to reinvest those back into your animal exhibits, which is truly what makes your zoo special.





VCH MAIN ENTRANCE

Madera, CA

The VCH Main Entrance project involved the installation of a new exterior plaza and upgraded landscaping, including advanced lighting enhancements to improve functionality and aesthetics. The project was executed in a carefully phased approach to ensure uninterrupted hospital access for patients, staff, and visitors throughout construction.

This project was delivered using a CMAR approach, and unlike the FPU project where much of the time in preconstruction was spent on budget, on this project the major challenges were the site and some of the very specialty features that the Architect was designing.

When we were brought into this project the Owner made it very clear that while we were expected to replace the entirety of the concrete, landscape, and dropoff at the front door of the hospital, the front door could not be out of service for more than a weekend. This main entrance was how patients accessed the entirety of the hospital and to reroute would not work from a functional standpoint. Quiring spent months working through the logistics of this. We split the scope of work down into 6 phases and coordinated this with the client's construction team, nursing staff, doctors, our architecture team, and ultimately our subcontractors to make sure that everybody involved in the project understood the plan entirely.

On the jobsite the effort in coordination went a long way. Our project team including all of our trade partners made this not only a high functioning project, but also a safe project for every child that passed by on the way inside to see their doctor or loved one.

In addition to being a logistically challenging project, this project also had some very unique aspects to it. There was specialty large form concrete hearts and flowers that were made with glass pieces in the cement mix that resulted in a very sparkly finish. These play features were a very creative idea from the architect but was left up to us to figure out how to execute. In order to do this we partnered with a local concrete contractor and worked through all the intimate details with them. We covered everything from the glass to cement ratio, to the specialty forms that had to be built out of state, to the crane pick to place these fixtures on their prebuilt footings. In the end they turned out really well and are an exciting feature for the kids, and some parents, making their way to the hospital.

We see the Valley Children's Hospital Project as another great example of how we can benefit your project. We understand what it takes to work around your visitors. It takes a plan and a team that is going to be committed every day to delivering that plan. It also shows we are not afraid to take on unique aspects of a job. As a matter of fact that is the most exciting part of every job we do is seeing something new or unique and finding the best way to accomplish that and make it a reality.



PROJECT ORGANIZATIONAL CHART



CONSULTANTS



LEADERSHIP

Stevan Garcia
Principal-in-Charge

PRECONSTRUCTION

Sam Enmark
Director of Preconstruction

Mayra Melgoza
Preconstruction Manager

Pete Sasso
Chief Estimator

CONSTRUCTION

Doug Obermann
Senior Project Manager

Jordan Caglia
Superintendent

Team Member
Project Manager

RESUMES



Education:

B.S. Construction Management,
Cal Poly, San Luis Obispo

Certifications:

FMI Project Manager Academy
CPR
AED
First Aid

Affiliations:

CA Society for Healthcare
Engineering- CSHE

References:

Nathan Newman
Executive Director of Construction
Valley Children's Hospital
(209) 386-2530

Jason Knod
Architect
Gonzalez Architects
(559) 497-1547 ext 106

Sergeant Preston Little
Fresno Sheriff's Sergeant Association
Fresno County Sheriff's Office
(559) 600-8200

Stevan Garcia

Director of Operations - Central California; Principal-in-Charge

With a career spanning 20 years, Stevan Garcia has honed his expertise in construction management, cost control, and resource optimization. He possesses a deep understanding of the complexities of construction projects and leverages his knowledge to deliver exceptional results. Through his leadership, Stevan has been instrumental in helping Quiring General achieve its economic goals while maintaining the highest standards of quality and customer satisfaction.

Years of Experience: 22

Primary Role

Stevan is a results-driven leader with a proven track record in the construction industry. As the Director of Operations at Quiring General, he is dedicated to driving economic success and operational excellence. With a keen eye for detail and a strategic mindset, Stevan oversees operational project teams, ensuring that projects are executed efficiently and within budget delivering the Quiring Experience. Stevan's ability to establish and nurture professional relationships with Architects, Owners, subcontractors, and team members has not only facilitated smooth project execution but also enhanced client satisfaction and project outcomes.

Work Experience

Healthcare:

Valley Children's Pelandale Specialty Care Center	40,000 s.f.
Valley Children's Hospital Infrastructure	480,916 s.f.
Kern County Psychiatric Health Facility	31,335 s.f.
Valley Children's Medical Eagle Oaks Specialty Care Center	51,500 s.f.

Multi-Family/Mixed-Use:

Creekside Terrace	53,600 s.f.
Berkshire Apartments	89,157 s.f.
Neighborhood Village	8,868 s.f.
The Madison Apartments	5,279 s.f.
Guardian Village	60,581 s.f.

Senior Living:

Paintbrush Assisted Living	71,381 s.f.
Kingston Bay Senior Living	86,500 s.f.

Work Experience With Previous Employers

Fresno Chaffee Zoo Sea Lion Cove; Fresno, CA:

Value: \$11M

CSU Fresno - Savemart Center; Fresno, CA:

Value: \$86M

CSU Fresno - Thomas Admin Building ADA Addition; Fresno, CA:

Value: \$600K

CSU Fresno - Savemart Center Volleyball Locker Room; Fresno, CA:

Value: \$414K





Sam Enmark

Director of Preconstruction

As the Director of Preconstruction, Sam will oversee preconstruction and estimating efforts related to the project. Throughout the preconstruction phase he will oversee completion of all budgets, estimates, manage the subcontractor procurement process and the preliminary schedule. He will ensure the targets remain consistent with the overall program and budget objectives.

Years of Experience: 10

Education:

MBA General Management
California Polytechnic State
University, San Luis Obispo

B.S. Construction Management,
California Polytechnic State
University, San Luis Obispo

Certifications:

CPR | AED | First Aid

OSHA 10HR

References:

Nathan Newman
Executive Director of Construction
Valley Children's Hospital
(209) 386-2530

Jeremy Ealand
Chief Executive Officer
Sierra Pacific Orthopedics
(559) 256-5317

Mark Mathieson
Construction Manager Consultant
MMG, LLC
(559) 284-1024

Work Experience

VCH Founders Plaza; Fresno, CA:

Value: \$28.2M | Size: 45,000 s.f.

The Administrative Office building will be 45,000 gross square feet, two-story steel frame with extensive exterior glass curtain wall to allow ample daylight into the building workspaces. The site landscape will include outdoor terrace areas, a curbside drop-off and parking. Our design-build team worked collaboratively for months with the end users to develop a program that focused on ease of circulation, comfortable and flexible workspaces, privacy and security.

Fresno Surgical Hospital; Fresno, CA:

Value: \$3.3 M | Size: 1,332 s.f. | AHJ: OSHPD I

Multi-phased project as the hospital will remain in service during the tenant improvement construction. The improvements that tie into the existing corridor exiting will be achieved in phases to provide the required functional support and exiting for life safety.

- Phase 1 -The second-floor shell space will be built-out with tenant improvements including patient rooms and intensive care unit and admin/support functions. The existing medical gas room on the ground floor is to be enlarged for the new scope of work. The occupancy will be changed from I-2 to H-3. The existing equipment penthouse on the third floor is to have an equipment upgrade (vacuum pump system) for the new scope of work.
- Phase 2 - The existing pharmacy at the second floor is to be modified to link to the new corridor to the existing exit system.

SPOC-Spine and Sports Medicine Building; Fresno, CA:

Value: \$7.9M | Size: 38,000 s.f.

The construction of a medical office building that includes multiple imaging rooms, a physical therapy gym, a call center on the first floor with an ornate central stairwell. The second-floor houses over 40 exam rooms, Doctor's offices and support services.

Bob Smittcamp Family Neuroscience Institute; Fresno, CA:

Value: \$24M | Size: 55,000 s.f.

The Bob Smittcamp Family Neuroscience Institute will consist of tenant improvements of medical offices on entirety of 5th floor and partial 4th floor, including all associated MEPF systems; addition of two new elevators and associated work on all floors including new 1st floor lobby. Exterior work includes new glass curtain wall at 1st and 2nd floor of north elevation and new drop off canopy. Site work includes new accessible barrier removal at parking and new vehicular drop off loop.



Mayra Melgoza

Preconstruction Manager

Mayra will provide plan reviews for phasing and constructability, provide cost saving suggestions, and identify potential risk factors. She will also oversee completion of all budgets and estimates, plus manage the subcontractor procurement process and the preliminary schedule. In addition, Mayra will manage and administer the target value design process and coordinate the various parties as the schematic, design development, and construction document phases. She will meet with the owner and the architect to ensure the targets remain consistent with the overall program and budget objectives.

Years of Experience: 9

Education:

B.S. Civil Engineering,
B.S. Mechanical Engineering,
California State University, Chico

References:

Terry Broussard
Owner & Principal
Broussard & Associates
(559) 325-7284

Phil Mettler
Project Architect
The Taylor Group
(559) 708-4046

Meghan Eubank
Project Architect
YBA Architect
(971) 888-5107

Work Experience

Kern County Youth Crisis Stabilization Unit & Family Resource Center; Bakersfield, CA:

Value: \$15M | Size: 13,625 s.f.

A single-story, mixed-use behavioral health facility located on a 2-acre site. The project includes a 16-bed Youth Crisis Stabilization Unit (CSU) providing acute short-term psychiatric care for youth patients. The Family Resource Center (FRC) offers urgent mental health services in a less restrictive environment. The facility is designed to deliver high quality, responsive care while increasing the County's capacity to serve patients in behavioral health crisis.

Madera County Behavioral Health Crisis Stabilization Unit; Madera, CA:

Value: \$21M | Size: 17,253 s.f.

This one-story behavioral health services building supports individuals and families during moments of crisis. It includes crisis stabilization units for adults, youth, and adolescents, offering short-term stays of up to 23.9 hours, along with a sobering center. The facility also provides welcoming spaces for intake and consultation, administrative offices, a visitors' lobby, and meeting rooms.

The Well Community Church; Clovis, CA:

Value: \$22M | Size: 52,156 s.f.

Phase I includes the development of 20-acres of an existing 50-acre lot. It consists of 2 pre-engineered metal buildings: The Sanctuary and a Classroom Building. The site features the following amenities: retention basin/playfields, monument tower, volleyball courts, playground area, shade structures, fireplace, and fire pits.

Upholdings Dakota; Fresno, CA:

Value: \$52M | Size: 114-Units

Dakota is a new construction development intended to serve affordable units to families and individuals within the City. The 4-story structure will be 114-units. There will be ample service space for a variety of social services, classes, and group events. On-site amenities include air conditioning, private balconies, a fitness room, community room, community kitchen, outdoor picnic area, outdoor playground, bike parking, and high speed Internet.

Trinity Community Church Sanctuary; Clovis, CA:

Value: \$16.5M | Size: 25,955 s.f.

This project includes two phases of new construction, combining site improvements with a new 26,000-square-foot sanctuary building. Phase 1 focuses on expanding and upgrading the site with more than 300 new parking stalls, improved ADA accessibility, and the addition of EV charging stations. Phase 2 completes the remaining site work and delivers the new worship center building.





Pete Sasso

Chief Estimator

Pete brings 42 years of construction and estimating experience to the team. Project experience includes public and private, industrial, and commercial construction. Pete is responsible for developing preliminary budgets and competitive bids for commercial and civil engineering construction. He collaborates with architects and developers to evaluate and design cost effective projects while utilizing computerized scheduling and cost tracking systems.

Years of Experience: 42

Education:

B.S. Construction Management
California State University of Fresno

Certifications:

CPR | AED | First Aid

Affiliations:

American Society of Construction Estimators

California Contractor License # 412673 A&B

LEED Accredited Professional, US Green Building Council

Dale Carnegie, Business Mangement

American Builders, Metal Building Concepts

References:

Paul Halajian
Principal
Paul Halajian Architects
(559) 297-7900

Jonathan Miller
VP, Strategic Planning & Development
Community Health Systems
(559) 459-2911

Helder Domingos
Owner
Westech Systems
(559) 455-1720

Work Experience

Fresno Surgical Hospital; Fresno, CA:

Value: \$20M | Size: 50,000 s.f. | AHJ: OSHPD I

Three major remodels, additions, and multiple improvements including: surgery center, patient beds, endoscopy center, central supply, pre-op, post-op, administrative, etc.

Keisho Plaza; Fresno, CA:

Value: \$11M | Size: 58,000 s.f. | AHJ: OSHPD III

A two-building campus consisting of a three-story medical office building and a two-story structure steel medical office building. Tenants included: vascular surgery center, Saint Agnes lab, pediatrics, home dialysis and exam rooms. The first phase of construction included site work as well.

Deran Koligian Ambulatory Care Center; Fresno, CA:

Value: \$19.7M | Size: 77,428 s.f. | AHJ: OSHPD III

This project consisted of a tenant improvement/renovation of a portion of the first floor on the existing structure. The scope of work included architectural, mechanical, plumbing, and electrical improvements. The renovated portion of the first floor is used as an urgent care clinic, while all other existing services remained as is. The building occupancy group is OSHPD-3, and the facility continues to be operated under the hospital's DHS license. The building is equipped with automatic fire protection and smoke detection system.

Renaissance Surgical Arts Center; Costa Mesa, CA:

Value: \$4M | Size: 20,000 s.f.

Construction management services for eight operation rooms and ambulatory surgery facility.

North Medical Plaza; Fresno, CA:

Value: \$3.6M | Size: 15,000 s.f.

The Oral & Maxillofacial Surgery (OMFS) Center consisted of the tenant improvement of a shelled space in the North Medical Plaza building on the CRMC campus in downtown Fresno. The space is utilized for dental and minor plastic surgery and consists of 6 exam rooms, 14 procedure rooms, office space, consultation rooms, tool sterilization, and extra oral rooms located on the 4th floor of the building. Dialysis Expansion: Build out shelled space to add new dialysis stations and incorporate into the existing dialysis area. Cardio-Plum Suite: Added new Cardiopulmonary Rehab Suite consisting of gym, exam rooms, consult rooms, education room, utility room, offices and administrative area in existing shelled out space. Cafe Suite: construction of a new cafe, dining area, and kitchen in existing shelled out space.



Doug Obermann

Senior Project Manager

Doug will provide oversight of the project to ensure that the company's performance is consistent with the owner's goals, Quiring's values and long-standing commitment to provide exceptional preconstruction and construction services. His role as Senior Project Manager, will assure continuity between the preconstruction and construction phases while maintaining adequate resources and efficiency of services.

Years of Experience: 16

Education:

BS Environmental/Occupational Health and Safety, California State University, Fresno

Certifications:

CPR | AED | First Aid

OSHA 30HR

HazWoper

References:

Reno Coletti
COO
Cook Land Development
(559) 346-1400

John Barclay
Architect
Arc Tec Inc.
(602) 953-2355

Yohanes Makmur
P.E. Civil Engineer
Cook Land Development
(559) 346-1400

Work Experience

Fresno County DSS - Child Services Building; Clovis, CA:

Value: \$29M | Size: 138,000 s.f.

This is a 138,355 sq.ft. improvement to an existing 1-story building. This building had previously been a Costco store. This project is to remove the existing interior improvements, leaving only the structure and shell, and construct office improvements throughout the building. These improvements include new walls, doors, ceilings, and associated mechanical, plumbing, electrical, and structural work. The exterior walls will be structurally modified to cut new window openings. The exterior walls will receive new finishes so the building reads as an office building. The rooftop will receive new mechanical equipment and solar panels.

Fresno County DSS - Adult Services Building; Clovis, CA:

Value: \$18.6M | Size: 94,400 s.f.

A renovation of existing workspace on the first level, with a second level consisting of offices, a warehouse, and clean room. An additional 4,925 s.f. of second floor area was added to the building. The build out included the modification of all three existing stairwells, new restroom cores on both levels, private offices, open offices, conference rooms, break and coffee areas, along with collaboration spaces in the open offices. Exterior scope included new openings in the exterior concrete wall for new glazing and exit doors, the removal of the existing recessed loading dock and the addition of secured vehicular parking stalls.

The Well Community Church Student Ministry Building; Clovis, CA:

Value: \$11.5M | Size: 17,644 s.f.

The project consists of a single story SOG, wood framed structural steel building. The building includes a multi-purpose room and a fully equipped kitchen/coffeehouse. Finishes include polished concrete floors, pre-cast concrete column covers, storefront clerestory, Trespa composite paneling, ornamental steel, and prefinished metal flashing. The site amenities include an amphitheater, basketball court, baptismal fountain with stage and an outdoor LED screen for entertainment purposes.

Trinity Community Church Sanctuary; Clovis, CA:

Value: \$16.5M | Size: 25,955 s.f.

This project includes two phases of new construction, combining site improvements with a new 26,000-square-foot sanctuary building. Phase 1 focuses on expanding and upgrading the site with more than 300 new parking stalls, improved ADA accessibility, and the addition of EV charging stations. Phase 2 completes the remaining site work and delivers the new worship center building.





Jordan Caglia Superintendent

Jordan will coordinate all aspects of jobsite management and operations within the required schedule and budget. He is responsible for all jobsite activity planning, management, and safety. Jordan is accountable for the work of our trade partners and coordination of the schedule. He will coordinate all required inspections, maintain project records (Daily logs, safety meeting, SWPPP compliance reports) and assist with weekly updates to the project team. Jordan is responsible for ensuring that the quality of work completed by the project trade partners meets the required standards.

Years of Experience: 8

Education:

B.S. Business Management,
Minor Construction Management,
California State University, Fresno

Certifications:

CPR | AED | First Aid

OSHA 30HR

Trench & Excavation Safety

References:

Tom Powers

Owner

Powers Construction & Engineering
(559) 647-6202

Nathan Newman

Executive Director of Construction

Valley Children's Hospital

(209) 386-2530

Angie Dow

Executive Director

Kings County Area Public Transit

Agency (KCAPTA)

(559) 852-2691

Work Experience

VCH Founders Plaza; Madera, CA:

Value: \$28.2M | Size: 45,747 s.f.

The Valley Children's Hospital Founders Plaza project is a design-build project featuring a 44,747 SF office building on the hospital campus, aimed at consolidating the administrative support for the hospital. The building is a two-story building that houses the Guilds, HR, Finance, Contracting/Rev Cycle, Marketing, PNS, and NBS departments, along with a center core that includes elevators, restrooms, break room, and a shared conference room. Additionally, the project includes a significant courtyard/pathway leading to a parking lot with 278 stalls.

Valley Children's Healthcare - Boardroom; Madera, CA:

Value: \$2.5M | Size: 2,500 s.f.

Interior improvement at the Professional Office Building which includes updating finishes, adding interior non-bearing walls, caseworks, (2) new bathrooms sinks/restrooms, (2) new hoteling offices, (1) small conference room, (1) main boardroom, and (1) breakroom/lounge area.

Kings Area Regional Transit Facility; Hanford, CA:

Value: \$29.2M | Size: 38,674 s.f.

The construction consists of a transit center, transit administration offices, regional planning agency office space, 20 bus bays, bike lockers, transportation network company's space, pick up, drop off area, and a public plaza. The welcoming facility will be enhanced by restrooms, shade, and meeting rooms. The project will include demolition of remaining structures, extensive utility infrastructure, and site preparation.

Fresno County DSS - Client Services Building; Clovis, CA:

Value: \$35.7M | Size: 172,000 s.f.

A complete renovation, repurposing, and 63,000 s.f. addition to the 2nd floor of an old manufacturing facility. The renovation also included a new HVAC system that is combo of VRF (85%) and VAV creating an energy efficient office space. The Class A office space has over 70 new window openings; public lobby space, training rooms, conference rooms, break rooms, and outdoor patio space. The exterior improvements include a landmark entry plaza, the old truck passthrough was converted to a large outdoor patio space for the employees, and a new bus stop for ease of access.

Adventist Health MOB; Kingsburg, CA:

Value: \$6.9M | Size: 15,914 s.f.

The Kingsburg Clinic New OSPHD 3 Medical Office Building project consists of a new one-story, OSPHD 3 medical office building, interior floor spaces will include primary care clinic, a dental clinic, pediatric care, women's health services, a lab and associated support services. Site improvements include utilities, new parking, site lighting and landscaping.

PROJECT APPROACH

Quiring's approach to successfully delivering the New Entrance for The Fresno Chaffee Zoo is described below in our Management Plan. We have been delivering quality CMAR projects in the greater Central Valley region since 1947. Our primary method of delivery for 90% of our projects has been CMAR with preconstruction services. We believe our experience with this delivery method will help provide the leadership, management, and technical ability to make these projects successful for FCZ and your guests.

PRECONSTRUCTION AND ESTIMATING PLAN

The nature of the CMAR contracting method selected for the New Entrance projects is a collaborative process. Quiring is excited to begin working with The Fresno Chaffee Zoo, EHDD and PHA to further understand the design programs and site-specific constraints and opportunities. As the plans develop, we will provide parallel estimating, constructability, subcontractor prequalification and administration of a transparent competitive bidding process.

BUDGET PROCESS (TARGET VALUE DELIVERY)

On day one of Quiring's involvement we will begin to establish our baseline cost and set up our systems to ensure that your budget will be hit at the completion of the competitive bid. To do this we employ a strategy called Target Value Delivery (TVD). TVD is a very different type of delivery method from the traditional process of design, estimate, Value Engineer, and repeat. This typical way of work leads to overrun budgets and redesign that are completely unnecessary if you have a partner alongside helping to set goals early on and encouraging communication through projects development.

TVD starts by establishing targets for individual project components using validated estimate costs from the Schematic Design as the starting point. The key to success is for all team members to have a thorough understanding of the project's needs and be able to identify what items are critical, nice to have, and less important. The Target Budget for each segment will be selected in consultation of importance with FCZ. For example, if Solar and parking counts are critical to the financial success of the project, we would make sure that bucket is set up to support the largest most efficient system that accounts for the most parking stalls, whereas we will maybe get more aggressive with the budget for the interior light fixtures if that is of lower importance. Establishing the level of importance of different aspects of the project will be used to establish systems, a pallet of materials, and components to help guide the design selections for the project.

COST ESTIMATE PROCESS

Quiring will provide continuous input on design items utilizing a combination of professional expertise with similar product types, our in-

depth understanding of the local marketplace, and key subcontractor input. The schematic level budget is critical, as it provides a realistic budget and helps to establish the initial buckets for the Target Value Delivery. After the schematic baseline estimate, Quiring will provide memorialize the updates to the project budget with monthly estimates and with variance reports by the 5th of each month. The variance reports will be detailed line item by line item, so you can see how and why each budget is moving in one direction or another.

PROJECT BIDDING AND GMP

As outlined above, Quiring will be keeping track with the budget every step of the way, but the major final step is the competitive bid of the project at the completion of the Construction Documents (CD). Below are the steps Quiring will take to ensure that the FCZ is getting the best value on your project

- Meet with FCZ to make sure Quiring understands everything that will be needed in order to get Board approval. We understand that this can often be a long and detailed process and we want to make sure that our efforts are going to provide you with everything you need to be successful.
- Complete a site analysis with the intention to further identify additional issues if they exist.
- Complete an in-depth review of the plans, specifications, goals of FCZ, design intent, and all other project-related information.
- Generate a proposed subcontractor bid list that will be complete with subcontractors that Quiring has prequalified and know can complete a job of this scale. Quiring will confirm this list with FCZ before reaching out and publishing.
- Developing comprehensive Bid Instructions for all subs to ensure subcontractors' understanding of project requirements, FCZ goals, scope of work, work hours, project schedule, phasing, prevailing wage requirements, insurance requirements, safety program, and alternates.
- Issue detailed Bid Forms to each bidder that are required to be filled out and submitted with their bid. These forms ensure the consistency and accuracy of the bid evaluation process.
- Effective development of bid packages that return the best value, support the project schedule, and maximize subcontractor participation.
- We commit to receiving a minimum 3 bids in every trade.
- Once bids are received Quiring will do an in depth review of all bids and confirm that the scopes of all bids in each bid package are leveled and providing the same scope of work.
- During this bid review time, Quiring will host post-bid interviews to get face to face with the subcontractors and ensure not only that

their bid is apples-to-apples, but that their strategy for completing the project is in align with Quiring’s and FCZ’s project plan.

- Once all due-diligence has been completed Quiring will put together our final GMP document and review transparently and in full detail with FCZ.

Constructability Plan

A key component of Quiring’s preconstruction service model is our constructability review of the design. These reviews are critical as they identify challenges that could occur in the field resulting in potentially costly change orders and delays. Identifying these challenges in preconstruction mitigates the impact to the project. Constructability is a continuous review, but at each major milestone we will involve our superintendent and complete a detailed mark up of the plans with a list of each item so that they can be addressed in the next phase of design. Quiring will deliver a full constructability review at completion of Schematic Design, Design Development, 50% Construction Documents, and 100% Construction Documents.

PROJECT MANAGEMENT PLAN

Quiring utilizes Viewpoint Enterprise Resource Planning (ERP) software to maintain and control project information. Viewpoint is an industry-leading, fully integrated construction and accounting software platform that provides timely reporting of critical financial and project data with unrivaled visibility and control. Beyond the systems, we have experienced staff managing the day-to-day efforts on each project site and in our home, office located in Fresno. Our Site Management Plan is detailed below:

a. Collaboration and coordination

Quiring recognizes that the success of this project hinges not only on construction excellence but also on seamless collaboration and coordination with FCZ. We are committed to leading with a collaborative mindset to ensure this facility is built to serve its purpose of being an enviting efficient entrance to your amazing zoo. We bring experience from all of our past projects and interaction with clients and all of their many stakeholders. Key lessons learned include the importance of engaging end users early, maintaining rigid documentation protocols, and prioritizing communication across levels. We leverage technology to streamline our communication and our file sharing to ensure that everyone has the latest information and files at their disposal, this eliminates any confusion or missed coordination.

Our project team will work diligently to make sure that throughout construction no one is surprised by what is happening on site. The only way we can achieve this is with proactive and constant communication.

b. Meetings and Reports

Our approach in managing successful projects is clear and purposeful communication designed to enhance collaboration. This will streamline

the decision-making process and empower FCZ with all the information prior to making a decision. We achieve this with weekly meetings with the Architect and Owner. These meetings will be held in person with an option for virtual so everybody has access to the meetings. We keep the lines of communications open by distributing meeting minutes which will summarize any key talking points, decisions that were made and action items left to follow up on.

During the course of construction at the end of the week every Friday our team distributes weekly project report which provides a snapshot to FCZ on what was completed that week along with any pending items such as RFI and submittals. The weekly project report includes the activities for the upcoming week along with the anticipated weather for that week. We find that keeping the client informed on the project allows you to answer any questions that may come from others in your organization and keep you connected to the job with minimal effort on your part.

c. Contract Administration and Procedures

Quiring recognizes that effective contract administration is fundamental to the successful execution of the project. Our approach is rooted in maintaining transparency, promoting efficiency, managing risk, and ensuring compliance with all contractual, regulatory, and quality standards.

Our contract administration team will oversee all subcontracts and supplier agreements to ensure their terms mirror and support the prime contract. Procedures include:

- Prequalification and selection based on performance history, financial stability, and compliance utilizing TradeTap.
- Formal issuance from the prime contract to all subcontractors.
- Execution of Subcontract Agreements outlining scope, schedule, and responsibilities.
- Periodic performance reviews and audits of subcontractors to ensure quality, safety, and schedule adherence.
- Prevailing wage Compliance with LCP Tracker and staff support.
- Subcontractor payments and lien releases are managed with GC Pay.

d. Quality Assurance/Quality Control

“Quality without Question” succinctly describes Quiring’s quality assurance program. It is an integrated, day-to-day approach focused on identifying and eliminating issues so that quality is truly without question on each project. Quality is achieved through our continual adherence to this program and our standard business practices. This includes establishing expectations early so we can clearly understand FCZ’s goals and requirements.

- Quality control must be proactive and intentional.
- Quiring QCP starts with the prequalification of our subcontractors.

We require our subcontractors to go through an extensive prequalification process. Each subcontractor is required to submit a prequalification application for review by our Prequalification Committee. The subcontractors are required to provide information on their operational capabilities, experience, safety records, financials, references, Skilled and Trained Workforce, and current workload reports.

- Submittals are reviewed and approved to ensure the proper materials and products are being utilized on the project. We will conduct product checks of all materials delivered to the job-site, verifying them against approved submittals prior to installation. No substitutions will be allowed without the approval of FCZ.
- We conduct pre-installation conferences with the design team to ensure compliance with the documents and specifications.
- We conduct pre-mobilization meetings with critical path trade partners.
- Our on-site management staff monitors work daily. Weekly subcontractor meetings are conducted to proactively manage the quality expectations for each trade partner.
- Daily tracking and management of on-site working labor.
- Job Walks are conducted with the design team and FCZ to ensure quality installation of the products on the project and to ensure expectations are met or exceeded.
- When the work is in place, we then make sure we have properly protected it from incidental damage from other trades.

- We utilize a Zero Punchlist (ZPL) approach to proactively resolve items at the earliest opportunity prior to project completion.
- 11 Month Warranty Walk - We stay involved throughout the first year of occupancy and include in our Quality Plan a walk through of the project at the eleven-month point to identify and resolve any items covered under warranty that may require attention. We then follow through with the responsible subcontractor to ensure that necessary corrections are made.

e. Construction Traffic Management Plan

A Construction Traffic Management Plan (CTMP) will be developed to identify hazards and apply appropriate controls so that the movement of vehicles and pedestrians to the jobsite and on the construction site, are managed and coordinated. This plan will be customized to the FCZ New Entrance project site. It is imperative that everybody that comes on to the jobsite knows the exact way to enter Roeding Park and get to the project that least impacts your visitors. All contractors will go through a day one orientation where this will be covered.

f. Storm Water Pollution Prevention

Storm water runoff from construction sites poses a serious risk to the environment, potentially impacting nearby waterways, ecosystems, and public health. Our team will approach SWPPP with proactive planning, collaborative design, regulatory compliance, and field execution. We ensure that grading plans, drainage systems, and erosion controls are incorporated seamlessly into the design, minimizing site disturbance and maximizing natural drainage patterns.

Once the design is complete and incorporated into the grading plans



our field team installs and maintains all BMPs, which may include:

- Silt fences and sediment barriers
- Inlet protection and check dams
- Stabilized construction entrances
- Temporary swales or sediment traps
- Dust control measures and vegetative buffers

We implement controls and adapt as site conditions evolve, maintaining a constant focus on preventing off-site discharge of sediments and pollutants.

g. Systems/Design Confirmation

We will implement a systems and design confirmation process to ensure that all building systems and design elements align with the FCZ's program, performance requirements, and operational needs. This process will include design reviews, interdisciplinary coordination meetings, and early validation of equipment selections and layouts.

As part of this effort, we will incorporate sustainability best practices and perform life cycle cost analyses to evaluate efficiency, durability, and long-term operating impacts of major systems. Each system will be reviewed not only for performance and constructability, but also for compliance with all applicable codes, standards, and regulatory requirements. By integrating sustainability, cost-effectiveness, and compliance into design confirmation, we will minimize changes during construction, reduce risk, and deliver a facility that supports the Zoo's long-term goals for efficiency, reliability, and value.

h. Waste Management

Quiring's Construction Waste Management Plan (CWMP) will reduce, recycle, and properly dispose of construction and demolition (C&D) waste in compliance with California Green Building Standards Code (CalGreen, Title 24 Part 11) and CalRecycle mandates.

Key Elements:

1. Water Diversion Goals:
 - Divert at least 65% of nonhazardous C&D debris from landfills through reuse, recycling, or salvage.
 - Track diversion rates with weigh tickets, receipts, or hauler reports.
2. Waste Streams & Separation
 - Identify typical materials (concrete, asphalt, wood, metals, drywall, cardboard, soils).
 - Provide designated sorting areas or bins onsite for recyclables, hazardous materials, and general debris.
3. Hauling & Recycling Procedures
 - Use a licensed C&D waste hauler or facility approved by CalRecycle or the local jurisdiction.

- Require haulers to provide documentation for material quantities and destinations.
4. Hazardous Materials Management
 - Segregate hazardous wastes (paints, solvents, treated wood, asbestos, etc.) for proper disposal under Title 22 hazardous waste regulations.
 5. BMPs (Best Management Operating Practices)
 - Establish a concrete washout area to contain slurry and prevent stormwater contamination.
 - Stabilize construction entrances/exits to prevent track-out of soil and debris.
 - Store materials under cover to minimize wind-blown debris.
 - Schedule regular site cleanups to maintain safe and organized conditions.
 6. Document & Reporting
 - Maintain records of disposal, recycling, and diversion rates.
 - Submit final compliance documentation to the local jurisdiction (often required at certificate of occupancy).

i. Safety and Security

It is the policy of Quiring General, LLC (Quiring) that everything possible be done to protect employees, clients, subcontractors, and the public from harm. Quiring insists that employees and subcontractors observe all applicable company, state, and federal safety rules and practices. The health, safety, and well-being of our employees, clients, and subcontractors are of primary importance to the leadership team of Quiring. The objective is to provide a safe and healthful work environment through the prevention of occupational injuries and illnesses.

Quiring's preconstruction and risk-management departments conduct an overall assessment of the potential trade partners. It is at this stage the safety manager has the first opportunity to evaluate the project for potential hazards and any additional safety training that may be required for the team. Often these findings are communicated to the operations managers for further assessments. Typically, multiple construction superintendents will also review the project for buildability with the added potential safety hazards. Risk management will alert the safety manager if there are any bidding subcontractors with a high EMR number. The safety manager will contract the subcontractor to express any concerns and assist in making corrections if needed.

At the next phase, Quiring conducts an internal hand off meeting. This meeting allows business development, estimating, preconstruction, risk management, safety, and operations to collaboratively review the project prior to going into production. Quiring encourages open two-way communication between management and staff. This is essential to maintaining a safe workplace. The safety manager will be able to offer additional training for Quiring personnel and/or the trade partners prior to the project kick-off.

During the life of the project there will be inspections to identify and evaluate workplace hazards. The inspections shall be performed by the Quiring Safety Manager and Quiring Project Team according to the following schedule:

- Quiring Safety Manager - Periodical inspections and consultations as needed.
- Quiring Project Team - Safety Evaluations/Inspections
 - When new, previously unidentified hazards are recognized.
 - When occupational injuries and illnesses occur.
 - Prior to a high-risk scope of work starting (ex: crane pick, confined space, etc).
 - Includes "near misses". Near misses are those jobsite potential hazards caught in the act and corrected immediately.

The subcontractor shall perform and document Daily Pre-Task Plan (PTP) to identify how their daily scope of work will be performed safely, within the terms of their Subcontract Agreement and Construction Documents. The PTP shall identify the tasks involved in each step of the Subcontractor's work, hazards associated with each step, who is on-site and how the Subcontractor intends to protect itself, other trades, and the public. Subcontractor PTPs shall be submitted to Quiring prior to the commencement of construction. PTPs can either be submitted electronically or hard copies can be submitted to the Quiring Project Team.

Subcontractors shall perform a Job Hazard Analysis (JHA) for any High Hazard Work (HHW) in conjunction with the PTP. The Subcontractor shall perform an examination of the equipment and conditions of the area in which the job is to be performed, list specific job steps, identify potential hazards, identify mitigations to hazards, and list required personal protection equipment (PPE).

All unsafe or unhealthy work conditions or work practices identified will be evaluated and corrected. Problems that cannot be remedied immediately will be assigned to the Safety Manager and Project Team to ensure completion of the corrective action. Once corrected, written documentation of the action taken will be developed or obtained by person responsible. When an imminent hazard exists, which cannot be immediately corrected without endangering employees and/or property, the following steps will be followed:

- Remove all potentially endangered employees
- Provide employees the necessary safeguards to correct the problem
- Unsafe work practices will be immediately rectified by providing the impacted employees with additional training

The Safety Manager shall verify that all staff receive the necessary training to familiarize themselves with the safety and health hazards which employees and subcontractors may be exposed to. Training and instruction shall be provided as follows:

- Explanation of our IIPP and additional safety programs
- The Project Team provides Site Specific Safety Orientation to all subcontractors
- When new substances, processes, procedures, or equipment are introduced to the workplace and represent a new hazard
- When the Safety Manager and/or Project Team becomes aware of a new or previously unrecognized hazard
- Lessons learned from incidents and/or accidents

Additionally, daily reports are conducted by the PT team where any and all safety issues are Identified along with the mitigation measure. The PT will hold a weekly Safety and Coordination meeting which will coordinate and discuss any and all safety matters with the projects field foreman. These meetings will be documented and issued to the projects teams weekly.

Finally, the project team conducts a project summary review (PSR) monthly to evaluate all the subcontractors on the project. The review includes job safety performance. The information is sent to the safety manager. The subcontractor will either be praised for maintaining the high level of safety or assisted to bring the level of safety back to standards.

QG encourages open two-way communication between management and staff. This is essential to maintain a safe workplace. Employees will not be disciplined, lose benefits, promotions, or experience discrimination after offering safety suggestions or expressing concerns about unsafe conditions or work practices. All safety communications with employees will be in a form readily understandable by them. Our communication system encourages all employees to inform their managers and supervisors about workplace hazards without fear of reprisal.

j. Record Documents

Our team will oversee the entire project lifecycle, ensuring quality, efficiency, and clarity throughout. A critical component of this delivery method is the accurate and timely preparation, maintenance, and delivery of Documents, including Record Drawings, Specifications, and Operations and Maintenance (O&M) Manuals. These serve as the definitive reference for how the project was built. Record documents are essential for facility operation, future renovations, and compliance. As the Design-Builder, we recognize our central role in coordinating their development, verification, and final submission. Our approach is different throughout each phase of the project which is broken down below.

Design Phase Coordination

- Define Record Document requirements early to ensure alignment with FCZ's expectations.
- Quiring will implement a standard format and protocol for all design consultants.
- Standards for CAD modeling is set early on to maintain a uniform

standard throughout the design process.

Construction Phase Documentation

- Field staff, subcontractors, and designers will collaborate on maintaining up-to-date redlines or digital markups reflecting field conditions and approved changes.
- All RFIs, ASIs, submittals, and changes will be systematically tracked and incorporated into the Record Documents.

Weekly Updates and Quality Assurance

- Our team will update Record Drawings on a regular basis based on verified as-built conditions and field input.
- We will perform periodic QA/QC reviews of the documents to ensure accuracy and completeness.

Final Record Document Completion

Upon project closeout, we will submit a full package of Record Documents including:

- Digitally compiled and signed Record Drawings (PDF and native formats).
- Final Specifications.
- O&M manuals from all vendors and subcontractors.

All files will be organized and delivered via electronic media and/or hosted in a cloud-based platform accessible to the Owner.

k. Scheduling

We will utilize Microsoft Project scheduling software as the central tool for managing the project's schedule, resources, and milestones. The schedule will be developed as a critical path method (CPM) network, allowing us to identify the logical sequence of activities, evaluate float, and highlight potential risks to the project's timely completion.

Through Project, we will:

- Plan and track progress across all project phases with clear visibility of critical activities.
- Allocate and manage resources (labor, equipment, and subcontractors) to balance workload, avoid conflicts, and maximize efficiency.
- Update the schedule regularly to reflect real-time progress and ensure alignment with design, permitting, procurement, and construction activities.
- Provide transparent reporting to the Owner and project stakeholders through periodic updates, look-ahead schedules, and progress reports.

By leveraging Projects's capabilities, we will maintain tight control of the project's timeline, proactively manage resources, and ensure that the project is delivered on schedule and within budget.

l. Monthly Report

We will provide FCZ with a Monthly Progress Report to ensure transparency, accountability, and proactive project management. Each report will present a clear snapshot of the project's status, highlighting accomplishments, challenges, and upcoming priorities.

The report will include:

- Executive Summary – concise overview of project status, key milestones achieved, and major goals for the next month.
- Schedule Status – updated CPM schedule with narrative highlighting progress on the critical path, upcoming activities, and any recovery measures if required.
- Cost & Financial Status – summary of contract value, approved change orders, and forecast to completion.
- Design & Submittal Progress – status of design deliverables, approvals, RFIs, and shop drawings.
- Construction Progress – field accomplishments with photographs.
- Risk & Issue Log – identification of key risks, potential impacts, and mitigation measures in progress.

m. Conflict Resolution

One of Quiring's Core Values is being Client Focused. That means we strive to resolve any conflicts that may arise with the upmost professionalism and collaborative approach. Our team fosters that we are all in this together as a team to deliver FCZ the best project possible. Ultimately it is your project, but you are part of the process with us from day one. We approach conflict resolution with the foundation that there will be transparency, collaboration, and proactive communication. This allows us the opportunity to effectively problem solve and understand the goals of FCZ to strengthen the project outcomes. We believe that how our project team resolves conflict is just as important as the resolution itself. Our philosophy is to build with integrity and ensure that every challenge brings us closer to delivering a successful project to FCZ.

n. Commissioning and Training

Our team will implement a structured commissioning process to verify that all building systems are designed, installed, tested, and functioning in accordance with the Zoo's requirements. Commissioning will begin early, with the development of a commissioning plan and integration into the construction schedule. Systems—including mechanical, electrical, plumbing, life safety, and controls—will be systematically tested and documented to ensure performance, efficiency, and reliability.

Following commissioning, we will provide comprehensive training for Zoo staff, tailored to the actual systems installed. Training will combine hands-on demonstrations, system walkthroughs, and written/electronic manuals to ensure staff are fully prepared to operate and maintain the building effectively. By pairing commissioning with practical training, we will deliver a facility that is not only fully operational on day one, but also sustainable and maintainable over its life cycle.

o. Transition and Close-Out

We will manage project transition and closeout with a proactive process that ensures the FCZ receives a fully functional facility along with all required documentation. Our team will begin planning closeout activities early, integrating turnover requirements into the project schedule to avoid delays at the end of construction.

Closeout will include:

- Final inspections and punch list resolution completed in coordination with FCZ.
- Delivery of a complete set of as-built drawings, O&M manuals, warranties, and asset data in both hard copy and electronic formats.
- Verification that all permits, certifications, and code compliance requirements have been satisfied.
- A formal transition process, including orientation sessions and support for the Zoo's facility staff to ensure a smooth handoff.