



FRESNO COUNTY ZOO AUTHORITY

MEETING AGENDA

9:00 AM, Wednesday, August 26, 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 July 22, 2026
 - B. Review and approve payment of County of Fresno August 2026 invoice for Professional and Specialized Services in the amount of \$5,316.70 for services through July 2026
 - C. Receive Treasurer's Report for the month July 2026
6. Receive Fresno Chaffee Zoo Director's Report
7. Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$9,683,458.00 for the completion of the design phase of work for the California Exhibit project

8. Receive Fresno Chaffee Zoo June 2026 Year-to-Date Financial Report
9. Receive CultureComp's Pricing Survey presentation
10. Review next meeting dates and revise if necessary:
 - September 23, 2026
 - October 28, 2026
 - November 18, 2026
11. Receive staff reports
12. Chair's comments
13. Board Member comments
14. Adjourn

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

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



FRESNO COUNTY ZOO AUTHORITY

ACTION SUMMARY MINUTES

9:00 AM, Wednesday, July 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
CHAIRMAN ROMAN CALLED THE MEETING TO ORDER AT 9:04AM.
2. Roll Call
A QUORUM WAS PRESENT WITH MEMBERS ROMAN, GARABEDIAN, GILES, AND TOSTE IN ATTENDANCE.
3. Approve Agenda
CHAIRMAN ROMAN MOVED ITEM NO. 11 TO FOLLOW ITEM NO. 3. MEMBER GILES MOVED TO APPROVE THE AGENDA. SECONDED BY MEMBER GARABEDIAN. THE MOTION PASSED UNANIMOUSLY.
4. Public Comments
This portion of the meeting is reserved for persons desiring to address the board on matters within the Board's jurisdiction that are not on the agenda. Attention is called to the fact that the Board is prohibited from taking any action on matters that are not on the agenda. Members of the public are limited to three minutes to speak during Public Comments as well as for each item on the agenda. Before beginning comments, please state for the record your name and affiliation, if any
HELD. CODY RAINWATER COMMENTED ON THE TROPICAL RAINFOREST EXHIBIT.
5. Approve Consent Agenda Items
These matters are routine in nature and are usually approved by a single vote. Prior to action by the Board, the public will be given the opportunity to remove any item from the Consent Calendar. Items removed from the Consent Calendar may be heard immediately following approval of the Consent Calendar:
 - A. Review and approve minutes of June 24, 2026
 - B. Review and approve payment of County of Fresno July 2026 invoice for Professional and Specialized Services in the amount of \$19,199.27 for services through June 2026

C. Receive Treasurer's Report for the month June 2026

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

6. Receive Fresno Chaffee Zoo Corp year ended December 31, 2025 audited financial statements and agreed upon procedures from Price Paige & Company
RECEIVED. HENRY OUM PRESENTED A CLEAN, UNMODIFIED AUDIT REPORT.
7. Receive Fresno Chaffee Zoo Director's Report
CEO JON DOHLIN REPORTED ON THE MAINTENANCE FACILITY ON BELMONT, THE NEW ENTRY PROJECT, AND THE SOLAR PROJECT.
8. Receive Fresno Chaffee Zoo May 2026 Year-to-Date Financial Report
CFO NORA CROW REPORTED ON THE MAY YEAR-TO-DATE ANALYSIS, ATTENDANCE, ADMISSIONS, PER CAPITA, FINANCIAL SUMMARY, AND BALANCE SHEET.
9. Approve prospective repayment terms for California Exhibit Design expenditures, to be utilized in the event the ZooCorp is unable to obtain approval from the Zoo Authority Board of an agreement with the City of Fresno regarding parking infrastructure at the new Zoo entrance
MEMBER TOSTE REQUESTED THAT A COPY OF THE DRAFT PARKING AGREEMENT WITH THE CITY BE DISTRIBUTED TO COUNSEL/BOARD FOR REVIEW/INPUT. FOLLOWING DISCUSSION, MEMBER GARABEDIAN MOVED TO TABLE THE ITEM TO THE NEXT BOARD MEETING. SECONDED BY MEMBER GILES. THE MOTION PASSED UNANIMOUSLY.
10. Review next meeting dates and revise if necessary:
 - August 26, 2026
 - September 23, 2026
 - October 28, 2026**REVIEWED. NO REVISIONS NECESSARY.**
11. Receive staff reports
COORDINATOR REPORTED THAT LINDSAY BEAVERS ASSIGNED ALISON SAMARIN AS COUNSEL FOR THE ZOO AUTHORITY FROM THIS POINT FORWARD.
12. Chair's comments
WELCOMED ALISON.
13. Board Member comments
MEMBER TOSTE ACKNOWLEDGED FORMER ZOOCORP CEO, SCOTT BARTON, IN ATTENDANCE.
14. Adjourn
THERE BEING NO FURTHER BUSINESS BEFORE THE BOARD, CHAIRMAN ROMAN ADJOURNED THE MEETING AT 10:01AM.



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

Invoice Number
8-ZOO-8262026

August 26, 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>	7/6/26 - 7/19/26	1.00	\$171.00	\$171.00
<i>Accounting & Finance Manager</i>	6/22/26 - 7/19/26	4.00	\$137.60	\$550.40
<i>Senior Accountant</i>		0.00	\$124.30	\$0.00
<i>Accountant II</i>		0.00	\$110.60	\$0.00
<i>Accountant I</i>	6/22/26 - 7/19/26	21.84	\$98.20	\$2,144.69
<i>Account Clerk I</i>		0.00	\$68.50	\$0.00
<i>Account Clerk II</i>	6/22/26 - 7/19/26	21.48	\$94.60	\$2,032.01
<i>Supervising Account Clerk</i>		0.00	\$91.80	\$0.00
County Counsel				
<i>Deputy County Counsel</i>	5/25/26 - 6/21/26	2.30	\$182.00	\$418.60
CAO				
<i>Board Coordinator</i>			\$130.52	\$0.00
Professional Services Total		50.62		\$5,316.70
Office Expense				\$0.00
Invoice Total				\$5,316.70



Invoice Date	Invoice Number	Due Date
8/13/2026	27008	9/13/2026
MAKE YOUR REMITTANCE PAYABLE TO:		
FRESNO COUNTY TREASURER		
AND SEND IT TO THE FOLLOWING ADDRESS:		
Oscar J. Garcia, CPA		
AUDITOR-CONTROLLER/TREASURER TAX		
COLLECTOR - ADMINISTRATION DIVISION		
PO BOX 1247		
FRESNO, CA 93715-1247		

PLEASE INCLUDE THE INVOICE NUMBER ON YOUR CHECK OR MONEY ORDER

[illegible]

Statement

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

Date: June 30, 2026

Invoice # 26-13

Bill to: Zoo Authority
VIA Email to Ron Alexander

Comments:

Date	Description	Balance	Amount
6/30/26	Invoice# 26-13 Billing for Professional Services for 5/25/26-6/21/26		\$ 418.60

Remittance	
Invoice #	26-13
Date	
Amount Due	\$418.60
Amount Enclosed	

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



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

Summary of Measure Z Proceeds			
Tax Proceeds Received:			
	- Measure Z - Sales Tax Proceeds	\$	1,924,094.67
	Total Proceeds Received:	\$	1,924,094.67
Tax Proceeds Allocated:			
	- Allocation to Zoo Authority Fund (2%)	\$	38,481.89
	- Allocation to Trust Fund for Operations and Capital Projects (98%)		1,885,612.78
	Total Proceed Allocations	\$	1,924,094.67
Cash Balance by Fund			
Zoo Authority Fund			
	>> Administrative Fund	2%	
	Beginning Cash Balance	\$	4,112,272.61
Receipts:	- Measure Z Sales Tax Proceeds		38,481.89
	- Interest Received		844.25
Disbursements:	- Printing/Office Charges		(3,273.14)
	- PeopleSoft Financial Charges		(70.55)
	- ITSD Data Processing Charges		(524.03)
	- ZA Staff Invoices Reimbursement for Professional Services		(19,199.27)
	Net Increase/(Decrease) to Cash		16,259.15
	Ending Cash Balance - Zoo Authority Administrative Fund	\$	4,128,531.76
Trust Fund for FCZC Operations and Capital Projects			
		98%	
	Beginning Cash Balance	\$	65,541,800.29
	>> Operations Fund		
	Beginning Cash Balance		6,258,878.61
Receipts:	- Measure Z Sales Tax Proceeds		628,537.59
	- Interest Received		1,350.94
Disbursements:	- FCZC Operations Claim #2026-05		(1,130,749.02)
	- Wire Fees		(20.00)
	Net Increase/(Decrease) to Cash		(500,880.49)
	Ending Cash Balance - Available for Operations	\$	5,757,998.12
	>> Capital Facilities Project Fund		
	Beginning Cash Balance	\$	59,282,921.68
Receipts:	- Measure Z Sales Tax Proceeds		1,257,075.19
	- Interest Received		12,010.84
Disbursements:	- FCZC Capital Claim #2026-05C		(609,128.81)
	Net Increase/(Decrease) to Cash		659,957.22
	Ending Cash Balance - Available for Capital Projects	\$	59,942,878.90
	Ending Balance Available for Operations and Capital Projects	\$	65,700,877.02
	Total Interest Received During the Month		14,206.03

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 3.555% as of July 31, 2026.



Fresno County Zoo Authority

SUMMARY OF MEASURE Z SALES TAX PROCEEDS

	Prior Fiscal Years			CURRENT FISCAL YEAR			
	2023-24	2024-25	2025-26	2026-27			
	ACTUAL	ACTUAL	ACTUAL	BUDGETED	ACTUAL	BUDGET TO ACTUAL	
	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	VARIANCE	
July	\$ 1,995,098	\$ 1,905,679	\$ 1,946,253	\$ 1,985,178	\$ 1,924,095	\$ (61,083)	-3.08%
August	1,894,187	1,817,945	1,817,777	—	—	—	
September	1,704,489	1,725,891	1,773,797	—	—	—	
October	1,828,102	1,603,753	1,850,787	—	—	—	
November	1,896,677	2,038,199	1,869,993	—	—	—	
December	1,653,448	1,777,368	1,745,567	—	—	—	
January	1,608,374	1,560,536	1,667,715	—	—	—	
February	2,082,571	2,326,642	2,303,115	—	—	—	
March	1,661,989	1,572,217	1,590,960	—	—	—	
April	1,519,602	1,422,494	1,447,699	—	—	—	
May	1,858,151	2,055,676	2,201,977	—	—	—	
June	1,699,914	1,756,814	1,764,624	—	—	—	
Total	<u>\$ 21,402,602</u>	<u>\$ 21,563,214</u>	<u>\$ 21,980,264</u>	<u>\$ 1,985,178</u>	<u>\$ 1,924,095</u>	<u>\$ (61,083)</u>	<u>-3.08%</u>

TOTAL MEASURE Z PROCEEDS FROM INCEPTION \$ 289,515,144



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

Summary of Quarterly Interest Receipts						
			4845-10000	4850-10000	4850-427000	
			Zoo Authority	FCZC - Operations	FCZC - CP	African River Repmt
Quarter	Allocation	Date Received				
1st	African River		—	—	—	—
	1st	7/24/2026	844.25	1,350.94	12,010.84	—
	2nd		—	—	—	—
2nd	African River		—	—	—	—
	1st		—	—	—	—
	2nd		—	—	—	—
3rd	African River		—	—	—	—
	1st		—	—	—	—
	2nd		—	—	—	—
4th	African River		—	—	—	—
	1st		—	—	—	—
	2nd		—	—	—	—
Total			\$ 844.25	\$ 1,350.94	\$ 12,010.84	\$ —
						\$ 14,206.03

For Fiscal Year Ending July 31, 2026



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

Cash Balance as of 07/31/26 **\$ 59,942,879**

ENCUMBRANCES

(earmarked projects, FY26-27 expenditures paid through July 2026 claims):

Maintenance Facility-Design - Nov 2024	171,230
New Entrance - Aug 2025	4,213,531
Solar/Maintenance Warehouse - Sep 2025	1,274,979
California Exhibit - Oct 2025	8,515
Animal Acquisition - Jan 2026	97,942
Exhibit Renovations - Jan 2026	519,779
Lyles Building Improvements - Const - Feb 2026	464,953
Maintenance Facility-Construction - Feb 2026	15,865,813

Total Encumbrances:	<u><u>\$ (22,616,742)</u></u>
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TOTAL:	<u><u>\$ 37,326,137</u></u>
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**Fresno County Zoo Authority
Operations Fund Cash Flow
For the Month Ended July 31, 2026**

Cash Balance as of 07/31/26 \$ 5,757,998

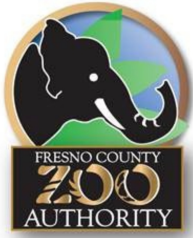
ENCUMBRANCES

(earmarked projects, FY26-27 expenditures paid through July 2026 claims):

Animal	1,762,876
Veterinary	220,756
Maintenance	430,782
Commissary	184,633
Maintenance-General Equipment	15,039
Maintenance-Water Standby	39,840
Medical, Dental & Lab Supplies	52,868
Utilities	104,581
Animal Feed	171,298
Interest/Bank Charges	170

Total Encumbrances: \$ (2,982,843)

TOTAL: \$ 2,775,155



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

Cash Balance as of 07/31/26 **\$ 4,128,532**

ENCUMBRANCES

(FY 26-27 Remaining budgets, ZA Claims paid through July 2026):

Telephone Charges	250
Office Expense	500
Postage	1,000
Printing	5,000
PeopleSoft Financials Charges	800
Professional & Specialized Services	164,067
Data Processing Services	5,500
Publications & Legal Notices	500
Trans, Travel & Education	2,500

Total Encumbrances:	<u><u>\$ (180,117)</u></u>
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TOTAL:	<u><u>\$ 3,948,415</u></u>
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**Fresno County Zoo Authority
Treasurer's Report
Unaudited Cash Basis
For the Month Ended July 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	604,387.19
7/1/2026	604,387.19	46,478.08	40,434.21	6,043.87	563,952.98
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 July 31, 2026			274,769.71	50,576.86	



AGENDA ITEM 6

DATE: August 26, 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.

ATTACHMENTS:

Draft Summary of Lease Amendment Terms (Parking)

Deal Points

[July 29, 2026]

SUBJECT TO CITY OF FRESNO COUNCIL APPROVAL

Core Terms:

- **Leased Premises:** Current lease area is approximately 39.78 Acres and FCZ is seeking to add 8.73 Acres to the leased area to incorporate the new parking area and entrance.
- **Lease Term:** The initial term of the lease will be extended from 30-years to 35-years to accommodate the useful life of the Zoo's contemplated solar panels. The termination date will be amended to January 1, 2041.

Development of Parking Area:

- **Parking/Entry Project:** the Zoo contemplates constructing the new parking facility and the entrance concurrently. The Zoo anticipates the parking area will include a surface parking lot with approximately 558 stalls. The Zoo will procure, design, and construct the new parking facility, with an estimated cost of \$9 million.
 - **Costs Borne By Zoo:** All construction costs will be borne by the Zoo. This includes any incidental or ancillary amenities such as lighting, fences, gates, kiosks, establishment parking zone (including soft costs), signage, EV chargers, and other similar items. Such improvements would be owned and maintained by the Zoo.
- **Solar:** the Zoo contemplates installing solar panels within the parking area with an estimated cost of \$9 million, which will be funded solely by the Zoo. Installation of solar over parking for the sole purpose of the Zoo requires the expanded acreage.
- **CEQA:** FCZ will follow CEQA.

Protection of Tree Resources/Landscaping:

- **Impact:** The City and FCZ have performed a tree survey, which found approximately 50 trees will need to be removed, with 40 trees to be relocated.
- **Common Terms:** To help avoid impacts to tree resources and landscaping, the City has requested the following "Common Terms":
 - New irrigation systems will be installed in the new leased area as part of the proposed improvements. Each new tree will be provided with its own dedicated drip system, separate from the City of Fresno's existing infrastructure. Existing established trees will retain their current or similar irrigation setup, with both initial and ongoing cost funded by the Zoo.

- Both Parties will come to an agreement on which trees shall remain in place and the appropriate encroachment and irrigation practice to ensure the tree is not adversely affected. This may adversely affect the total number of parking stalls, resulting in a reduction in the approximate number listed herein.
- All tree removals shall conform with the provisions of the Roeding Park Master Plan and Roeding Park Historic Preservation Plan regarding protection, removal and replanting. The proposed surface parking lot and potential removal of trees will require Historic Preservation Commission review.
- Replacement of removed trees shall be within or in close proximity (per City approval) to the new lease boundary. Large established trees require the planting of 5 new trees for each removed; other trees require the planting of 2 new trees for each removed.
- Full grown palms (if not moved by Zoo) can be sold by the City prior to construction but replacement shall be counted in total tree removal for project.
- **Tree Canopy:** Zoo agrees to replace any lost tree canopy square footage with a one to one ratio. All lost shade from removed trees will be replaced which may be satisfied through the installation of new larger or mature trees or greater than the minimum replacement specified herein.

Operation and Maintenance:

- **Zoo Maintains and Operates Parking Area:** The Zoo will be responsible for maintaining and operating the parking lot consistent with City standards. The Zoo proposes to maintain and operate the landscaping within the new leased area on a weekly schedule and to trim trees at least every 10 years. Parking lot maintenance shall match the standard city maintenance.

Financial Terms:

- **Lease Payment:** The City seeks an annual lease payment from the Zoo, the amount of which would be based on the lost revenue associated with the displacement of 558 parking stalls. The City estimates the impact to be \$247,485. However, that figure is being negotiated, and may change based upon the final parking stall count necessary to maintain the canopy and tree groves within the proposed lease area. The annual payment would increase proportionally with the MFS rate when that occurs. For example, if the rate goes from \$5 to \$6 (increase of \$1) the percent increase of 20% in the MFS will trigger the annual lease payment to be increased by that same percent, 20% in this example.
- **Parking**
 - **Fee:** The Parking Fee charged by the City for entry into Roeding Park will remain consistent with regional parks and controlled by the City through Master Fee Schedule (“MFS”).

- **Initial Construction:** The Zoo will be responsible for all initial capital costs kiosks, EV charging and any associated soft costs to establish any enforcement zones. The Zoo will be responsible for any monthly service fee or replacement of any kiosks or EV charging stations. The Zoo agrees to use the City's vendor or means of parking fee collection and enforcement.
- **Revenue:** A new parking zone for the surface lot would be established to allow revenue to the Zoo. The City will hold the contract and collect all revenue and the Zoo will receive the proportional revenue for this new parking area (zone) minus the share of the costs to administer, operate and enforce annually this new zone. The purpose of these fees is to provide the Zoo a revenue source that would, among other things, cover the Zoo's costs associated with O&M for the parking area.
- **Enforcement:** The Zoo will not perform any enforcement of parking within this zone.



AGENDA ITEM 7

DATE: August 26, 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: California Exhibit Design

RECOMMENDED ACTION:

Approve Fresno's Chaffee Zoo Corporation's request for Measure Z Capital Funds totaling \$9,683,458.00 for the completion of the design phase of work for the California Exhibit project.

DISCUSSION:

ZooCorp is requesting the approval of \$9,683,458.00 to move forward with the design phase of work for the California Exhibit project. ZooCorp intends to sign an agreement with SHR Studios (SHR) for the performance of this phase of work.

ZooCorp publicly advertised the Request for Proposals (RFP) and received three bids in response. This field was narrowed to the top two candidates, SHR Studios and PGAV. ZooCorp then conducted interviews and ranked proposers based on their technical approach to the project, firm experience, the team assigned to the project, overall cost effectiveness, and whether they utilized local firms in their project team. Based on this scoring, SHR was the top proposer.

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

When it is completed, the California Exhibit project will contribute in innovative ways to the roster of award-winning exhibits present at the Zoo. This project will serve as a gateway to the memorable experiences our guests have by attending the Zoo via a direct connection to the new entrance project. This project will also be the first major exhibit revitalization since Kingdoms of Asia and serve to breathe new life into one of the oldest remaining areas of the Zoo.

The Fresno's Chaffee Zoo Corporation Board of Directors approved this request on June 11, 2026.

ATTACHMENTS:

California Design Bid Results
California Design – Project Overview
California Design – Soft Cost Overview
SHR + NJA Design Proposal



California Design Bid Result
Projected Cost

May 22, 2026

Fresno's Chaffee Zoo Corporation Board of Directors

RE: California Design

Staff received proposals from three (3) firms in response to the RFP issued for design services related to the California project. Staff shortlisted the following firms:

1. SHR Studios - \$7,344,045
2. PGAV - \$9,503,638

The total request including contractor fees, a ten percent (10%) contingency, project management, and other soft costs is \$9,683,458.00. An overall project cost sheet has been attached.

Please contact me if you have any questions.

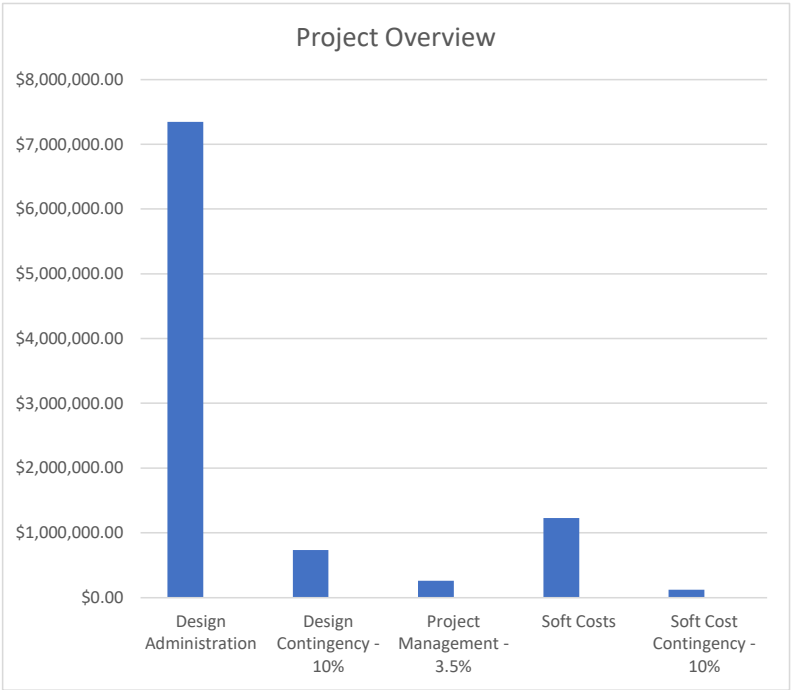
Respectfully,

A handwritten signature in black ink that reads "Kris Grey". The signature is fluid and cursive, with the first name "Kris" and last name "Grey" clearly distinguishable.

Kris Grey
Director of Capital Construction
KGrey@fcz.org

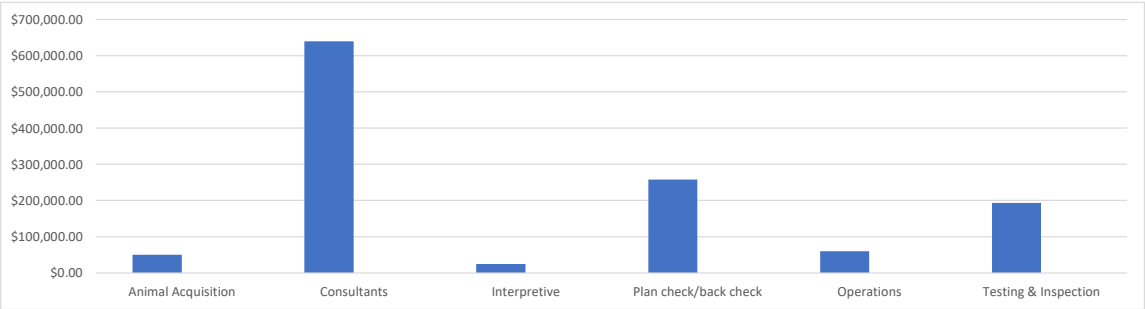
California Exhibits - DESIGN - Project Overview

	Budget:	Expenses:	Balance:
Design Administration	\$7,344,045.00	\$0.00	\$7,344,045.00
Design Contingency - 10%	\$734,404.50	\$0.00	\$734,404.50
Project Management - 3.5%	\$257,041.58	\$0.00	\$257,041.58
Soft Costs	\$1,225,424.48	\$0.00	\$1,225,424.48
Soft Cost Contingency - 10%	\$122,542.45	\$0.00	\$122,542.45
	\$9,683,458.00	\$0.00	\$9,683,458.00



California Exhibits - DESIGN - Soft Cost Overview

	Budget:	Expenses:	Balance:
Animal Acquisition	\$50,000.00	\$0.00	\$50,000.00
Consultants	\$639,428.06	\$0.00	\$639,428.06
Interpretive	\$25,000.00	\$0.00	\$25,000.00
Plan check/back check	\$257,712.24	\$0.00	\$257,712.24
Operations	\$60,000.00	\$0.00	\$60,000.00
Testing & Inspection	\$193,284.18	\$0.00	\$193,284.18
	\$1,225,424.48	\$0.00	\$1,225,424.48



California: From the Sierras to the Sea



SHR STUDIOS, INC

Jason Hill
Partner
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Table of Contents

Cover	1
Cover Letter	2
Our Approach	3
Project Team	10
Our Experience	26
Timelines and Deliverables.....	39
Cost of Service.....	41
References	44

April 24, 2026





Dear Selection Committee,

As zoos evolve in the 21st century, it is increasingly clear that their role must extend far beyond the exhibition of animals. The modern zoo is called to be a force for conservation—championing animal well-being, demonstrating sustainability, and inspiring people to act for wildlife and wild places.

The Fresno Chaffee Zoo has embraced this challenge. Through *Coexist with Wildlife, California* and initiatives like *Saving the Blunt-Nosed Leopard Lizard*, the Zoo demonstrates that conservation is not a distant effort—it is rooted here at home. **California: From the Sierras to the Sea** will serve as the flagship experience, reinforcing for every guest that the Zoo is an active participant in real conservation while celebrating the richness and diversity of California's native flora and fauna.

The potential here is inspiring. Wolves, tule elk, black bears, beavers, and more are set within an immersive California landscape that functions as a single, continuous experience rather than a collection of exhibits. Together, they express the character of the state—its mountains and valleys, wetlands and shores. Water becomes the unifying thread, shaping each habitat and revealing its role as the system upon which all life depends. As guests move through the experience, the narrative builds toward a broader message of resilience and responsibility across California's ecosystems. In this way, the project positions Fresno Chaffee Zoo as a leader in conservation-driven exhibit design, strengthening both national relevance and local pride for years to come.

At SHR, this is the kind of work that defines us. Our practice is dedicated exclusively to zoos and aquariums, with decades of experience creating transformative habitats that balance animal welfare, guest immersion, and operational excellence. We bring:

- Specialization: SHR's unmatched focus on nature-based immersive animal environments
- Local Presence: SHR will maintain a consistent on-site presence throughout the project, supported by frequent travel via short, direct flights to Fresno. This regular engagement is reinforced by the Architect-of-Record team, who bring a California based presence and established relationships with permitting and regulatory agencies, helping to streamline coordination, approvals, and the overall path to construction.
- Leadership: Proven ability to orchestrate and integrate a full consultant team under a single, coordinated vision
- Responsiveness: A collaborative, timely, and transparent process that keeps projects on schedule and aligned with mission.
- Creativity with Purpose: Design that is not only innovative, but also sustainable, maintainable, and deeply connected to the stories of people, plants, and animals.

With this approach, **California: From the Sierras to the Sea** will be *the project* that defines the Zoo's next chapter and inspires a generation of guests to care for wildlife around the world.

We are honored by the opportunity to submit and look forward to demonstrating how SHR and its team can partner with you to bring this ambitious vision to life.

Jason Hill
Partner
SHR Studios



Our Approach



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

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

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



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

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

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

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

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

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

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

Is **state of the art** enough?

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

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

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

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

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

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

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

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

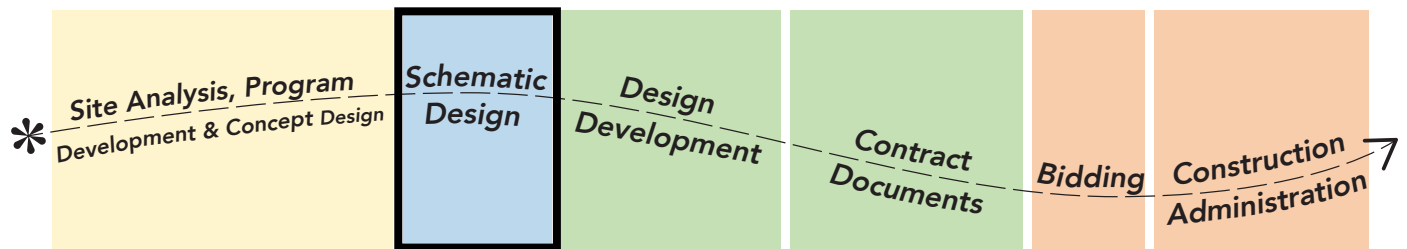


Historically, zoos have spent much time and treasure creating innovative animal habitats but have continued to serve carnival-style food with bare bones amenities. The dining, entertainment, retail, and other amenities have been long due for the same attention to detail animal habitats have been receiving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

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

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

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



1. Schematic Design - What is it?

With project priorities defined and a preferred concept direction in place, the schematic design phase is where we determine what can fit, how it will be arranged, and how the experience will unfold. This is a pivotal stage—major decisions about site organization, spatial relationships, and circulation patterns will be made here. Getting these right sets the project up for a smoother and more cost-effective path through design, documentation, and construction.

This phase is where we'll test those questions through diagrams, plan iterations, and massing studies. We'll balance guest pacing, habitat complexity, and operational logistics, making sure that immersive experiences don't come at the cost of care access or maintenance practicality.

Major Tasks & Deliverables:

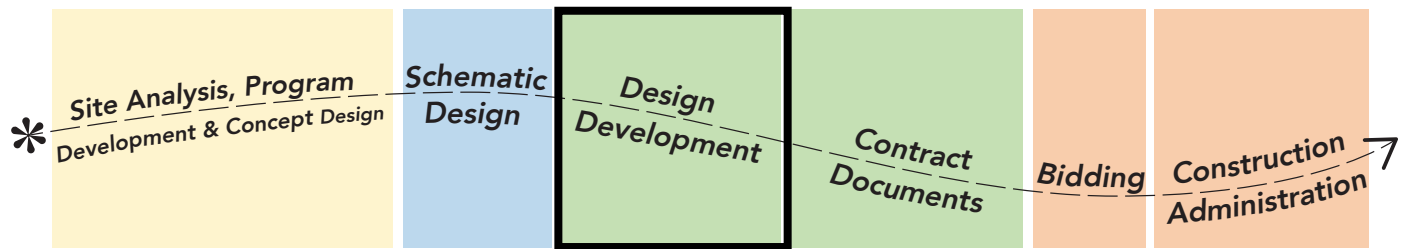
- **Two in-person schematic design workshops** in Fresno
- **Biweekly digital stakeholder meetings** to maintain momentum and alignment
- **Overall site plan**, including guest and staff circulation, view corridors, entry points, and exhibit orientation
- **Vertical relationship studies**, showing canopy, terrestrial, and underwater experiences through site sections and elevations
- **Edge condition planning** to ensure integration into the existing campus
- **Care building and service access strategies** to ensure efficiency, safety, and flexibility
- **Building massing and roof-line studies** to evaluate scale, visibility, and architectural integration
- **Updated renderings** that reflect the preferred concept direction
- **Preliminary interpretive opportunities** coordinated with Gecko Group and the Zoo's interpretive plan
- **Review of an opinion of probable cost by others**, assuming a CMAA selection is made during Schematic Design



Wolf Habitat at Assiniboine Park Zoo

For the Fresno Chaffee Zoo, "California" is more than just an exhibit—it's a new destination that will welcome every guest through the new Entry. The site complexity raises a number of critical design questions that must be resolved at the schematic level:

- How will the new zone welcome guests from multiple directions and orient them as they leave the footprint of development?
- How can we integrate exhibits and revenue generating opportunities in a way that feels seamless and seasonally relevant?
- Where can we offer visual drama and guest proximity without compromising animal choice and control?
- What infrastructure, utilities, or grade changes might influence where buildings, viewing areas, and habitats can go?



3. Design Development – What does it look like?

Design Development is where the project becomes fully fleshed out. Schematic Design has established what fits on the site and how it's arranged. Now it's time to shape what everything looks like—and how it works.

This is the stage where compelling ideas meet technical detail. Our team's focus will be on refining the materials, forms, finishes, systems, and sequences that will define "California"—turning thoughts from the previous phases into build-able, integrated solutions.

Some of the questions we'll explore during this phase include:

- What is the character and palette of these environments—from rockwork and planting to architectural finishes and guest areas?
- How do we integrate special systems that are required—LSS/water filtration, acoustic treatments, lighting, heating and cooling?
- Where are the opportunities to embed visible sustainability strategies?

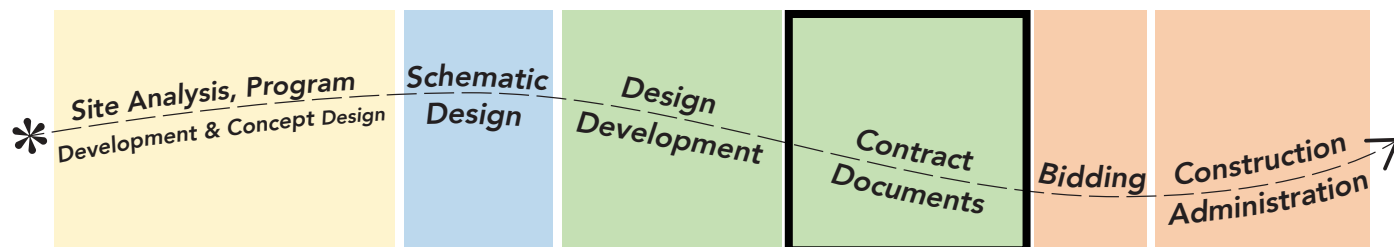
We've answered versions of these questions on zoo campuses across the country and around the world—but we never come in with preloaded answers. The goal is not to replicate past solutions, but to collaborate with your team to find innovative and appropriate answers for the Fresno Chaffee Zoo.

Design Development will include full coordination across disciplines and refined plans, sections, elevations, and details that clearly communicate the design to Zoo stakeholders, funders, and the eventual builder.

Major Tasks & Deliverables:

- **Two in-person Design Development workshops** in Fresno
- **Biweekly digital stakeholder meetings** to maintain momentum and alignment
- **Design Development drawing set** suitable for detailed cost estimating by the Construction Manager at Risk, including site plans, building plans, elevations, utility plans, key sections, details, and outline specifications
- **Refined habitat and holding design**, showing final animal routing, care access, keeper zones, and interior room layouts based on staff feedback
- **Preliminary materials and finishes package** for both habitat and guest areas, supporting visual communication and donor review
- **Integrated systems coordination**, including Site utilities, MEP/FP, LSS, Structural Design, and Sustainability solutions.





4. Contract (GMP) Documents

In this phase, our team will translate the fully coordinated design into comprehensive documentation suitable for permitting, bidding, and construction. Drawings will be organized to support a phased GMP strategy and will include full interdisciplinary coordination across architecture, exhibit design, structural, MEP/FP, and civil.

We anticipate the Fresno Chaffee Zoo team and the selected CMAA will work closely with the design team during this phase to analyze the best sequence of construction, confirm long-lead procurement, and align phasing with operations and funding readiness.

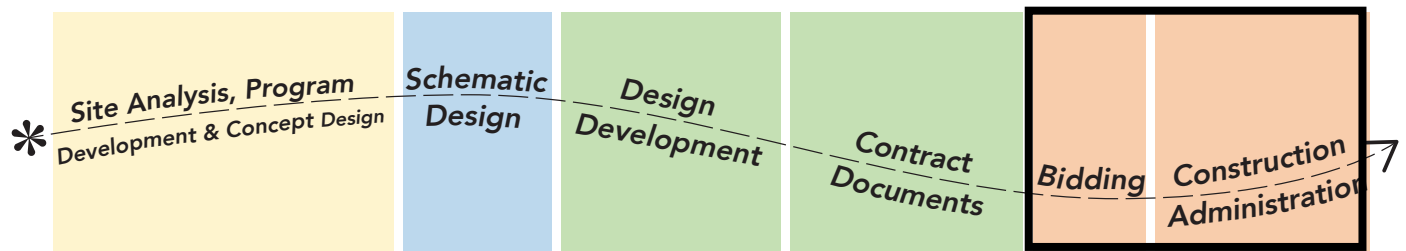
Quality control is a central priority at this stage. SHR follows a structured internal review process in which a senior staff member—who has not been directly involved in the project—performs a comprehensive review of the full drawing set, including all consultant documents. This review is scheduled with sufficient lead time to allow for meaningful corrections or refinements before the set is issued for bid, ensuring clarity, constructibility, and alignment across disciplines.

Major Tasks & Deliverables:

- **Two in-person Construction Documents workshops** in Fresno
- **Biweekly digital stakeholder meetings** to maintain alignment and finalize outstanding decisions
- **Review, revise, and respond** to Zoo and CMAA comments on the Design Development package
- **Finalize design and engineering solutions** for all components of the project
- **Complete drawing set suitable for bidding** by the CMAA including site plans, building plans, elevations, utility drawings, exhibit and landscape details, and full technical specifications
- **Internal quality control review** of the full document set



"Galapagos Islands" entrance at Houston Zoo, Houston, TX



5. Bidding & Permitting

SHR and the rest of the design team will work closely with the Zoo's team to create a smooth permitting process. The selected Architect of Record will provide California-based expertise and guidance—particularly related to code compliance, documentation standards, and local agency expectations—while SHR retains primary responsibility for coordination, schedule alignment, and maintaining the integrity of the design through approvals.

The team will prepare permit-ready documents in a coordinated package, with SHR leading responses to agency comments and directing any required revisions. The AOR will support this effort by advising on local requirements and assisting in technical responses, helping to streamline communication with the City and reduce review cycles. This structure allows the project to benefit from local knowledge while maintaining a single point of leadership and accountability.

As the project transitions from design to implementation, the CMar will lead the bidding process. SHR will support this effort by responding to bidder questions, preparing clarifications and addenda, and reviewing substitutions for alignment with design intent. Working collaboratively with the Zoo and CMar, SHR will also participate in scope alignment and value-based adjustments as needed to maintain consistency with the project budget and overall vision.

Major Tasks & Deliverables:

- **Support the Zoo** in the Permitting Process
- **Support the CMar team** in the bidding process

6. Construction Administration

During construction, the design team works closely with the CMar to ensure the Zoo receives the project it intended and purchased. One of the best ways we achieve this is through clear, timely communication with both the Zoo and the contracting team. At SHR, every project is led by a dedicated manager from concept through completion—so questions and submittals always benefit from the full knowledge of the design process.

Our approach to construction observation combines the right people at the right time. Local engineering consultants will visit regularly during grading and utility installation. Our Architect of Record team will provide consistent local architectural presence throughout the building phases, ensuring compliance with contract documents and supporting coordination with City agencies. When the animal habitats are being shaped, SHR's project manager or Principal in Charge will be on site to provide in person art direction, ensuring the exhibits look and feel like true slices of nature.

In addition, our team is highly experienced in remote construction administration. Through photos, video

conferencing, and participation in OAC meetings, we remain fully accessible—providing real-time responses without delays, while strategically scheduling in-person visits when our presence has the greatest impact.

Major Tasks & Deliverables:

- **Support the CMar team** throughout construction, including technical coordination and site-specific questions
- **Review and respond** to RFIs, submittals, shop drawings, and mock-ups
- **Observe construction** regularly with site visits (weekly in frequency amongst the team) tailored to construction sequencing and discipline-specific milestones
- **Provide site observation reports** after each visit with photo documentation and summary notes
- **Offer remote support** as needed via video conferencing, digital markups, and same-day communication with Zoo and contractor teams



Project Team



Firm Qualifications

SHR Studios is a design practice devoted exclusively to the planning and design of zoos and aquariums. Our studio operates as a tightly integrated team of designers who bring deep institutional knowledge, technical expertise, and a shared commitment to animal wellbeing and guest experience. Working collaboratively with zoological staff, consultants, and project partners, we guide projects from early vision through realization with a hands-on approach that keeps design intent, operational insight, and constructibility closely aligned.

Our portfolio spans leading zoological institutions across North America and internationally. It includes numerous award-winning habitats and campus plans recognized for advancing animal care, naturalistic environments, and meaningful guest engagement. Across this work we hold a simple belief: the physical campus of a zoo should reflect the ideological mission of the institution. As zoos continue to place greater emphasis on conservation, animal welfare, and authentic connections with nature, their environments must respond in kind. New habitats and renewed landscapes are most successful when they express these values clearly through nature-based immersion, thoughtful operations, and places where guests feel a genuine connection to the living world.

In our efforts we value:

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



Established

2003

Incorporated

2021

Contact Information

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USA
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fax | + 1.206.842.8326
www.shrstudios.com

Our Purpose:

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



Jason Hill, PLA

Partner

Jason has built a distinguished career with a singular focus: designing zoos and aquariums that enrich the lives of animals and people alike. A lifelong advocate for wildlife and wild places, he brings a depth of experience and a refined perspective to the creation of immersive, mission-driven environments that inspire connection to the natural world. Over the years, he has led and contributed to the planning and design of major zoological projects across the globe, shaped by insights gained from a rare combination of hands-on animal care and design practice.

Jason's approach is rooted in collaboration and clarity. From concept to realization, he guides teams with intention—eliciting ideas, aligning diverse perspectives, and helping projects stay true to their highest aspirations. His leadership reflects the collective ethos of SHIR Studios, where every project is an opportunity to advance animal welfare, guest experience, and conservation impact.

In recognition of this vision, Jason was named one of Blooloo's Top 50 Zoo & Aquarium Influencers of 2024—an acknowledgment not only of his personal contributions but also of SHIR Studios' ongoing role as a leader in shaping the future of zoo and aquarium design. Balancing creativity with strategy, Jason continues to help define SHIR's place at the forefront of conservation-driven design, creating experiences that resonate deeply with guests, staff, and the animals in our care.



Education

2009 BLA Landscape Architecture,
University of California, Berkeley

Registration

Landscape Architect, State of Oklahoma,
Washington, Wisconsin

Practice

2021 Partner, SHIR Studios
2017 Principal, Studio Hanson | Roberts
2014 Creative Director of Exhibits, Bronx Zoo,
Wildlife Conservation Society
2012 Senior Associate, The Portico Group
2009 Associate, The Portico Group

Affiliations & Professional Activities

Association of Zoos and Aquariums (AZA)
2022-2024 Instructor, Creating Successful
Exhibits Course
World Association of Zoos and Aquariums
(WAZA)



Omaha's Henry Doorly Zoo & Aquarium "Owen Sea Lion Shores" Jason Hill - Lead Exhibit Designer



Andy Leach, PLA

Principal

Andy is an accomplished art director and experienced landscape architect whose career has been shaped by a lifelong passion for wildlife, wild places, and the power of visual storytelling. With a background that bridges fine art and ecological design, he brings a rare fluency in both the creative and technical aspects of placemaking.

Andy began his career on the East Coast, contributing to acclaimed projects at leading firms such as OLIN and Andropogon Associates. His move to the West Coast marked a shift toward immersive, mission-driven work in zoo and aquarium design—where his love of the natural world and his artistic sensibilities find their fullest expression.

With a fine arts degree in painting and specialized study in scientific illustration, Andy's skills are as precise as they are expressive. His time with the Cornell Lab of Ornithology deepened not only his illustration portfolio but also his understanding of animal anatomy and movement—insights that continue to inform the authenticity of his design work.

Whether shaping early concepts or refining visual narratives, Andy's ability to communicate ideas clearly and beautifully is a vital force in the design process. His thoughtful, collaborative approach helps teams see the big picture while staying attuned to detail, ensuring that every project is as emotionally compelling as it is visually striking.



Education

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

Registration

Landscape Architect, State of Pennsylvania

Practice

- 2026 Principal, SH|R Studios
- 2021 Art Director, SH|R Studios
- 2016 Senior Associate, Studio Hanson|Roberts
- 2012 Science Illustrator, Cornell Lab of Ornithology
- 2007 Senior Landscape Architect, OLIN
- 2006 Landscape Designer, Andropogon Associates, Ltd.



Houston Zoo "Pygmy Hippo" Concept Sketch

Andy Leach - Art Director, Illustrator



Erin Hill, MLA, CPH

Senior Associate

Erin brings a botanist's eye and a landscape architect's discipline to the design of animal habitats and immersive guest environments. Her work is rooted in a deep understanding of plant systems—from the ecological dynamics of wild landscapes to the precise horticultural requirements of managed collections. With a background in plant biology from UCLA and field research in the primary and secondary rainforests of Costa Rica studying invasive species, she approaches each project with both scientific rigor and a profound respect for living systems.

Erin's experience bridges the worlds of traditional landscape architecture and public gardens, including work in botanical garden settings where plant curation, long-term stewardship, and seasonal change are central to the guest experience. She holds a Master of Landscape Architecture from UC Berkeley and is a certified professional horticulturalist, bringing a level of plant knowledge that is both technical and deeply intuitive. Her designs are informed not only by how landscapes look, but how they grow, adapt, and function over time.

At SHR Studios, Erin is a thoughtful collaborator and a steady voice in complex, multidisciplinary efforts. She works seamlessly across teams to integrate planting design with animal needs, operational realities, and the broader experiential goals of each project. Her attention to detail and commitment to craft result in landscapes that feel authentic, resilient, and alive—creating spaces where animals thrive and guests experience the richness and nuance of the natural world.



Education

- 2022 Certificate in Professional Horticulture
- 2011 MLA Landscape Architecture
University of California, Berkeley
- 2006 BS Plant Biology,
University of California, Los Angeles

Practice

- 2025 Senior Associate, SH|R Studios
- 2024 Senior Associate, Gregory Landscape Architecture
- 2022 Associate, Allworth Design
- 2020 Landscape Designer, Bloedel Reserve
- 2016 Adjunct Instructor, Landscape Design,
New York Botanical Garden
- 2011 Landscape Designer, Private Practice



Cheyenne Mountain Zoo "Orangutan Rainforest" Concept Sketch Erin Hill - Senior Associate, Illustrator



Lee Ehmke

Strategic Advisor

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

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



Education

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

Experience

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

Affiliations & Professional Activities

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



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

Architect of Record

Our approach to Architect of Record (AOR) services is intentionally structured to provide the Zoo with flexibility, transparency, and meaningful participation in team formation.

In preparation for this effort, we have solicited proposals from four California-based architecture firms to serve in the AOR role. These firms were selected based on their demonstrated experience with complex projects, familiarity with California regulatory frameworks, and capacity to support a multi-phase zoo project. Each firm brings a slightly different strength to the table—ranging from deep local relationships and permitting familiarity to prior experience working with the Fresno Chaffee Zoo to prior experience on other large scale exhibit projects with similar zoo clients.

Rather than pre-selecting a single AOR, our intent is to present all four proposals to the Zoo and jointly participate in the selection process. This allows the Zoo to weigh criteria that are most meaningful to its organization—such as proximity to the site, cost of service, relevant project experience, familiarity with Zoo operations, or existing working relationships.

This approach reinforces a collaborative team-building process from the outset, aligning with the broader master planning effort. It allows the Zoo to take an active role in shaping the delivery team, while positioning SHR to lead the design vision in partnership with an AOR that best complements both the project and your institution. The architects proposing for this role are:

Paul Halajian Architects (PHA)

PHA offers an advantage in continuity and local integration, including familiarity with Fresno Chaffee Zoo and established relationships with City of Fresno permitting authorities. Their experience delivering multiple projects on campus positions them to navigate approvals efficiently and align with Zoo operations. This strength in local knowledge, however, is paired with a more regionally focused portfolio, with less recent exposure to large-scale, immersive exhibit environments of comparable complexity. As a result, they appear reliable from a permitting and delivery standpoint, but would rely on SHR to drive the broader experiential and narrative ambition of the project. They are the most cost effective of the respondents.

NJA Architecture

NJA brings a collaborative, process-driven approach with strong emphasis on communication, coordination, and integration of operational needs into the design process. Their proximity to Fresno, familiarity with local agencies, and recent engagement with the Zoo supports a smooth working relationship and consistent team involvement throughout the project. While their portfolio demonstrates solid institutional and civic experience, it is not rooted in complex zoological environments. Their approach suggests a dependable and engaged partner, particularly strong in team alignment and project management.

HGW Architecture

HGW has a portfolio including direct and recent experience in designing complex zoological environments, including large-scale, immersive projects that integrate animal habitats, guest amenities, and operational infrastructure. Their work demonstrates understanding of animal care, durability, and guest experience within a cohesive built environment. They propose a comprehensive level of service, positioning them as a capable and aligned partner. This depth of experience and engagement is reflected in a slightly higher cost and a less localized presence.

Darden Architects

Darden provides a well-established local presence and a reputation for responsive, hands-on service, particularly during construction. Their emphasis on frequent site engagement and senior-level involvement aligns well with the realities of building within an active zoo environment. Their portfolio suggests strong technical capability and experience across civic and educational facilities, offering a stable and reliable AOR foundation. However, like PHA and NJA, their portfolio is less concentrated in the immersive, animal-focused exhibit work envisioned for this project. They are the highest cost of the respondents.

Our Consulting Team

The realization of California: From the Sierras to the Sea depends on a highly coordinated team of specialists who bring deep technical expertise, a shared commitment to animal wellbeing, and an understanding of how to translate complex systems into seamless guest experiences. SHR has assembled a group of trusted partners—many of whom we have collaborated with across multiple projects—who understand the unique demands of zoo environments and the importance of aligning design intent with operational reality. Together, this team provides the technical rigor, creative integration, and responsiveness required to deliver a project of this scale and ambition.

MLA Engineering

Structural Engineering

MLA Engineering brings specialized expertise in structural systems for zoological environments, including habitat structures, containment features, and complex guest interfaces. Their work reflects a deep understanding of how animal behavior, exhibit design, and structural performance intersect. SHR has partnered with MLA on numerous projects over nearly two decades, and their collaborative approach and familiarity with zoo-specific challenges make them a reliable, and highly integrated member of the team.

TJP Engineering

Life Support Systems Engineering

TJP provides industry-leading design of life support systems for aquatic habitats, with experience spanning a wide range of species and system types. Their ability to tailor water treatment solutions to the specific needs of animals, while coordinating closely with exhibit design and operations, is critical to the success of the project. SHR has worked with TJP many times, and their depth of experience and responsiveness ensure that aquatic systems are both technically sound and seamlessly integrated into the broader environment.

Blair, Church & Flynn

Civil Engineering

Blair, Church & Flynn offers strong local expertise in civil engineering, with extensive experience working with the

City of Fresno, regional agencies, and the Zoo itself. Their work spans site development, grading and drainage, utilities, and infrastructure planning, all delivered with a clear understanding of local conditions and permitting pathways. Their familiarity with the Zoo and surrounding context positions them to support efficient coordination and a practical, buildable approach to site design.

Net Positive Consulting Engineers

MEP/FP, Lighting, and AV/IT/Security

Net Positive provides integrated mechanical, electrical, plumbing, fire protection, and low-voltage design, with a focus on high-performance and sustainable systems. Their experience in Central California and familiarity with local codes, utilities, and energy requirements supports a responsive and efficient design process. Their work balances technical rigor with constructability, ensuring that building systems and infrastructure support both operational needs and long-term performance goals.

Gecko Group

Interpretive Design and Wayfinding

Gecko Group brings deep expertise in interpretive planning, exhibit graphics, and wayfinding systems that connect guests to the Zoo's mission and conservation messaging. Their work integrates storytelling into the physical environment, extending beyond signage to shape the overall guest experience. SHR has collaborated with Gecko Group on multiple projects, including several AZA Exhibit Award winning projects, and their ability to translate complex ideas into clear, engaging narratives makes them an essential partner in communicating the story of California's ecosystems.

Together, this team reflects a balance of long-standing collaboration and targeted local expertise—bringing the technical knowledge, creative alignment, and shared commitment necessary to deliver a cohesive, high-performing project.



OUR STRUCTURAL SERVICES

- New Building Design
- Facility Assessment & Retrofits, and Concrete Repair
- Zoo & Aquariums
- Pools, LSS tanks and Exhibits
- Value Engineering & Constructability Reviews

OUR CLIENTS & OWNERS

- Fresno Chaffee Zoo
- PDZA
- Wildlife Conservation Society
- Woodland Park Zoo
- SeaWorld
- Nashville Zoo

OUR LEADERS

- Michael Leonard, P.E, S.E.
Director of Engineering
- Aaron Eversman, P.E, S.E.
Principal
- Myles Parrish, P.E.
Principal
- John Bearden, P.E.
Principal
- Serena Baxter, P.E, S.E.
Sr. Associate
- James Stephens, P.E, S.E.
Senior Project Engineer

OUR MEMBERSHIPS

- AZA
- ACEC
- ACI, ASCE, AISC, SEAW

OUR FIRM

Since its inception in 1999, MLA Engineering, LLC (MLA) has built strong professional relationships by providing quality, thorough, and responsive structural engineering for regional and national projects.

MLA specializes in structural engineering for aquariums and zoos. Our projects include designs for architecturally unique buildings, developing design performance criteria based on animal behavior, and responding to design aesthetics of guest viewing and exhibit structures. MLA's experience designing structural support of habitats, animal containment and enrichment features, animal welfare, and understanding operations at zoo facilities adds value for the owner.

MLA's teamwork approach reflects excellent listening skills and proactive communication with the entire design team. Our qualified professionals excel at collaborating across disciplines, being flexible and adaptable, and responding to fast-paced schedules while delivering quality work with a close-knit and diverse staff, including women and minority professionals.

OUR ZOO & EXHIBIT PROJECTS

- | | |
|--|--------------------|
| ▪ PDZA – South Pacific Aquarium & BOH Improvements | Tacoma, WA |
| ▪ Aquarium Expansion – Penguins Exhibit | Branson, MO |
| ▪ Nashville Zoo Andean Bear Exhibit | Nashville, TN |
| ▪ Nashville Zoo – Leopard Exhibit | Nashville, TN |
| ▪ Nashville Zoo Spider Monkey & Tiger Crossroads Exhibit | Nashville, TN |
| ▪ Happy Hollow – Fossa Exhibit | San Jose, CA |
| ▪ Central Park Zoo – Sea Lion Phase 1 Pre-design Report | New York, NY |
| ▪ Central Park Zoo – Colonnade Report | New York, NY |
| ▪ New York Aquarium – Ocean Wonders: Shark! | Brooklyn, NY |
| ▪ New York Aquarium – Sea Cliffs Concrete Remediation | Brooklyn, NY |
| ▪ New York Aquarium – Glovers Reef Concrete Remediation | Brooklyn, NY |
| ▪ Bronx Zoo – World of Birds Ramp Repairs | Bronx, NY |
| ▪ Minnesota Zoo – Wells Fargo Family Farm | Apple Valley, MN |
| ▪ Minnesota Zoo – Russia's Grizzly Coast & Events Center | Apple Valley, MN |
| ▪ Minnesota Zoo – Snow Monkeys | Apple Valley, MN |
| ▪ Houston Zoo – Heart of the Zoo/Wetlands & Restaurant | Houston, TX |
| ▪ Houston Zoo – Pantanal Exhibit | Houston, TX |
| ▪ Houston Zoo – Wombat & Insectarium | Houston, TX |
| ▪ Houston Zoo – Gorillas of the African Forest | Houston, TX |
| ▪ Fresno Chaffee Zoo – African Adventure | Fresno, CA |
| ▪ Fresno Chaffee Zoo – King Cobra Exhibit | Fresno, CA |
| ▪ Fresno Chaffee Zoo – Seal and Sea Lion Exhibit | Fresno, CA |
| ▪ Cheyenne Mountain Zoo – Encounter Africa Elephants Exhibit | Colorado Springs |
| ▪ Aquarium at the Boardwalk | Branson, MO |
| ▪ St. Louis Aquarium at Union Station | St. Louis, MO |
| ▪ Birch Aquarium – Fairy Penguins | San Diego, CA |
| ▪ Hogle Zoo – Asian Highlands Exhibit | Salt Lake City, UT |
| ▪ Woodland Park Zoo – Banyan Wilds | Seattle, WA |
| ▪ Woodland Park Zoo – Northern Trail Trestle Rehab | Seattle, WA |
| ▪ Woodland Park Zoo – Living Northwest Tundra Building TI | Seattle, WA |
| ▪ Woodland Park Zoo – Tree Kangaroo Breeding Facility | Seattle, WA |
| ▪ Woodland Park Zoo – Ambassador Building | Seattle, WA |



56880 Venture Lane
Suite 205N
Bend, Oregon 97707

(619) 423 – 8700

Tjpengengineering.com

TJP FIRM PROFILE

TJP, INC. ENGINEERS SPECIALIZED WATER TREATMENT SYSTEMS THAT PROVIDE SUITABLE ENVIRONMENTS FOR CAPTIVE FISH, MAMMALS, REPTILES, BIRDS, AND INVERTEBRATES.

TJP has developed aquariums, marine parks, and zoological facilities both in the United States and internationally. Our staff has designed systems for virtually every aquatic animal exhibited.

Our diverse background includes a wide range of systems with respect to scale and complexity. TJP's experience includes natural and artificial seawater systems, freshwater systems, and open and closed systems. Our services are equally diverse and are tailored to meet the specific needs of each client and project.

OUR RELEVANT PROJECT EXPERIENCE INCLUDES:

- ~ Columbus Zoo and Aquarium North America Trek, Sea Lion Exhibit and Asia Quest
- ~ Cheyenne Mountain Zoo Rocky Mountain Wild
- ~ Houston Zoo Natural Encounters, Gorilla Exhibit, Heart of the Zoo Exhibits, Pantanal Project, and Galapagos Project
- ~ Lincoln Park Zoo Pritzker Family Children's Zoo Beaver, Bear, and Otter Exhibits, Sea Lion Facility, Polar Bear Exhibit, Penguin Exhibit and Regenstein's African Journey
- ~ Kansas City Zoo and Aquarium Otter Exhibit, Polar Bear Exhibit, Sea Lion Renovation, Sting Ray Touch Tank and Sobela Ocean Aquarium
- ~ Oregon Zoo Asian Elephant Exhibit, Stellar Cove Ozone System Renovation for Sea Otter Exhibit, Sea Lion and Kelp Exhibit and Polar Bear Exhibit
- ~ Georgia Aquarium Dolphin Expansion, Cold Water Gallery Renovation, Georgia Explorer Gallery Renovation, River Scout Renovation, Predator Expansion, and Project 202X

Our staff is made up of professional engineers, experienced designers, and technical draftsmen. We've worked together for many years on specialty aquatic projects and we are committed to specializing in aquatic water treatment systems. TJP has the talent and resources to provide excellent service and exceptional design for zoological projects.





**Zachary
Hockett, PE**
Civil Engineer

Blair,
Church
& Flynn

PROFILE:

Solving problems is at the heart of what Zachary Hockett does each day, and in his time with the firm, he has impressed peers and clients alike with his positive attitude and willingness to go above and beyond to understand and seek answers to technical challenges. It's these skills, along with a strong foundational knowledge of industry practices that make him a huge asset to any project he is on.

Bringing his talents to Blair, Church & Flynn, Zachary has had experience working with California's regulated utilities, public agencies, local municipalities and private development clients on a variety of projects ranging from master planning, site selection and due diligence, to site improvement and operations/management plans.

Recently, Zach has been working with the City of Fresno on the master planning and design of the Southeast Fresno Sports Complex, a 49-acre park that will serve residents in the Southeast area of the city. The park will include play structures, ball fields, active and passive recreation facilities, shade structures, gathering places and will incorporate universal accessibility and drought-tolerant landscapes. As the Project Manager, Zach has been responsible for overseeing all engineering and landscape architecture services provided by Blair, Church & Flynn, as well as the community engagement activities. Phase 1 of the park is under construction with a budget of \$9 million.

RELEVANT PROJECT EXPERIENCE:

- Fresno Chaffee Zoo Maintenance & Operations Facility
- Merced Applegate Zoo Improvements and Black Bear Exhibit
- City of Fresno Southeast Fresno Sports Complex, Fresno, CA
- City of Fresno Woodward Park & Roeding Park Improvements, Fresno, CA
- City of Fresno Southeast Police Substation, Fresno, CA
- City of Fresno Southeast Police Substation, Fresno, CA
- Clovis Unified School District-Wide Pavement Rehabilitation, Fresno County, CA
- City of Fresno DPU Operations & Maintenance Facility, Fresno, CA
- State Center Community College District West Fresno Campus, Fresno, CA
- Pacific Gas & Electric Company Willits Service Center Security Fencing, Willits, CA
- City of Selma New Police Substation, Selma, CA

YEARS OF EXPERIENCE:

13 Years

PROFESSIONAL EXPERTISE:

- Project Management
- Underground Utilities
- Grading and Drainage
- Parking Lots
- Transportation and Roadways
- ADA Compliant Design
- Alternatives Analysis
- Value Engineering
- Cost Estimating
- Construction Management
- Site Development

EDUCATION & AFFILIATIONS:

Registration:

Civil Engineer
State of California No. C87218

Education:

- B.S. in Civil and Environmental Engineering
University of California, Davis
- M.S. Civil and Environmental
Engineering, University of California, Davis





Jennifer Felix, EIT

Lead Engineer

Blair,
Church
& Flynn

PROFILE:

Jennifer is an experienced problem-solver and civil designer with a background in architecture and engineering. She helps project managers exceed client expectations by coordinating design criteria. Jennifer is a team player and a natural leader who creates and implements design specifications for public agency and education projects. In fact, she's helped Fresno Unified School District develop standard specifications and details for their future construction projects.

RELEVANT PROJECT EXPERIENCE:

- Fresno Chaffee Zoo Maintenance & Operations Facility
- Merced Applegate Zoo Improvements and Black Bear Exhibit
- Los Rios Community College District Cosumnes River College Sand Volleyball Facility, Elk Grove, CA
- SCCC Clovis Community College Athletic Facilities, Fresno, CA
- KCCD Porterville College Athletics Complex, Porterville, CA

YEARS OF EXPERIENCE:

13 Years

PROFESSIONAL EXPERTISE:

- Project Administration & Coordination
- Development of Construction Drawings
- Construction Cost Estimating
- Technical Specifications

EDUCATION:

B.S. in Civil Engineering
California State University, Fresno

CERTIFICATION:

State of California Engineer in Training (EIT)





Exhibit A

PRINCIPAL MECHANICAL ENGINEER

Jonathan Schlundt, PE

Principal Mechanical Engineer | CEO

jschlundt@npceng.com



Experience

Sanger USD - Aquatics Complex

Engineer of Record for mechanical, plumbing, and fire protection for a new \$11M, zero-emission complex housing an Olympic-grade pool system. The project incorporated innovative technologies such as air-cooled heat pump chillers and water-to-water heat exchangers to deliver energy-efficient and sustainable building performance.

Fresno Chaffee Zoo - Seal & Sea Lion Exhibit

Lead BIM designer and Project Engineer for mechanical contractor who performed work on all of the plumbing, HVAC, and life systems. 3D design and coordination included designing system with shore walls and temporary systems as to coordinate with the pool concrete pour, design of the water systems in the mechanical yard, and custom design of the FRP supports due to solar canopy not able to support pipe.

Fresno County Rural Transit Agency - EV Transport Maintenance

Engineer of Record for the state-of-the-art facility providing electric vehicle transportation to Selma and other rural Fresno County towns. Design scope included HVAC and plumbing to support administrative offices, bus wash building, and maintenance building. Scope included specialty systems for exhaust and controls for vehicle utilizing various types of renewable fuel.

West Hills College Lemoore - Art and Nurse Lab

Engineer of Record for mechanical, plumbing, and fire sprinkler systems in a new 42,000 SF two-story nurse and laboratory building. The design achieved the college's goals for decarbonization, net-zero energy performance, and advanced interactive controls, surpassing Title 24 energy requirements by 20%.

San Joaquin County - Sheriff & Jail Complex

Engineer of Record for a 90,000 SF San Joaquin County Sheriff and Jail Complex TES Plant upgrade. Replacement of the existing chilled water plant and ice storage tanks with two new water-cooled modular chillers and a new thermal ice storage plant. Scope included equipment selection, system layout, piping design, Title 24 documentation, and electrical and structural coordination.

CA Registered Engineer #M35955
BSME @ Fresno State University

Jonathan Schlundt is a seasoned mechanical engineer and founder of New Positive Consulting Engineers.

With nearly two decades of experience, he leads cost-effective, innovative solutions that meet LEED, Title 24, and evolving funding goals.

His roots in design-build projects across the U.S. shaped his expertise early in his career. He is now focused on guiding Central California clients toward net-zero and carbon neutral facilities.





PLUMBING ENGINEERING

Jack Davis
Senior Plumbing Designer

jdavis@npceng.com



Experience

Merced College - CTE Remodel

Senior Plumbing Designer for Career Technical Education building remodel. Design included new chilled and heated water piping systems including pre-insulated piping systems, and above-grade hydrolic piping in the building to air handlers, fan coils and VAV boxes.

Sanger USD - Aquatics Complex

Senior Plumbing Designer for the Sanger High Aquatic Complex, an \$11M new state-of-the-art pool facility. Scope included design of domestic water, sanitary, and specialty piping systems, including acid-waste systems for pool equipment areas and heat pump domestic hot water systems to meet 2022 Title 24 and Cal Green requirements. Coordinated plumbing infrastructure with complex mechanical systems supporting operations and energy-efficient campus standards.

Fresno Chaffee Zoo - Seal and Sea Lion Exhibit

Project Executive leading management and estimating services for mechanical contractor who performed work on all of the plumbing, HVAC, and life systems. Worked closely with all trade partners ensuring thorough communication and coordination to maintain an environment for all involved, humans and animals.

Marjaree Mason Center - Shelter Renovation

Senior Plumbing Designer for the 40,000 SF renovation, providing full plumbing system redesign to support the updated building layout. Scope included domestic water, waste and vent, and gas systems serving approximately 80+ fixtures, along with new water heaters and hot water distribution. Coordinated system routing, utility connections, and HVAC condensate to ensure code compliance and a complete permit-ready design.

Local UA 246 - Training Center

Senior Plumbing Designer for the UA Local 246 Training Center renovation and new Measurement & Verification Testing Lab. Scope included design and coordination of hydronic and equipment piping systems supporting a fully operational central plant and training environment, enabling real-time system interaction, testing, and troubleshooting aligned with real-world building applications.

45+ Years of Experience

Brott Mech. | Field Specialist
1982-1995

Quantum Mech. | Owner
1995-2007

Lyles Mech. | Manager
2007-2013

Boneso Brothers Mech. | PM
2013-2021

Jack Davis has over 45 years of experience in design for mechanical and plumbing systems throughout Central and Northern California, with a primary focus on piping systems. His extensive background includes the design and coordination of complex domestic water, sanitary, and gas systems across both new construction and modernization projects, bringing a practical, field-informed approach that supports constructability and long-term system performance.





ELECTRICAL ENGINEERING

Andrew Haning

Senior Electrical Engineer

ahaning@npceng.com



Experience

SCCCD - Fire Alarm Upgrades (Fresno City/ Reedley Colleges)

Electrical Engineer of Record for fire alarm upgrades across two campuses, including panel replacements, new devices, and integration of fiber-optic communication systems. Designed campus-wide fiber loops connecting all panels while evaluating and utilizing existing pathways. Scope included fire alarm plans, riser diagrams, calculations, and DSA coordination through approval.

Farmersville - Fire Station

Electrical Engineer of Record power and lighting design in the building, site lighting around the building and parking lot, site power for EV chargers, roof-mounted solar, generator with automatic transfer switch for emergency backup power, and new electrical service application and coordination with Southern California Edison.

Atwater ESD - New Elementary School

Electrical Engineer of Record for a new 39,700 SF PreK–6 campus. Designed power distribution, LED and theatrical lighting, mechanical and kitchen connections, campus fiber optic network, 10 Gb cabling, and full voice evacuation fire alarm system. Provided site lighting and coordinated across disciplines to create a modern, networked educational environment.

Camarena Health Center – New Health Center

Electrical Engineer of Record for power and lighting design at a new two-story health center in Los Banos. Site lighting, emergency backup power via on-site generator, site power for EV chargers, solar carports, telecom and CATV utilities coordination, electric service application and coordination with PG&E, electric utility service design (PG&E applicant design).

Fresno County Rural Transit Agency - EV Transport Maintenance

Engineer of Record for Power and lighting design for the state-of-the-art facility providing electric vehicle transportation to Selma and other rural Fresno County towns. Site power distribution for separate bus wash building, pole-mounted site lighting for the parking lot, infrastructure and coordination for future generator, ground-mount solar, new electric service application and coordination with PG&E.

CA Registered Engineer #E22696
ARCE @ University of Kansas

Andrew Haning is an electrical engineer with over 13 years of experience designing power, lighting, and low-voltage systems for educational, healthcare, and public infrastructure projects across California. His expertise spans EVACS fire alarm systems, utility service coordination, and PG&E applicant design for complex multi-building campuses. Andrew brings a practical, code-driven approach to safety-critical upgrades and system modernizations in active facilities.



FIRM OVERVIEW

Gecko Group is a leading environmental design firm in the Heritage, Tourism, Museum, Nature Center, Aquarium and Zoo marketplace. We help education-focused destinations create authentic, positive visitor experiences.

Creative

For over 20 years, Gecko Group has been creating engaging impactful interpretive plans, managing complex exhibit design projects, and developing stunning and practical wayfinding systems. We have experiences in all phases of project development from initial concept brainstorming through fabrication and installation. We're known for our collaborative design process, creative interpretive approaches, cost-effective solutions, and strong team communication necessary for projects involving multiple partners.

Experienced

Our design disciplines concern the strategic and visual aspects of interpretive graphics, wayfinding and signage, and exhibit design that shape the idea of place. We are successful at communicating to diverse audiences across a variety of media. Our breadth of capabilities is especially useful in complex environments – we understand the multiple platforms on which organizations need to communicate to their constituents and visitors. We are adept at telling stories that are meaningful and engaging and that meet institutional goals.

Collaborative

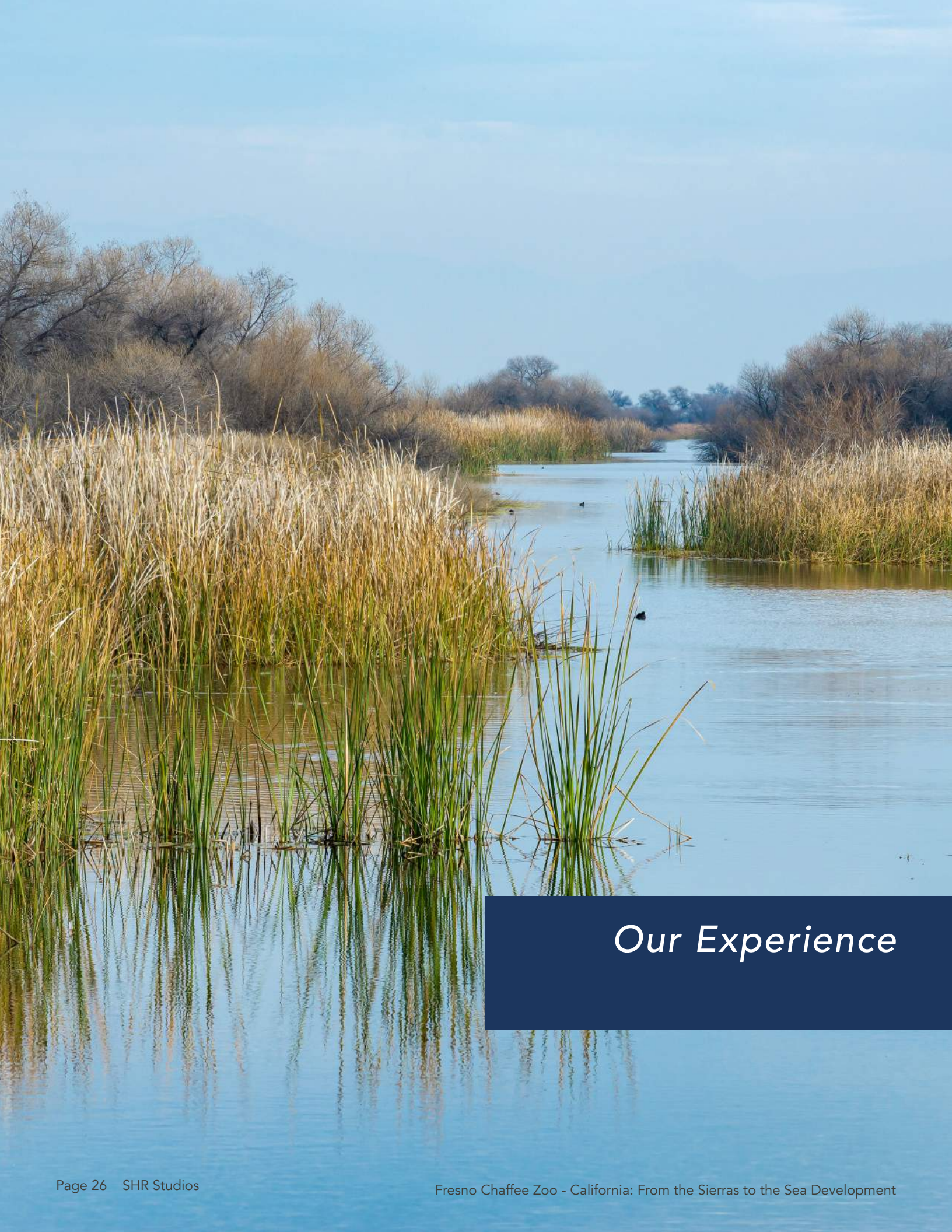
Gecko Group believes in a team approach to project solutions. We work to immerse ourselves in your culture. We bring our expertise and experience in creative design solutions to the team. We recognize the importance of understanding your institution's personality and support an equitable exchange of information and ideas. Gecko Group's team members are holistic thinkers, keeping a sharp eye on both the immediate and the long-term impacts of the solutions we provide.

Located in West Chester, Pennsylvania, Gecko Group was incorporated in 1988 and WBE nationally certified in 2020. Members of AZA, AIGA, SEG, AAM, NAI and sponsors & members of MAAM and NAME.



SERVICES

- Exhibit Development & Design
- Content Development
- Label Writing
- Hands-on Interactives
- Multimedia Interactive Design
- Interpretive Graphics
- Wayfinding
- Donor Recognition



Our Experience



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

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

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

Auckland Zoo, Auckland, New Zealand

Wilder Institute/Calgary Zoo, Calgary, Alberta, Canada

Cheyenne Mountain Zoo, Colorado Springs, Colorado, USA

Fresno Chaffee Zoo, Fresno, California, USA

Houston Zoo, Houston, Texas, USA

Milwaukee County Zoo, Milwaukee, Wisconsin, USA

Monterey Bay Aquarium, Monterey, California, USA

Nashville Zoo, Nashville, Tennessee, USA

Sacramento Zoo, Sacramento, California, USA

Oakland Zoo, Oakland, California, USA

Oklahoma City Zoo, Oklahoma City, Oklahoma, USA

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

Smithsonian's National Zoo, Washington D.C., USA

Taronga Zoo & Western Plains Zoo, Sydney, Australia

Toronto Zoo, Toronto, Canada

Zoos Victoria, Melbourne, Australia

Fresno Chaffee Zoo
Fresno, CA, USA

California: From the Sierras to the Sea



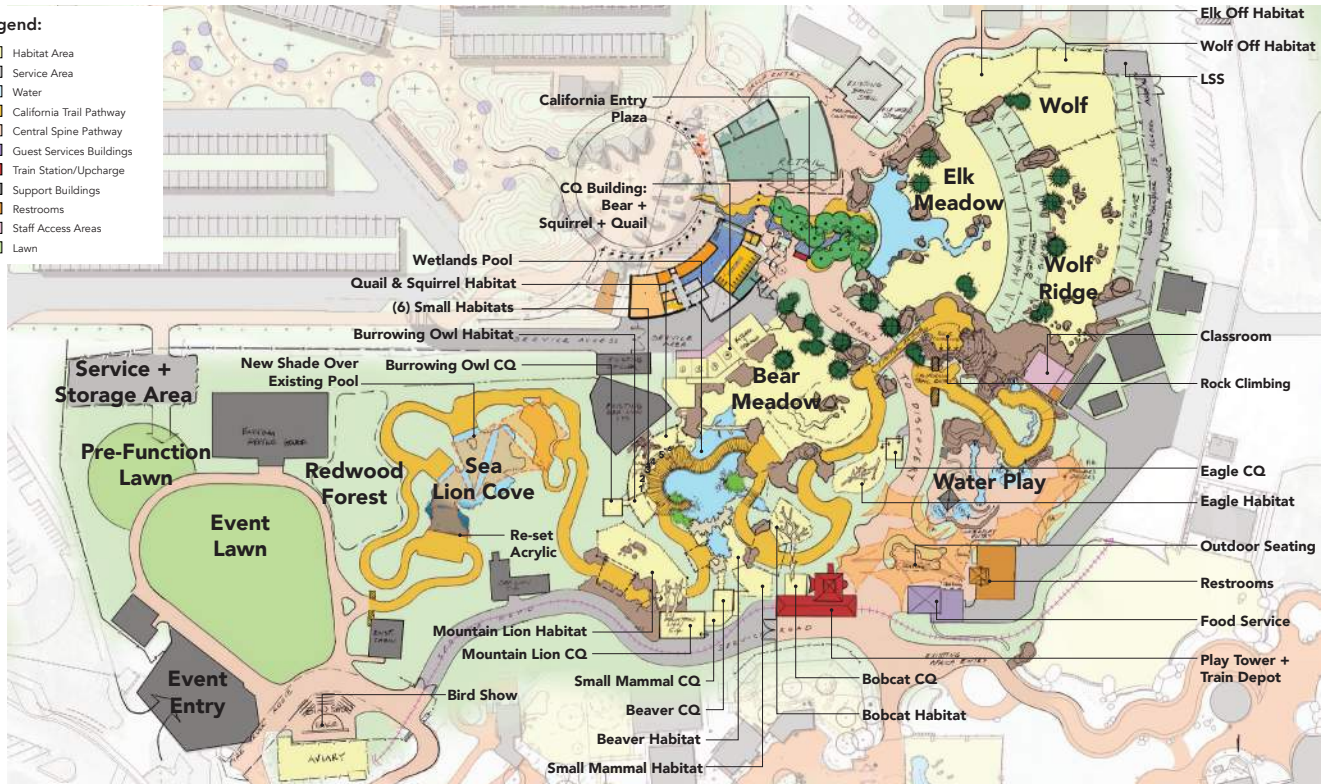
"Fresno Chaffee Zoo worked...to spread awareness about the important and, often endangered, wildlife at home in our state...You can take action to coexist with wildlife by learning more about our local species!"

-Coexist with Wildlife, California

California: From the Sierras to the Sea

Legend:

- Habitat Area
- Service Area
- Water
- California Trail Pathway
- Central Spine Pathway
- Guest Services Buildings
- Train Station/Upcharge
- Support Buildings
- Restrooms
- Staff Access Areas
- Lawn



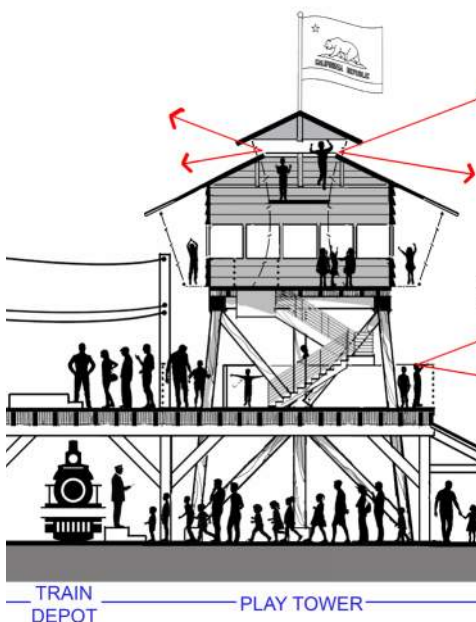
Sierras to the Sea, Fresno Chaffee Zoo's exciting new concept, envisions a sequence of immersive exhibits that interpret the story of water in California—tracing its path from snow melt in the Sierra Nevada to the Pacific Ocean. Organized as a landscape transect, the experience connects mountain, valley, and coast through a continuous ecological narrative.

Beginning at the Zoo's orientation plaza, guests are met with stunning views of Tule elk and wolves. A large mountain beckons, with rock climbers ascending to its highest peak. As the guest begins their California Trail, they climb within the mountain itself, getting views across the new exhibits before beginning their descent into the valley portion of the trail. Here small mammals and cats, as well as large black bears and eagles captivate at every turn. The valley is anchored by a large wetland, a living example of the power of water in the Central Valley.

Guests climb the coastal range, connecting to the existing Sea Lion Cove exhibit, renovated with shade sails, before exiting the trail into a large new event lawn and bird show area.

Expansions of the existing water play area, as well as new restroom facilities and a new cafe anchor the guest activity zone off of the main circulation path. Visitors are invited to relax in the shade, use the amenities, and explore the exciting new Train Depot and Fire Watch Tower. Imagined to reflect the lookout towers in the Sierra Nevada mountains, this centralized location provides guests with a new Train Ride, Screaming Eagle launch, and elevated play spaces.

*Water is the life of California,
from the High Sierras to the
Pacific Ocean*

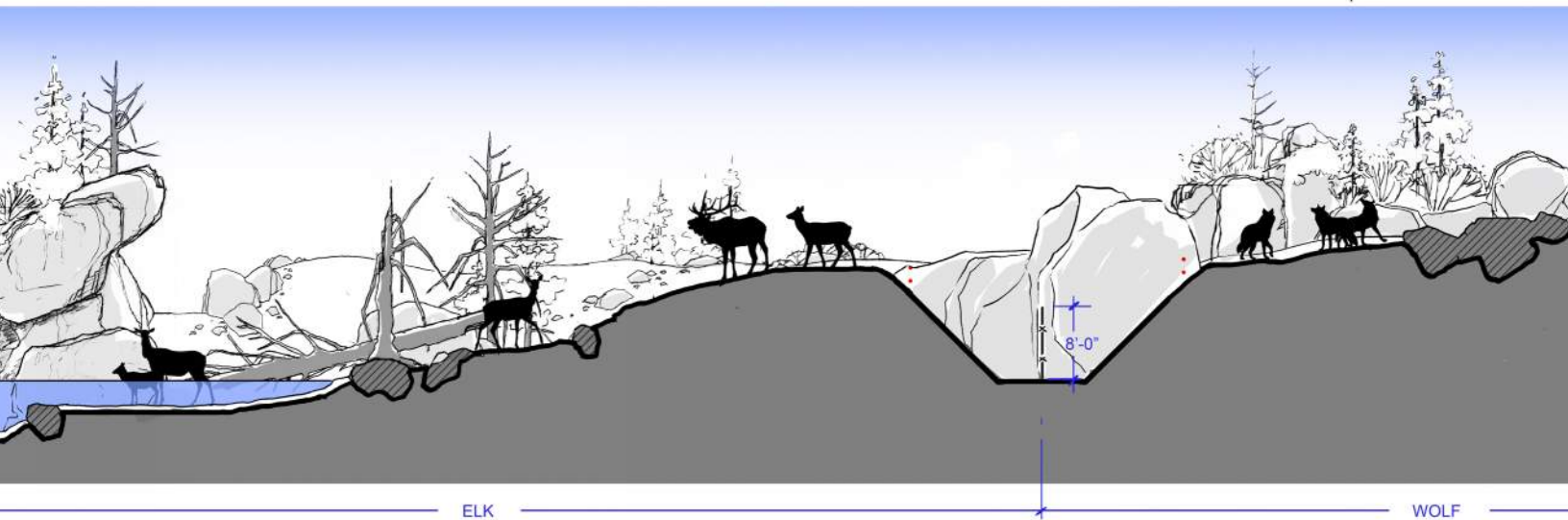
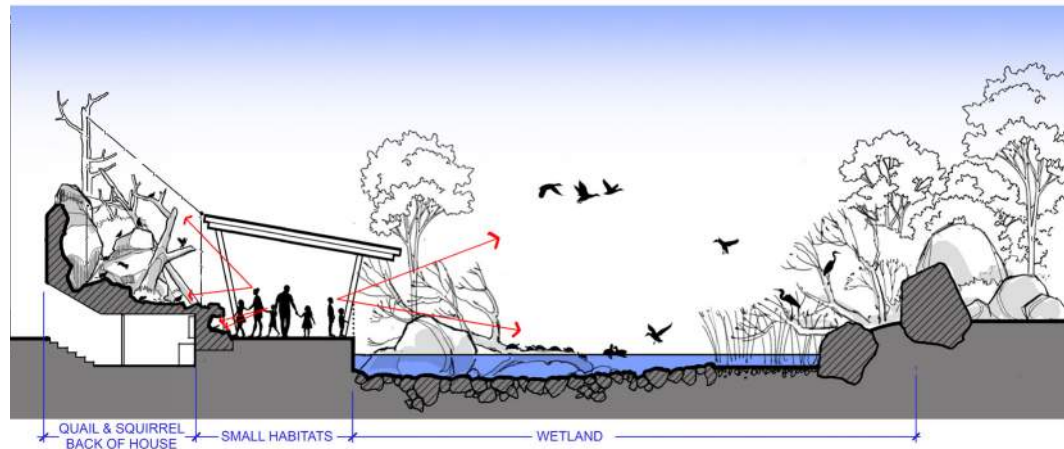
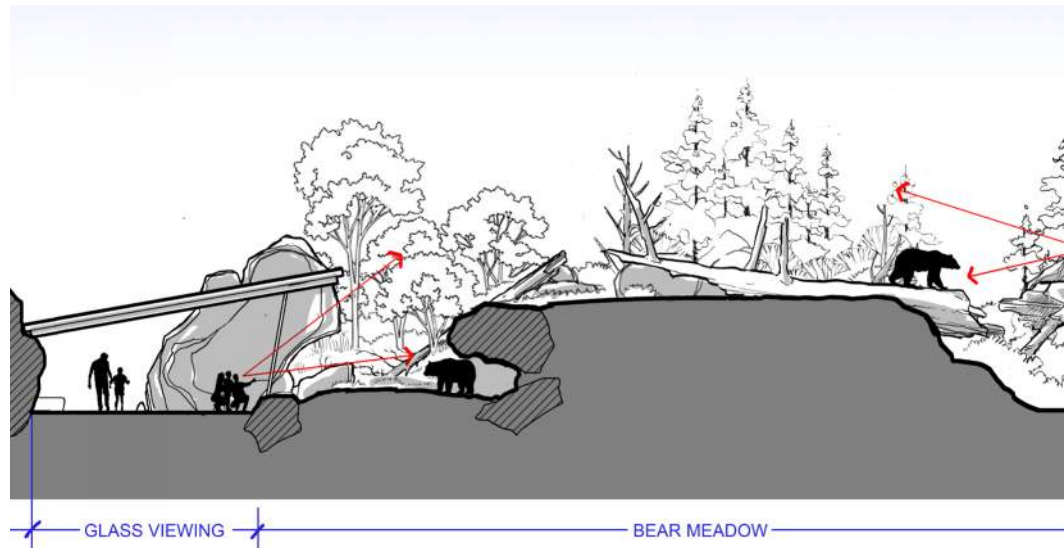


Fire Watch Tower

CONCEPT DESIGN
WORK PERFORMED: 2026
PROJECT BUDGET:
\$70m
SIZE: 7.5 acres



California: From the Sierras to the Sea



Houston Zoo
Houston, Texas, USA

Galápagos Islands



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

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

Galápagos Islands



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

DATE OPEN: 2023
PROJECT BUDGET: \$70m
SIZE: 2.5 acres | 575,000 gal
AZA Exhibit Award Top Honors

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

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

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





Houston Zoo
Houston, Texas, USA

South America's Pantanal

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

-Lee Ehmke, Houston Zoo president and CEO

South America's Pantanal

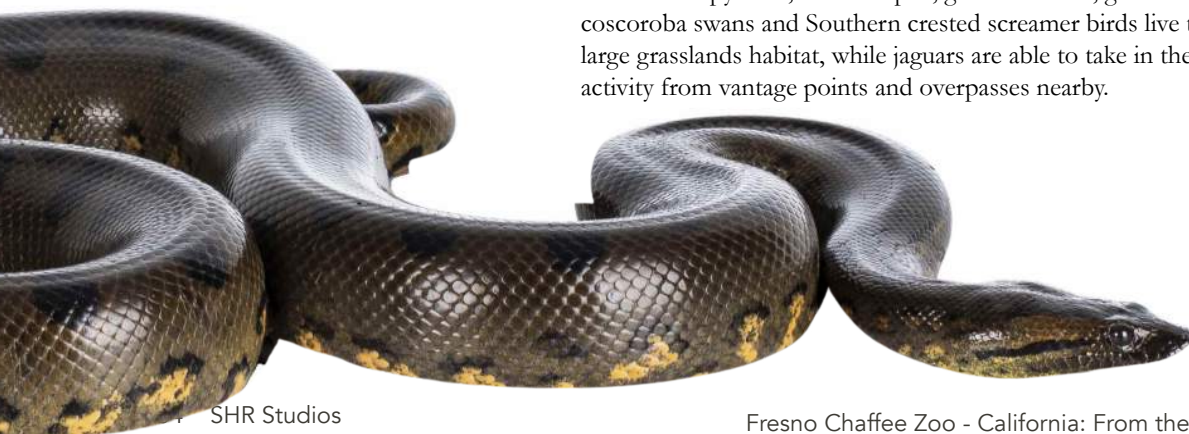


South America's Pantanal transports guests to the legendary tropical wetlands of Brazil. Guests to the Houston Zoo experience the rivers, marshes, and grasslands inhabited by a stunning variety of wildlife.

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

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

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



Palo Alto Junior
Museum and Zoo

Palo Alto, CA, USA

Loose in the Zoo



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

-The Architect's Newspaper

Loose in the Zoo



Tortoise Interaction



Flamingo Interaction



Canopy Play



Treehouse and Flamingo Pool

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

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

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

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

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

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



Auckland Zoo
Auckland, New Zealand

Southeast Asia Jungle Track



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

Southeast Asia Jungle Track



The Southeast Asia Jungle Track at Auckland Zoo is a thrilling and educational journey that inspires visitors to appreciate the biodiversity of Southeast Asia and the importance of conservation efforts to protect endangered species.

The South East Asia Jungle Track at Auckland Zoo is a landmark achievement in contemporary zoo design—an expansive transformation that reimagines nearly one-fifth of the Zoo as a continuous landscape. Rather than a collection of habitats, the project unfolds as a cohesive journey through one of the most biologically rich and threatened regions on Earth. Guests move through environments—lowland forests, wetlands, and tropical swamp systems—where boundaries between exhibit and landscape dissolve, creating an immersive experience rooted in ecology and conservation purpose.

At its core, the project is defined by a commitment to animal agency and environmental authenticity. Orangutans and siamangs traverse a network of aerial pathways high above the ground, inhabiting the canopy as they would in the wild. Below, Sumatran tigers and Asian small-clawed otters occupy layered habitats shaped by water, terrain, and vegetation, while a climate-controlled swamp forest dome recreates the heat, humidity, and biodiversity of Southeast Asia. Each environment functions as an ecosystem—supporting natural behaviors, movement, and daily variation.

DATE OPEN: 2022
PROJECT BUDGET: \$40m USD
SIZE: 10 acres



For guests, the experience is both intimate and expansive. Elevated boardwalks and framed viewpoints bring people into close proximity with animals while maintaining respect for their space. The result is a journey that connects guests to the urgency of conservation through direct encounters. South East Asia Jungle Track demonstrates how design can transform a zoo into a place of immersion, empathy, and lasting impact.



Timeline & Deliverables



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

Stage 1: Site Analysis, Program Development and Concept Design

- Completed

Stage 2: Schematic Design

June 2026 - November 2026

- Award - 6/22/26 Contract Negotiations
- Week of 6/29/26 Digital Kick Off Meeting
- Week of 7/6/26 Begin Schematic Design (4-month effort)
- Bi-weekly digital project team meetings begin and continue for the project duration
- Week of 7/27/26 Schematic Design Workshop #1
- Week of 9/7/26 Schematic Design Workshop #2
- 10/12/26 - 11/2/26 Cost Estimate and Strategy to Proceed
- Week of 11/9/26 Schematic Design Complete

Stage 3: Design Development and Construction Documents

November 2026 - September 2027

- Week of 11/16/26 Begin Design Development (5-month effort)
- Week of 12/7/26 Design Development Workshop #1
- Week of 2/8/27 Design Development Workshop #2
- 02/15 - 3/8/27 Cost Estimate and Strategy to Proceed
- Week of 4/12/27 Design Development Complete
- Week of 4/26/27 Begin Construction Documents (5-month effort)
- Week of 6/7/27 Construction Document Workshop #1
- Week of 8/16/27 Construction Documents Workshop #2
- 10/1/27 Construction Documents Complete

Stage 4: Bidding and Construction Administration

September 2027 - December 2029

- 10/4/27-1/3/28 Permitting and bidding occur simultaneously
- Week of 1/3/28 Construction Administration (21-months)
- 10/1/29 Construction Complete
- 10/1/29-12/14/29 Commissioning/Animal Acclimatization (2 1/2-months)
- **December 2029 Project Opening**



Cost of Service

Cost of Service

For California: From the Sierras to the Sea, SHR is proposing a fixed cost of service for the full scope of design services—from Schematic Design through Construction Administration. This approach provides the Zoo with predictability and clarity, allowing design costs to be managed in parallel with the established \$70M construction budget. Our proposal is based directly on the information provided in the Zoo's RFP, subsequent addenda, and our experience with comparable multi-habitat, multi-building projects. It is not based on a percentage of construction cost and will not change unless the scope or schedule is modified. We recognize that the project may evolve as design advances and are open to discussing adjustments should the scope or phasing change materially.

Approach to Architect-of-Record Services

To fill the Architect-of-Record role, SHR has solicited proposals from four California-based firms, each offering a distinct combination of strengths in areas such as local presence, permitting familiarity, technical delivery, and experience with complex, guest-facing environments. Rather than pre-selecting a single partner, our intent is to present these options to the Zoo and collaboratively select the AOR based on the criteria most aligned with your priorities—whether that be proximity, cost of service, relevant experience, existing relationships, or other considerations. This approach allows the Zoo to play an active role in shaping the project team while ensuring that the selected architect complements SHR's design leadership and supports a clear, efficient path from concept through construction.

Engineering Contingency

An engineering contingency has been included to address the inherent uncertainty within several technical systems that will continue to evolve as design advances. While the core scopes for civil, MEP, and AV/IT are defined, there remain variables—such as the final stormwater strategy, the complexity and extent of site and exhibit lighting, and the ultimate configuration of AV/IT and security systems—that cannot be fully resolved at this stage. For instance, our current approach includes the design of AV/IT infrastructure pathways, including conduit, cabling, and distribution, but assumes that detailed design of head-end and device-level equipment will be provided by the Zoo's existing vendors. This contingency provides a controlled allowance to accommodate these unknowns as they are defined, supporting continuity in design and minimizing the need for scope disruption as the project progresses.

Travel Assumptions & Incidental Expenses

Our cost of service includes regular on-site engagement, with SHR traveling to Fresno on an approximately biweekly basis during active phases of construction, supplemented by biweekly site visits from the Architect-of-Record during construction. This approach supports direct observation, coordination, and design continuity at key points in the process.

We have also included incidental (out-of-pocket) expenses—such as travel, printing, and shipping—within our fixed cost of service. These costs are based on reasonable projections of in-person meetings and site visits, along with limited hard-copy production for permit and review submissions. Day-to-day printing, remote communication tools, and file management are included at no additional charge. By incorporating these expenses into our lump sum, responsibility remains with our team to manage them efficiently—avoiding the variability of reimbursable costs while supporting proactive planning and cost control.



Discipline	Stage 2: SD	Stage 3: DD	Stage 4: CD/GMP	Stage 5: Bid/Permit	Stage 5: CA	Discipline Total
SHR Studios:						
Exhibit & Site Design +Team Management	\$ 437,257	\$ 707,759	\$ 948,140	\$ 47,403	\$ 828,690	\$ 2,969,249
MLA Engineering:						
Structural	\$ 95,600	\$ 207,600	\$ 360,500	NA	\$ 227,800	\$ 891,500
TJP:						
LSS Engineering	\$ 37,400	\$ 71,000	\$ 91,000	\$ 2,500	\$ 54,750	\$ 256,650
Blair Church & Flynn:						
Civil Engineering	\$ 23,300	\$ 28,800	\$ 89,800	\$ 5,000	\$ 19,900	\$ 166,800
Net Positive:						
MEP/FP/Lighting	\$ 18,010	\$ 54,031	\$ 79,058	\$ 9,005	\$ 20,000	\$ 180,104
Net Positive:						
AV/IT/Security	\$ 6,690	\$ 15,672	\$ 20,321	\$ 1,620	\$ 2,500	\$ 46,803
Gecko Group:						
Interpretation	\$ 52,200	\$ 99,300	\$ 171,750	NA	\$ 118,800	\$ 442,050
Gecko Group:						
Wayfinding	\$ 9,900	\$ 80,250	NA	NA	NA	\$ 90,150
Engineering Contingency:						
MEP/Civil/AV	\$ 24,000	\$ 49,000	\$ 95,000	\$ 8,000	\$ 21,000	\$ 197,000
Stage Subtotal	704,357	1,313,412	1,855,569	73,528	1,293,440	\$ 5,240,306

Potential Architecture Partners

Paul Halajian Architects:	\$ 130,060	\$ 149,915	\$ 399,380	\$ 99,905	\$ 220,270	\$ 999,530
NJA Architecture:	\$ 162,000	\$ 265,000	\$ 465,000	\$ 60,500	\$ 250,000	\$ 1,202,500
HGW Architecture:	\$ 240,277	\$ 324,197	\$ 348,357	\$ 22,880	\$ 457,014	\$ 1,392,725
Darden Architects:	\$ 216,000	\$ 108,000	\$ 432,000	\$ 342,000	\$ 648,000	\$ 1,746,000

	Low	High
Grand Total Cost of Service	\$6,239,836	\$6,986,306

(Range accounts for the variation in Architecture services)



References



Houston Zoo Centennial Projects

Ms. Lisa Marie Avendano, Chief Operating Officer

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EMAIL: lavendano@houstonzoo.org



Oakland Zoo Master Plan

Mr. Nik Dehejia, CEO

PHONE: 415.606.3736

EMAIL: Nik@oaklandzoo.org



Nashville Zoo Leopard Forest & Borneo Forest

Mr. Rick Schwartz, President and CEO

PHONE: 615.833.1534

EMAIL: Rschwartz@nashvillezoo.org



Sacramento Zoo: Master Plan and Development Plans

Christopher Jordan, City of Elk Grove, Development Services Director

PHONE: 916.478.2222

EMAIL: cjordan@elkgrovecity.org

Matt McKim, Chief Animal Programs Officer

PHONE: 916.808.7381

EMAIL: mmckim@saczoo.org;





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PROPOSAL FOR SHR STUDIOS

Fresno Chaffee Zoo Request for Proposal California: From the Sierras to the Sea



NJA
ARCHITECTURE

April 24th, 2026

Dear SHR Studios,

On behalf of NJA Architecture, we are pleased to submit our proposal to partner with your team as Architect of Record for the Fresno Chaffee Zoo California Exhibit project. We are genuinely excited by the opportunity to work together with SHR Studios to deliver significant new exhibits, building upon our strong and ongoing relationships with the Zoo and the City of Fresno.

Through our previous work with the Fresno Chaffee Zoo and multiple City departments, we understand how projects progress through the City and what it takes to keep them on track. Our team is familiar with the Zoo's long term vision, the priorities outlined in the master plan, and the operational realities that influence day to day decisions, allowing us to step in with a level of awareness beyond the RFP.

A recent site visit with Zoo leadership and staff provided valuable insight into operational challenges, maintenance considerations, and long term goals not captured in the written materials of the RFP. It reinforced that this project is not just about new exhibits, but about creating spaces that support staff, animal care, and long term performance.

Our work on the Zoo's Maintenance Headquarters facility established strong relationships with staff and gave us a clear understanding of day to day operations. It highlighted the importance of designing for efficiency, safety, and durability, all critical to a project of this scale.

We understand the ambition of the California Exhibit and the vision of connecting the Sierras to the Sea through immersive environments. At the same time, we recognize the complexity of delivering this project within an active zoo; balancing phasing, permitting, and ongoing operations. Our role is to translate the design into a coordinated, buildable set of documents while keeping budget, schedule, and long term performance in focus.

Just as important as the final product is the collaborative process. Moving from programming through construction documents requires consistent communication, regular check ins, and the ability to bring together input from Zoo staff and stakeholders into clear, actionable decisions. We prioritize a collaborative approach that keeps the project aligned and moving forward.

As a Central Valley based firm, our local presence is a key strength. We are available to be on site, responsive, and familiar with City staff and permitting pathways, helping to streamline approvals and reduce risk.

We approach this effort with a collaborative and practical mindset, focused on supporting your design vision while making informed decisions along the way. We see this as an opportunity to deliver something special for the Zoo and the community, a project that is immersive, functional, and built to last.

We appreciate the opportunity and look forward to continuing the conversation.

Sincerely,

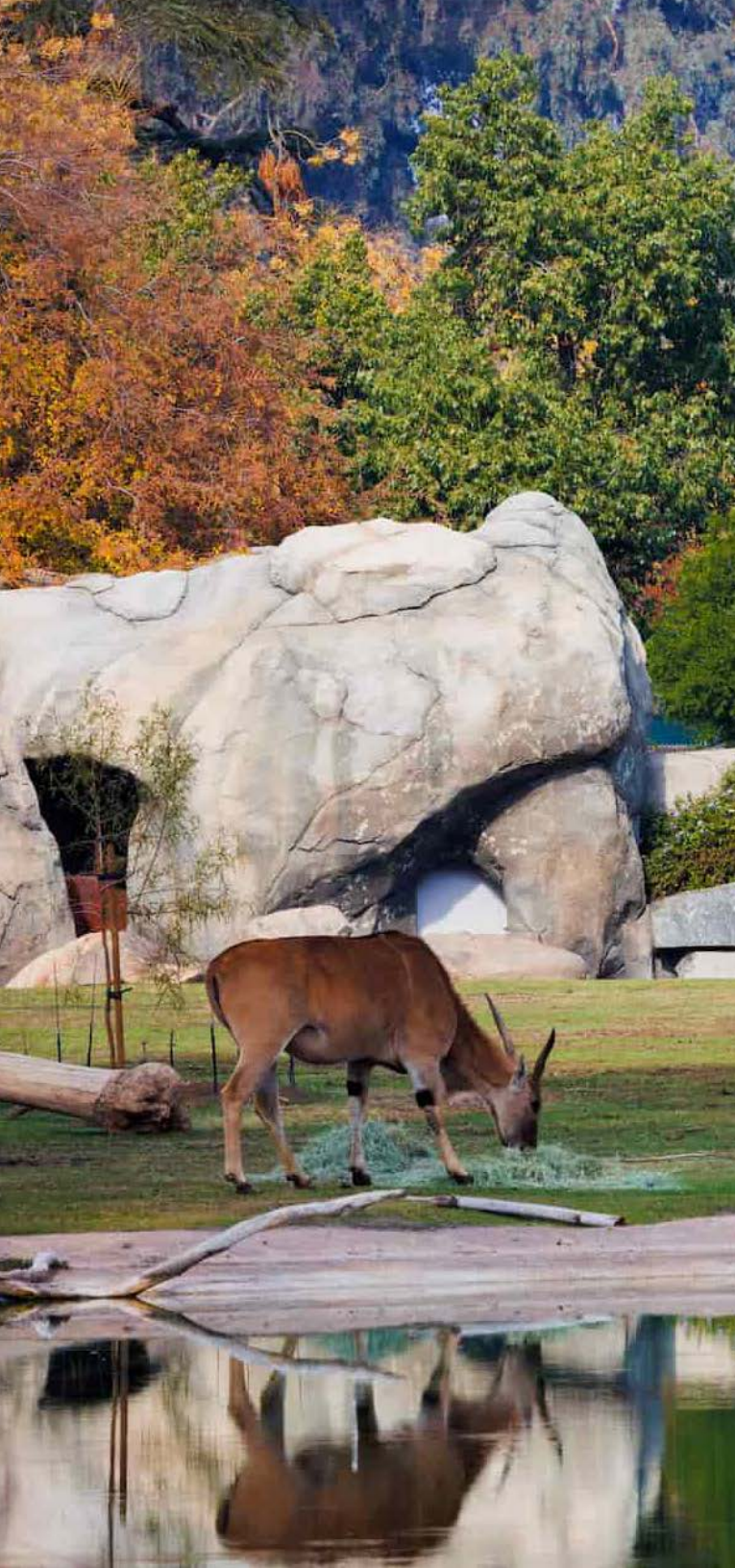
A handwritten signature in black ink, appearing to read 'Nick Seward', with a stylized, flowing script.

Nick Seward
Partner, Principal-in-Charge
209.485.2934
nick@njaarchitecture.com
NJA Architecture



Table of Contents

1	BRIEF UNDERSTANDING OF SCOPE Project Understanding.....4
2	RESUMES Lead Staff Organizational Chart.....7 Lead Staff Resumes.....8
3	PROJECT EXPERIENCE FCZ & City of Fresno Experience16 Relevant Projects.....17 References.....27
4	FEE PROPOSAL Services Provided29 Fee Breakdown & Hourly Rates.....31
5	CONFIRMATION OF LICENSURE California License33



1

BRIEF UNDERSTANDING OF SCOPE

PROJECT UNDERSTANDING

NJA Architecture understands that the Fresno Chaffee Zoo's California: Sierras to the Sea is a defining project that will expand the Zoo's identity while enhancing both the guest experience and its mission of conservation and education. This effort goes well beyond a collection of exhibits. It is a carefully curated journey that connects the Sierra Nevada to the California coast, telling a cohesive story about water, habitat, and the relationship between people and wildlife.

The Zoo has already established a strong conceptual vision, and we see our role as building on that foundation and carrying it forward into a coordinated, buildable design. This includes maintaining alignment with budget and schedule, supporting target value design, and working closely with SHR, the design team, the Zoo's Capital Construction team and CMaR partner throughout the process.

The scope spans multiple zones including the Orientation Plaza, Sierras, Foothills, Central Valley, Coast Range, Events, and Activity Zone. Below outlines our understanding of the scope per project zone.

Entry Plaza: Accessibility and shading strategies in coordination with the Project Team

Sierras: Design of life support systems (LSS) structure for Wolf and Elk exhibit, classroom building with views into Elk Meadow / Wolf Ride habitat.

Foothills: Multiple animal care quarters (bear, quail, bobcat, eagle), viewing structures, and shade elements.

Central Valley: Multiple animal care quarters (beaver, mammal, mountain lion, burrowing owl), LSS coordination, and several habitat viewing structures.

Coast Range: Based on our site visit with the Zoo we were informed of potential upgrades to Sea Lion Cove LSS and care quarters might be needed. The Zoo is also anticipating renovation of the existing log cabin into potential FCZ museum.

Events Area: Renovation of existing Austral-Asia Aviary structure with amphitheater use for the relocated bird show. Upgrades to an existing entrance building for special event access and other programming that will operate within the existing gift shop area.

Activity Zone: New food service building, restroom building, and fire tower/train depot. Coordination with Zoo's third-party operator, SSA and their kitchen equipment vendor.

1 | BRIEF UNDERSTANDING OF SCOPE

PROJECT UNDERSTANDING

Project Details:

Project site area is approximately 7.5 acres

New construction of the following buildings:

• Wolf/Elk LSS	860 sf
• Classroom	1,200 sf
• Eagle CQ	300 sf
• Restroom	1,800 sf
• Food Service/Kitchen	1,450 sf
• Fire Tower/Train Depot	1,900 sf
• Bobcat CQ	380 sf
• Beaver/Mammal/Mt. Lion CQ	1,600 sf
• Burrowing Owl CQ	300 sf
• Bear/Quail CQ + Kitchen	3,275 sf

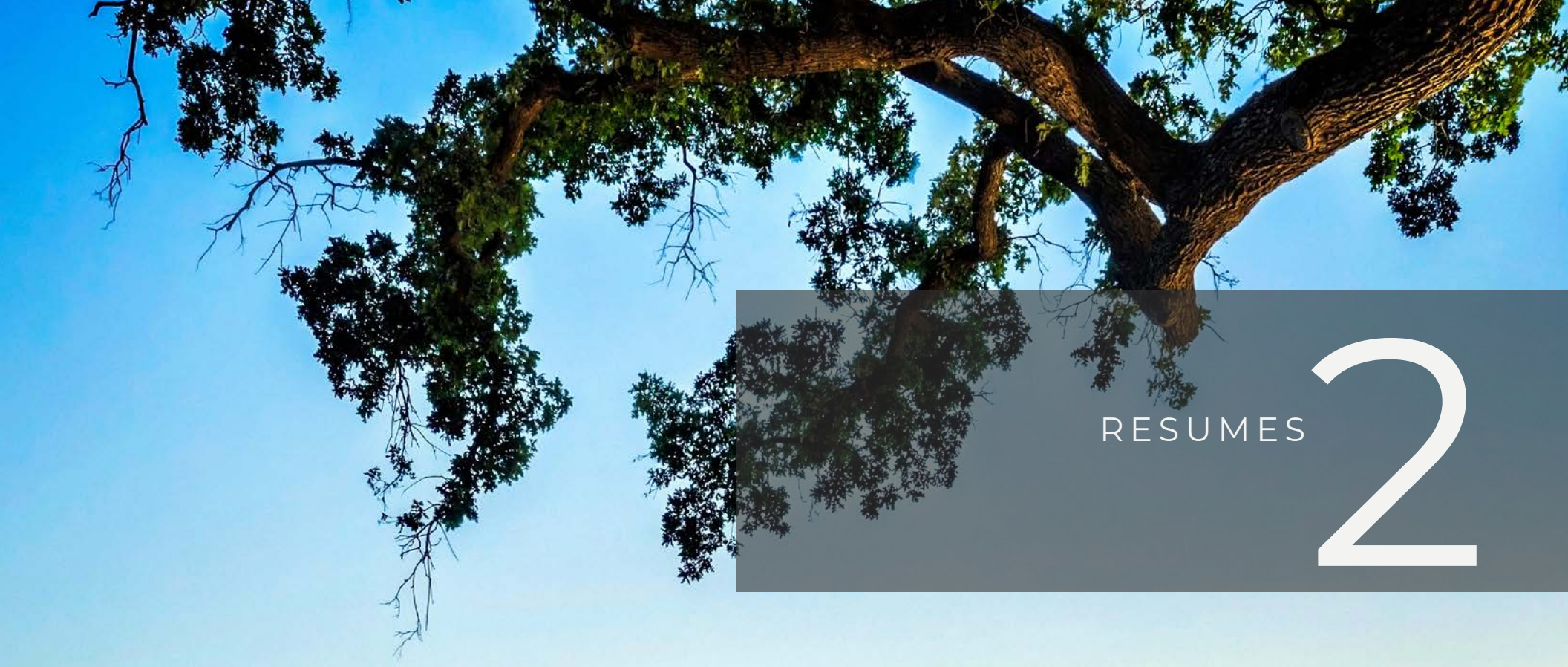
Buildings to be renovated:

• Log Cabin Classroom	1,100 sf
• Austral-Asia Aviary	3,000 sf
• Existing Entrance Building	7,500 sf

New construction of the following viewing structures:

• Bear	1,200 sf
• Squirrel/Owl/Sm. Animal	1,300 sf
• Beaver	460 sf
• Mountain Lion	800 sf





RESUMES

2



2 | RESUMES

LEAD STAFF ORGANIZATIONAL CHART

Our team is structured around NJA Architecture's experience delivering complex, highly coordinated projects that require strong collaboration, clear communication, and consistent leadership from start to finish. NJA will serve as the central point of contact, leading coordination of all disciplines, managing the design process, and working closely with the Fresno Chaffee Zoo's Capital Construction team to ensure the project moves forward efficiently and with clarity at every step.

We take a hands on approach throughout the design process. Our team does not step in and out at key milestones, but instead remains fully engaged in every working session, coordination meeting, and decision point. This ensures continuity, accountability, and a deep understanding of the project as it evolves. It also provides the Zoo with a consistent and reliable point of contact for all communication, allowing questions and decisions to be addressed quickly and effectively.

Our structure is built to support strong coordination across all disciplines, including architectural, structural, civil, and MEP systems, as well as the specialty components unique to this project such as life support systems and exhibit integration. By maintaining this level of involvement, we are able to identify challenges early, work through solutions as a team, and keep the design aligned with the project goals, budget, and schedule.

We also place a strong emphasis on collaboration during design meetings. Our goal is to create a productive environment where the Zoo's staff, stakeholders, and consultants are actively engaged, and where input is clearly translated into design decisions. This approach helps ensure that operational needs, guest experience goals, and long term maintenance considerations are all thoughtfully incorporated into the project.



NJA PROJECT TEAM



NICK SEWARD
Partner
Principal-in-Charge



JOHN VIERRA
Partner
Director of Design



JACOB BEURY
Principal Architect



JOSE OCHOA
Project Manager



EMILY GAYDON
Interior Designer



BRENT BUMBACA
Project Designer



MIKE DONALDSON
QA/QC
Specifications



NICK SEWARD

Partner, Principal-In-Charge
NJA Architecture

Nick brings a strong commitment to design that prioritizes both function and experience. With roots in a small town and a long-standing interest in the built environment, he has developed a broad portfolio that includes work across multiple sectors. His experience spans civic, commercial, community, hospitality, residential, education, medical, and master planning projects, giving him a well-rounded perspective on how design can respond to different contexts and user needs.

In his role as Architect-of-Record, Nick oversees the strategic direction of the firm and ensures that projects are executed in alignment with its core values and long-term goals. He is responsible for guiding teams, setting priorities, and maintaining a high standard of quality across all phases of work. Beyond internal leadership, he also serves as a key representative of the organization—building client relationships, communicating vision, and helping shape the firm's future through thoughtful planning and decision-making.

LICENSES

LICENSED ARCHITECT
STATE OF CALIFORNIA C38947

EDUCATION

BACHELOR OF ARCHITECTURE
California Polytechnic State University
San Luis Obispo, CA

MINOR IN CONSTRUCTION MANAGEMENT

California Polytechnic State University
San Luis Obispo, CA

CERTIFICATIONS & AFFILIATIONS

AIA American Institute of Architects

NCARB National Council of Architectural
Review Boards

US Green Building Council (USGBC)

SELECT WORK

FRESNO CHAFFEE ZOO MAINTENANCE
Fresno, CA

As Principal-in-Charge, Nick Seward provided overall leadership and oversight for the Fresno Chaffee Zoo Maintenance Facility project, guiding the design vision and ensuring alignment with the Zoo's operational, sustainability, and mission-driven goals. He maintained executive-level coordination with the client, supported key decision-making milestones, and provided quality assurance throughout all phases of design and construction. Nick also worked closely with the Project Manager and consultant team to ensure the project remained on schedule, within budget, and consistent with NJA's standards for design excellence and delivery.

MADERA IRRIGATION DISTRICT Madera, CA

As Principal-in-Charge, Nick Seward provides overall leadership and oversight, ensuring the project aligns with the client's goals and design vision. He leads key decisions, maintains client coordination, and oversees quality assurance to ensure a high level of design, code compliance, and successful project delivery.

MERCED APPLGATE PARK ZOO Merced, CA

Nick Seward provides overall leadership and oversight for the Merced Applegate Park Zoo improvements, ensuring the project aligns with the City's goals for animal welfare, visitor experience, and long-term operations. He guides key decisions related to the exhibit expansion and relocation, maintains coordination with the client and consultant team, and oversees quality assurance to ensure the design meets safety, code, and operational requirements while supporting a successful and cohesive project delivery.

ADDITIONAL RELEVANT WORK

- Fresno Community Centers Master Planing
Fresno, CA
- City of Fresno Discovery Center Fresno, CA
- Pacific Flyway Suisan Marsh, CA
- WOW Museum Lodi, CA
- Panorama Community Center Redding, CA



JOHN VIERRA

Partner, Director of Design
NJA Architecture

John Vierra is the Director of Design and founder of NJA Architecture, where he leads the firm with a clear vision rooted in community impact and thoughtful design. John is committed to creating architecture that reflects and uplifts the people and communities it serves. He brings a strong emphasis on sustainability, blending practical solutions with lasting design value, and ensuring projects meet both environmental goals and regulatory standards.

As Principal, John shapes the strategic vision of the firm, mentors emerging talent, and fosters strong relationships with clients, partners, and civic leaders. His leadership is rooted in collaboration, integrity, and a deep belief in the power of design to drive lasting, meaningful change.

LICENSES

LICENSED ARCHITECT

STATE OF CALIFORNIA C35199

EDUCATION

BACHELOR OF ARCHITECTURE

California Polytechnic State University
San Luis Obispo, CA

MINOR IN CONSTRUCTION MANAGEMENT

California Polytechnic State University
San Luis Obispo, CA

CERTIFICATIONS & AFFILIATIONS

AIA American Institute of Architects

NCARB National Council of Architectural
Review Boards

LEED AP US Green Building Council (USGBC)

SELECT WORK

FRESNO CHAFFEE ZOO MAINTENANCE

Fresno, CA

As Director of Design, John led the overall design vision for the Fresno Chaffee Zoo Maintenance Facility, ensuring the project reflects both the Zoo's operational needs and its broader mission. He guided the conceptual and aesthetic direction, working closely with the team to develop a cohesive, functional design that integrates building, site, and circulation. John collaborated with the Project Manager and consultants to refine key design elements, ensuring clarity, efficiency, and a strong architectural identity throughout all phases of the project.

PACIFIC FLYWAY Suisan Marsh, CA

John led the overall vision for the Delta Interpretive Center, shaping a design that is integrated with the surrounding estuary and its ecological significance. He guided the concept of embedding the building within the landscape, using green-roofed forms and observation points to create a quiet, immersive visitor experience connected to the wetlands.

WOW MUSEUM Lodi, CA

As Director of Design, John Vierra guided the vision for the expansion of the World of Wonders Science Museum, creating a dynamic science and cultural campus that significantly expands exhibit space and public engagement opportunities. He shaped the integration of the new media dome, outdoor amphitheater, and Science Plaza, establishing a cohesive environment that connects seamlessly with the existing facility.

ADDITIONAL RELEVANT WORK

- Merced Applegate Park Zoo Merced, CA
- City of Fresno Discovery Center Fresno, CA
- Elk Grove Fish Hatchery Elk Grove, CA
- Landing 63 Restaurant Walnut Grove, CA
- Wine & Roses Americana House Lodi, CA
- Oak Farm Vineyards (Event Center) Acampo, CA
- M2 Winery (Event Center) Acampo, CA



JAC BEURY

Principal Architect
NJA Architecture

With 21 years of diverse experience, Jac has steadily broadened his portfolio to include a wide range of complex project types, spanning public work, education, healthcare, and hospitality. Prior to joining NJA, he specialized in public projects and higher education, working with municipalities and universities across the country, from New York to South Carolina, and Rhode Island to Michigan, gaining a strong understanding of regional design standards and institutional needs. His local experience includes healthcare, hospitality, and public works projects throughout the Central Valley, contributing to both urban and rural community development.

Jac also brings extensive knowledge of the reporting and documentation requirements unique to public agency work, a skill set that ensures compliance, transparency, and efficiency at every project phase making him an invaluable asset to the team.

LICENSES

LICENSED ARCHITECT
STATE OF PENNSYLVANIA RA408806

EDUCATION

BACHELOR OF ARCHITECTURE
Pennsylvania State University
University Park, PA

ART HISTORY

Pennsylvania State University
University Park, PA

CERTIFICATIONS & AFFILIATIONS

AIA American Institute of Architects

NCARB National Council of Architectural
Review Boards

SELECT WORK

CITY OF FRESNO COMMUNITY CENTERS
Fresno, CA

As Principal Architect, Jac led the design and delivery of multiple Fresno community centers from concept through construction, transforming them into modern, accessible, and flexible spaces. He coordinated with clients and teams to integrate updated facilities, sustainable systems, and engaging indoor and outdoor environments, creating welcoming community hubs that support recreation, learning, and connection.

MADERA IRRIGATION DISTRICT CAMPUS
Madera, CA

As Principal Architect, Jac led the design of a secure, accessible campus supporting both public access and field operations. He organized the Administration Building with a public plaza, lobby, and board room, and the office building with private offices, open work areas, and indoor-outdoor break space. Jac also planned the maintenance shop and secure parking zones, ensuring code compliance and delivery.

CITY OF FRESNO DISCOVERY CENTER
Fresno, CA

Jac led the Fresno Discovery Center project from concept through documentation, guiding the overall design vision and ensuring alignment with client goals. He coordinated with consultants and stakeholders to create an engaging, educational environment, integrating flexible program spaces, updated building systems, and accessible design strategies. His leadership ensured a cohesive, buildable solution that enhances both functionality and the visitor experience.

ADDITIONAL RELEVANT WORK

- Elk Grove Fish Hatchery Elk Grove, CA
- Greenfield Community Center Greenfield, CA
- Panorama Community Center Redding, CA



JOSE OCHOA

Project Manager
NJA Architecture

Joining the firm in 2018, Jose brings over two decades of extensive experience in architecture and design. With a deep understanding of diverse project types, Jose is responsible for both management and design leadership across a range of sectors, including public works, retail, fitness, multifamily housing, and commercial developments. His design sensibility is rooted in a strong commitment to environmental context, ensuring that each project is both thoughtfully integrated into its surroundings and responsive to the needs of its users.

Throughout his career, Jose has collaborated with a wide array of public agencies, including the California Conservation Corps, City of Lodi, City of Redding, City of Fresno, City of Hughson, and many others. His extensive work with these organizations reflects his ability to navigate complex public sector requirements while maintaining a high standard of design excellence.

EDUCATION

ASSOCIATES DEGREE OF ARCHITECTURE

San Joaquin Delta College
Stockton, CA

CERTIFICATIONS & AFFILIATIONS

AIA American Institute of Architects

SELECT WORK

FRESNO CHAFFEE ZOO MAINTENANCE

Fresno, CA

As Project Manager, Jose coordinated all phases of the Fresno Chaffee Zoo Maintenance Headquarters project from design through construction. He managed communication between Zoo leadership, consultants, and contractors to ensure the facility met operational and sustainability goals. José oversaw scheduling, budget tracking, and quality control, facilitating timely decision making and maintaining alignment with the Zoo's mission of education, conservation, and community engagement.

CITY OF FRESNO COMMUNITY CENTERS

Redding, CA

Jose served as Project Manager, overseeing schedules, budgets, and day-to-day coordination for the Fresno community center projects. He acted as the main point of contact between the client, consultants, and design team, ensuring clear communication and efficient delivery from concept through construction.

MERCED APPLGATE PARK ZOO Merced, CA

Jose Ochoa is responsible for day-to-day coordination and delivery of the Merced Applegate Park Zoo improvements. He manages communication between the City, design team, and consultants, oversees schedules and budgets, and ensures the project progresses efficiently through each phase. Jose coordinates technical development of the bear and bobcat exhibits, helping integrate animal care requirements, visitor experience, and operational needs into a cohesive, buildable design.

ADDITIONAL RELEVANT WORK

- Madera Irrigation District Campus Madera, CA
- WOW Museum Lodi, CA
- Lodi Bowling Bar & Grill Lodi, CA
- Greenfield Community Center Greenfield, CA
- Panorama Community Center Redding, CA



BRENT BUMBACA

Architect, Project Designer
NJA Architecture

Brent Bumbaca is a highly organized and collaborative Architect who brings a strong foundation in building codes, construction practices, and practical design execution. Known for his thoughtful approach and attention to detail, Brent consistently delivers design solutions that balance creativity with constructibility. He is committed to developing innovative concepts that enhance project functionality while introducing a refined architectural flair.

Brent thrives in team environments where open communication and shared problem-solving drive successful outcomes. His steady professionalism and design curiosity make him a reliable partner on complex, fast-paced projects.

LICENSES

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STATE OF CALIFORNIA C40052

EDUCATION

BACHELOR OF ARCHITECTURE
California Polytechnic State University
San Luis Obispo, CA

MINOR IN CONSTRUCTION MANAGEMENT

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San Luis Obispo, CA

CERTIFICATIONS & AFFILIATIONS

AIA American Institute of Architects

SELECT WORK

FRESNO CHAFFEE ZOO MAINTENANCE
Fresno, CA

The Fresno Chaffee Zoo Maintenance Facilities Headquarters project involves the development of a new, purpose-built operations and maintenance campus to support the Zoo's long-term growth, animal care, and daily operations. The facility will consolidate maintenance, storage, and administrative functions into an efficient and secure headquarters designed to improve workflow, response time, and staff safety.

ELK GROVE HOMELESS SHELTER Elk Grove, CA

As an Architectural Designer, Brent develops and refines the shelter's architectural concepts, supporting massing, layouts, and site planning to align with trauma-informed design goals. He collaborates closely with the Project Architect and consultants, helping translate the project vision into coordinated, buildable design solutions that meet programmatic and regulatory requirements. His thoughtful design approach ensures clarity, consistency, and a strong foundation for each phase of the project.

WOW MUSEUM Lodi, CA

Brent Bumbaca supported the design development for the expansion of the World of Wonders Science Museum, translating the overall vision into coordinated plans, models, and graphics. He assisted in refining the layout of the media dome, amphitheater, and Science Plaza, helping to ensure a cohesive connection to the existing facility. Brent also contributed to detailing, visualization, and documentation efforts, supporting a clear and buildable design that enhances both functionality and visitor experience.

ADDITIONAL RELEVANT WORK

- Elk Grove Fish Hatchery Elk Grove, CA
- Landing 63 Restaurant Walnut Grove, CA



EMILY GAYDON

Interior Designer
NJA Architecture

Emily Gaydon is a California native and passionate interior designer with over a decade of experience creating thoughtful, personalized spaces. She holds a Bachelor in Interior Design from San Francisco State University and has worked across multiple areas of the industry, including residential home staging, e-design, hospitality interiors for short term rentals and hotels, and custom new build construction.

Emily's design approach is rooted in the belief that a space should reflect the people who occupy it, a curated collection of everything they love. Known for her use of color, pattern, and texture, she brings blank spaces to life with warmth and character. Her background includes leading both remote and in house design teams, where she combines creative vision with practical execution.

EDUCATION

BACHELOR OF INTERIOR DESIGN

San Francisco State University
San Francisco, CA

SELECT WORK

FRESNO CHAFFEE ZOO MAINTENANCE

Fresno, CA

Emily is leading the interior design for the Fresno Chaffee Zoo Maintenance Headquarters, creating functional and inviting spaces that reflect the Zoo's mission of conservation and community. She is developing layouts, finishes, and furnishings that balance durability with warmth, drawing inspiration from natural materials and sustainable design. Her work ensures the offices, workshops, and greenhouse spaces support efficiency, comfort, and a cohesive campus identity.

WINE & ROSES AMERICANA HOUSE

Lodi, CA

Emily led the interior design of the Americana House, shaping a cohesive aesthetic that honors the home's historic character while introducing modern comfort and functionality. She selected finishes, furnishings, lighting, and color palettes, and worked closely with the broader team to ensure the interiors complemented the architectural updates, resulting in a warm, refined, and guest-focused environment.

WOW MUSEUM

Lodi, CA

Supporting the interior design development for the expansion of the World of Wonders Science Museum, Emily helps translate the overall vision into cohesive interior environments. She contributed to the design of key spaces like the media dome, amphitheater, and Science Plaza, selecting materials, finishes, lighting, and furnishings that align with the project's goals. Emily also assisted with interior detailing, visualizations, and documentation, ensuring a cohesive, engaging, and visitor-focused experience throughout.

ADDITIONAL RELEVANT WORK

- Landing 63 Restaurant Walnut Grove, CA
- Madera Irrigation District Campus Madera, CA
- Greenfield Community Center Greenfield, CA
- Panorama Community Center Redding, CA



MIKE DONALDSON

QA/QC & Specifications
NJA Architecture

Michael Donaldson brings over 40 years of experience delivering thoughtful, award-winning design solutions throughout Northern California. His portfolio reflects a consistent commitment to design excellence, blending functionality, context, and long-term value across a wide range of project types. Michael has a particular passion for golf, both as an enthusiast and as a designer, having led the design and master planning of numerous country club clubhouses and related amenities. His work in this area demonstrates a strong understanding of member experience, operational flow, and the integration of indoor and outdoor environments.

In addition to his private-sector work, Michael has extensive municipal experience, contributing to public projects that prioritize sustainability, efficiency, and community impact. He has successfully guided multiple projects to achieve LEED certification and Net Zero performance goals, reflecting his deep knowledge of sustainable design strategies and evolving building technologies.

LICENSES

LICENSED ARCHITECT
Retired Architect

EDUCATION

BACHELOR OF ARCHITECTURE
California Polytechnic State University
San Luis Obispo, CA

SELECT WORK

FRESNO CHAFFEE ZOO MAINTENANCE
Fresno, CA

As QA/QC and Specifications lead, Michael Donaldson provided detailed technical oversight for the Fresno Chaffee Zoo Maintenance Headquarters, ensuring the interior design aligns with project standards, durability requirements, and long-term performance. He reviewed layouts, finishes, and material selections to confirm coordination, code compliance, and constructibility, while developing clear specifications that support resilient, maintainable spaces suited for office, workshop, and greenhouse environments.

WOW MUSEUM Lodi, CA

Mike led QA/QC and specifications for the World of Wonders Science Museum expansion, reviewing drawings and documents to ensure accuracy, coordination, and compliance with codes and project standards. He developed and coordinated project specifications, aligning materials and systems with the design intent for key spaces like the media dome, amphitheater, and Science Plaza.

MERCED APPLGATE PARK ZOO Merced, CA

Mike Donaldson oversees the technical accuracy and completeness of all project documents for the Merced Applegate Park Zoo improvements. He conducts thorough quality reviews to ensure coordination across disciplines, verifies compliance with codes and standards, and prepares clear, comprehensive specifications that support durable, safe, and maintainable construction, particularly for specialized exhibit environments and materials.

ADDITIONAL RELEVANT WORK

- Lodi Bowling Bar & Grill Lodi, CA
- Madera Irrigation District Campus Madera, CA
- Greenfield Community Center Greenfield, CA
- Panorama Community Center Redding, CA

An architectural rendering of a large, two-story clubhouse at dusk. The building features a mix of stone, wood, and green metal siding. A prominent stone chimney is on the left. Large windows and glass doors are illuminated from within, showing a warm interior. A covered outdoor patio with stone pillars and wooden furniture is on the right, with a person sitting at a table. In the foreground, a landscaped garden with a small stream, rocks, and various colorful plants (purple, orange, yellow) leads to the entrance. A large, semi-transparent grey rectangle is overlaid on the right side of the image, containing the text 'PROJECT EXPERIENCE' and a large number '3'.

PROJECT
EXPERIENCE

3

2 | PROJECT EXPERIENCE

FCZ & CITY OF FRESNO EXPERIENCE

NJA Architecture brings extensive experience delivering thoughtful, well-coordinated projects across a range of public and operational facility types. We approach each assignment with the understanding that success is measured not only by the quality of the finished facility, but by how well it supports staff, enhances the visitor experience, and reflects the identity and history of the place. Our goal is to create environments that are highly functional, meaningful, and enduring for the communities they serve.

Our portfolio includes a wide range of complex projects, including our work with the Fresno Chaffee Zoo. These projects share strong parallels with the goals of this RFP, particularly in balancing behind-the-scenes operational needs with a welcoming and engaging public-facing environment. Working closely with SHR and Fresno Chaffee Zoo leadership, our team will help translate evolving program needs into cohesive, functional solutions that support animal care, staff efficiency, and the overall guest experience, all while aligning with the Zoo's mission of conservation, education, and community engagement.

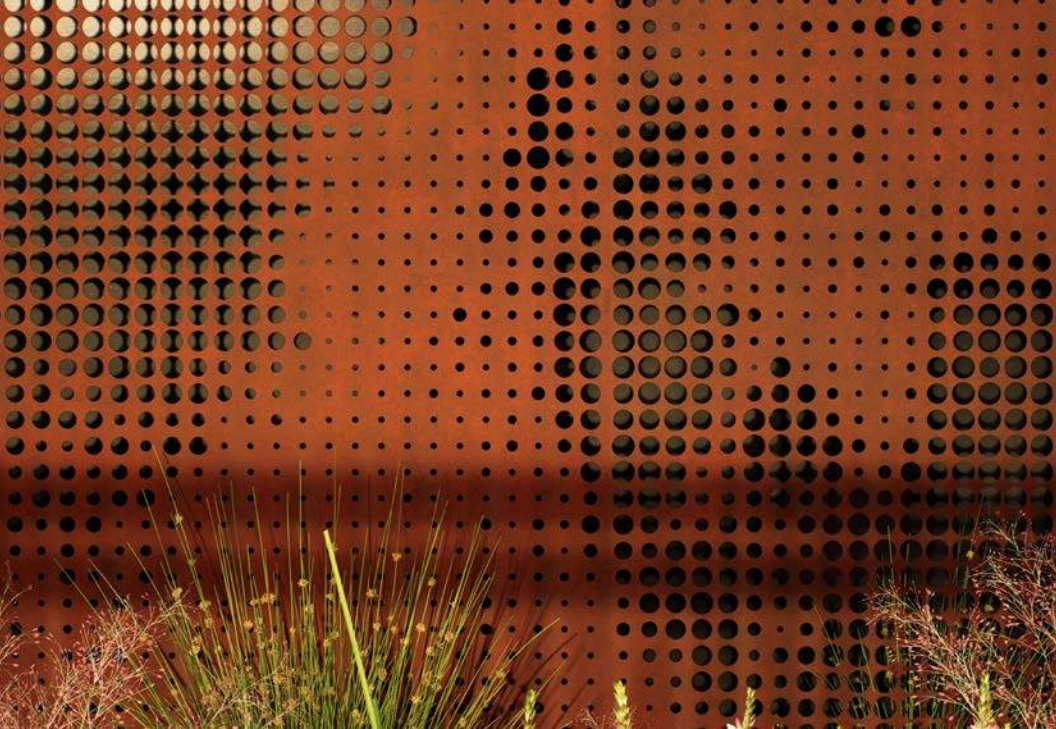
A central focus of our approach is understanding how facilities are used on a daily basis. We take the time to study staff workflows, operational patterns, and

maintenance needs to ensure that each space directly supports efficiency, safety, and ease of use. This results in facilities that not only function well on paper, but perform effectively over time, improving day-to-day operations and enhancing the overall workplace environment.

We also recognize that projects of this nature often involve multiple stakeholders with distinct priorities, including staff, leadership, visitors, and the broader community. Our design approach focuses on carefully balancing these needs, integrating new improvements with existing facilities, and aligning with long-term master planning efforts. At the same time, we are mindful of the importance of history and context, ensuring that each project respects and builds upon the character and legacy of the Zoo.

Our experience with Fresno Chaffee Zoo and with the City of Fresno will be instrumental to the success of this project. From our prior and current work with the Zoo we have learned that the existing storm basin is undersized and maxed out for any future projects. Our team is currently working on solutions for the zoo to help alleviate the current situation, but this will be a challenge for the California: "Sierras to the Sea" project that NJA is prepared coordinate and handle with SHR, the City of Fresno, FMFCD and the Zoo. NJA is also experienced with the City's staff, permitting process, and understands the time and effort needed to get a project entitled and permitted.





FRESNO CHAFFEE ZOO MAINTENANCE

FRESNO, CALIFORNIA

CLIENT	Fresno Chaffee Zoo
SIZE	17,600 SF
SERVICES	Architectural, Interiors, Engineering
BUDGET	\$15M
REFERENCE	Kris Grey, Director of Capital Construction

The new Maintenance Headquarters for the Fresno Chaffee Zoo represents a forward-looking investment in the Zoo's ongoing mission of education, conservation, and community engagement. Designed by NJA Architecture, the facility brings together administrative, operational, and horticultural functions into one cohesive campus that supports the Zoo's growing infrastructure and long-term sustainability goals.

The main building includes both office and work areas to accommodate administrative staff, maintenance crews, and field operations teams. A series of specialized workshops and secure storage bays support the fabrication, repair, and upkeep of Zoo facilities and exhibits. Integrated into the site is a dedicated greenhouse, providing space for plant propagation, exhibit landscaping, and environmental education opportunities that connect the Zoo's operations to its ecological mission.

Beyond the primary building, the site includes an extensive maintenance yard designed for flexibility, safety, and efficiency. The yard accommodates equipment and materials storage, staging areas for project development, and circulation zones to support large vehicle and delivery access while maintaining clear separation between public and operational zones.

At the corner of the site, a publicly accessible outdoor park will offer a welcoming green space for the surrounding community. Situated across from a new planned charter school, this shared public edge provides opportunities for environmental education and community interaction, reinforcing the Zoo's role as both a cultural and ecological asset within Fresno.







MERCED APPLGATE PARK ZOO

MERCED, CALIFORNIA

CLIENT	City of Merced
SIZE	Multiple Zoo Exhibits & Pathways
SERVICES	Architectural, Engineering
BUDGET	\$2M

The City of Merced Applegate Park Zoo improvements expands and relocates the bear habitat to a more prominent front-of-zoo location, replacing the existing bobcat exhibit and introducing a larger, more naturalistic enclosure. The design features multi-level terrain, elevated perches, native planting, and rockwork to support natural behaviors such as climbing, resting, and foraging. Two new bear dens with a service corridor improves keeper access and animal care, including separation and medical spaces. Visitor experience is enhanced through non-reflective viewing areas, interpretive signage, and donor recognition elements, creating an engaging, educational, and animal-focused habitat.



PACIFIC FLYWAY

SUISUN MARSH, CALIFORNIA

CLIENT	Claude Grillo
SIZE	32,400 SF
SERVICES	Architectural, Interiors, Engineering
BUDGET	\$100M

The Sacramento and San Joaquin River deltas converge in an estuary that serves as a refuge for millions of migrating birds every year. The estuary provides a crucial habitat unique to the region, a stop-over resting area along the Pacific Flyway stretching from Alaska to Patagonia. A masterplan area of over 1,000 acres invites the public to engage with and be educated about the vital importance of the migration route, waterfowl, and the fragility of the delta ecosystem. The exhibits are punctuated by glass observation blinds protruding up out of the ground to provide views out across the wetlands. The landscape is pulled tight up to the glass allowing intimate encounters with nature. These pauses provide moments of contemplation, and space for visitors to reflect on what they have learned while engaging up close with the wildlife. Every season and each month represents a constant evolution with a changing collection of species visiting the wetlands.





< M2 WINERY

LODI, CALIFORNIA

CLIENT	Ted Woodruff
SIZE	9,800 SF
SERVICES	Architectural, MEP Civil, Landscape Structural
BUDGET	\$950k, Delivered on Budget

Set back in the vineyard, the m2 winery facility integrates with the surrounding landscape. The structure's linear form, 240 feet long, 40 feet wide, and 20 feet high, mimics the rhythm of the vines. The exterior corten steel cladding picks up the rusted steel trellis supporting the vineyard. Large sliding metal-framed doors clad with translucent polycarbonate surround three sides of the tasting room, providing the ability to enlarge the room and open the interior space to the landscape. The m2 Winery is a full wine-making production facility with a crush pad, fermentation tanks, barrel room, case storage, and wine lab.

OAK FARM VINEYARDS >

LODI, CALIFORNIA

CLIENT	Dan Panella
SIZE	13.5000 SF
SERVICES	Architectural, MEP Civil, Landscape Structural
BUDGET	\$3M, Delivered on Budget

Oak Farm Vineyards was thoughtfully designed as both a fully operational winery and a destination where people can gather, connect, and enjoy the experience of the vineyard setting. Anchored by a generous entry courtyard, the project creates a natural focal point that welcomes visitors and establishes a strong sense of arrival. From this central space, guests are immersed in the life of the winery, with production functions, such as the barrel and tank rooms, covered crush pad, production area, and laboratory, located to the west, and hospitality-focused spaces, including the tasting room, conference room, offices, and restrooms, positioned to the east.



LANDING 63

WALNUT GROVE, CALIFORNIA

CLIENT	Rusty Areias
SIZE	3,800 SF
SERVICES	Architectural, MEP Civil, Landscape Structural
BUDGET	\$1.5M, Delivered on Budget

The Landing 63 project is envisioned as a vibrant new restaurant and multipurpose venue that fully embraces its unique setting along the Sacramento River. Located in Walnut Grove, the site offers direct waterfront access, positioning the project to capitalize on views, recreation, and the natural character of the Delta region . The approach emphasizes a strong indoor-outdoor connection, with expansive river-facing decks and covered overhangs that provide shade and weather protection while maintaining an immersive open-air dining experience. The project is organized to support both daily restaurant operations and flexible event programming, allowing the venue to host gatherings, community events, and private functions. By integrating durable materials, efficient back-of-house planning, and a seamless transition between interior spaces and outdoor terraces, Landing 63 creates a destination that enhances the riverfront experience while supporting long-term adaptability and year-round use.



WINE & ROSES AMERICANA HOUSE >

CLIENT WINE & ROSES + APPLICATION
SIZE 3,500 SF (RESTAURANT) + 2,800 SF (CAFE)
SERVICES Architectural, Interiors, and Engineering

The renovation of the Americana House at Wine & Roses in Lodi reflects NJA Architecture's ability to thoughtfully transform existing hospitality spaces while maintaining their character. Working closely with ownership, our team balanced preservation with modern operational needs, upgrading aging infrastructure, improving accessibility, and integrating life-safety systems within an active, guest-focused environment. Similar to the demands of a high-traffic café setting, the project required careful phasing, coordination, and attention to back-of-house functionality to support seamless daily operations. This experience demonstrates our ability to deliver refined, code-compliant food service environments that enhance the visitor experience while respecting the identity of an established destination.



< LODI BOWLING ALLEY

CLIENT JOE HADID
SIZE 42,500 SF
SERVICES Architectural, MEP Civil, Landscape Structural
BUDGET \$20.5M, Delivered on Budget

The Lodi Bowling Alley brings together entertainment, dining, and event space within a cohesive two-level facility designed to serve both community recreation and hospitality needs. At its core, the project features a robust commercial kitchen and full food-service program complemented by a flexible banquet facility for private gatherings and special events.

Together, these components create a complete hospitality experience, a versatile kitchen supporting daily dining and catered functions, a restaurant that energizes the entertainment environment, and a banquet venue that extends the facility's reach into the event market.



FRESNO COMMUNITY CENTERS

FRESNO, CALIFORNIA

CLIENT	City of Fresno,
SIZE	45,000 SF (4 centers total)
SERVICES	Architectural, MEP Civil, Landscape Structural
BUDGET	\$80M

NJA Architecture partnered closely with the City of Fresno to deliver outreach, engagement, and conceptual design services for four new and renovated community centers. Through a collaborative process grounded in stakeholder input and community priorities, our team helped shape facilities that are welcoming, functional, and reflective of the neighborhoods they serve. Each center was thoughtfully planned to support a diverse range of programs, with flexible design strategies that allow the spaces to adapt and evolve over time. NJA has built a strong, ongoing relationship with the City of Fresno and continues to support multiple active projects throughout the community.



ELK GROVE FISH HATCHERY

ELK GROVE, CALIFORNIA

CLIENT	City of Elk Grove
SIZE	4,200 SF
SERVICES	Architectural, Landscape
BUDGET	\$3.5M

The Fish Hatchery Ecology and Learning Center is envisioned as a 4,200 square foot community-focused facility that fosters environmental education, ecological stewardship, and a deeper connection to the natural landscape. Located adjacent to Laguna Creek within a restored habitat corridor, the project transforms a formerly disturbed site into an immersive learning destination that highlights the importance of local ecosystems and watershed health.

The center is thoughtfully sited at the edge of a developing wilderness area, creating a seamless transition between built and natural environments. Outdoor gathering spaces, interpretive pathways, and direct access to riparian and wetland habitats allow visitors to engage with the landscape firsthand. The site's unique ecological features, including riparian forest, seasonal wetlands, and the remnant oxbow channel, serve as living classrooms that support hands-on learning and environmental programming.

The building itself is designed as a flexible and welcoming hub for education and community use. Interior spaces include multipurpose classrooms, exhibit areas, administrative offices, and support spaces, all organized around a central reception and display zone. Covered outdoor areas extend programming beyond the building envelope, supporting workshops, group learning, and informal gatherings throughout the year.



WOW MUSEUM

LODI CALIFORNIA

CLIENT	Salley Snide, Director of WOW
SIZE	22,500 SF
SERVICES	Architectural, MEP Civil, Landscape Structural
BUDGET	\$28.5M, Currently in Design Development

Our work on the World of Wonders (WOW) Museum expansion demonstrates our ability to design engaging, education-driven environments centered on user experience and interaction. The project transforms the existing facility into a dynamic science and cultural destination, introducing a media theater, amphitheater, expanded exhibit areas, and a connected public plaza that encourages exploration and community use. Our approach prioritizes immersive, hands-on learning, where exhibits are not simply observed but actively experienced. This supports experimentation, movement, and multi-sensory engagement. By organizing spaces that seamlessly guide visitors through interactive displays, educational programs, and flexible exhibit zones, the design fosters curiosity, repeat visitation, and meaningful connections between users and content, particularly for children and families.





The best way to gain confidence in our team is to speak directly with the clients and partners we have served. We strongly encourage you to contact each of our references so you can hear firsthand about their experience working with us. These conversations will demonstrate not only the quality of our work, but also the commitment we bring to building lasting relationships. From the earliest stages of design through the completion of construction, we prioritize collaboration, communication, and trust, ensuring that every client feels supported throughout the entire process.

FRESNO CHAFFEE ZOO

KRIS GREY

Director of Capital Construction
559.498.5910

FRESNO CHAFFEE ZOO

JODI-ANN FARIAS

Project Management Coordinator
559.513.6380

MERCED COUNTY MOSQUITO ABATEMENT DISTRICT

RHIANNON JONES

Executive Director
209.722.1527

CITY OF ELK GROVE

SAM GRIMM

Senior Civil Engineer, Capital Program
916.627.3238

CITY OF FRESNO

MIKE MOONEYHAM

Licensed Professional Engineer, Capital Projects Department
559.621.8623

FEE PROPOSAL

4

TASK 1: SCHEMATIC DESIGN

NJA will transform the approved concept into a full Schematic Design package, integrating site planning, floor plans, building massing, circulation, and support services for all exhibit buildings, viewing structures, and guest facilities.

Cost Estimate: Our team will coordinate with SHR and the Zoo's CMar to outline building systems and design intent for the schematic-level cost estimate. This review ensures alignment with the Zoo's budget and informs any required value-based adjustments to the design.

Meetings:

- Bi-weekly virtual design meetings with the Project Team
- (2) in-person design workshops at the Zoo with the Project Team
- Bi-weekly meetings with Design Team

Deliverables:

- Site and Floor Plans
- Building Massing and Layout Studies
- Stakeholder Feedback Summary
- Presentation Renderings + Diagrams
- 50% SD Package to SHR
- 100% SD Package to SHR

TASK 2: DESIGN DEVELOPMENT

NJA will refine the approved schematic design into a coordinated, detailed framework that integrates all building systems and disciplines.

Technical Refinement Includes:

- Detailed floor plans, elevations, and interior layouts
- Preliminary finish selections and outline specifications
- Coordination with engineering systems
- Integration of code and accessibility requirements
- Circulation and security pathway refinement
- Sustainability design strategies

Cost Estimate: coordinate and evaluate with SHR and the Zoo's CMar the DD-level development and ensure consistency with the budget. Adjustments will be recommended only as needed to maintain program integrity and financial feasibility.

Meetings:

- Bi-weekly virtual design meetings with the Project Team
- (2) in-person design workshops at the Zoo with the Project Team
- Weekly meetings with Design Team

Deliverables:

- Refined floor plans, site plans, elevations, and interior layouts
- Interior layouts and outline specifications
- Coordinated building systems overview
- Updated cost estimate
- 50% DD Package to SHR
- 100% DD Package to SHR

TASK 3 CONSTRUCTION DOCUMENTS

NJA will produce a fully coordinated and permit-ready Construction Document set aligned with the Zoo's Design-Bid-Build requirements.

During this phase NJA will provide coordination of theming, finishes, and interpretive infrastructure. NJA will also coordinate with local utility company representatives including City of Fresno, SJVAPCD, FMFCD and FUSD. Throughout this phase, we will conduct regular progress meetings to share updates and confirm design decisions. Our internal QA/QC reviews will help identify issues early, reduce plan check comments, and ensure a smooth permit review.

Cost Estimate: NJA will produce estimation of costs for construction at 60% and 90% CD's to ensure the design aligns with budgetary constraints.

Meetings:

- Bi-weekly virtual design meetings with the Project Team
- (2) in-person design workshops at the Zoo with the Project Team
- Weekly meetings with Design Team

Deliverables:

- 60%, 90%, and 100% CDs to SHR
- Specifications

TASK 4: BIDDING & PERMITTING

Prepare final construction documents (plans and specifications) in formats suitable for bidding and contractor use, in accordance with the Zoo's procurement procedures. Develop alternates for transparent cost control flexibility.

Pre-Bid Meeting Assistance

Assist Project Team in facilitating a pre-bid meeting and walkthrough at the project site, ensuring that potential bidders fully understand the scope of work and site-specific constraints. We will be available to present design intent and answer technical questions from bidders.

Bid Evaluation Support: Assist the Project Team with review of submitted bids, including identifying any irregularities, evaluating compliance with design intent. Assist in preparing addendum's as required during the bidding process

TASK 5: CONSTRUCTION ADMINISTRATION

During construction, our team will actively support the Project Team to ensure that the project is executed according to the approved design, meets quality standards, and complies with funding and permitting requirements.

Construction Observation and Site Visits:

Regular site visits are an integral part of our construction administration process. NJA Architecture will visit the construction site

on a bi-weekly basis to monitor progress, verify that the work aligns with the design documents, and address any on-site issues in real-time. This includes responding to RFI's, reviewing material and equipment submittals, evaluating change orders, addressing unforeseen circumstances, and implementing necessary adjustments to keep the project on track. These site visits provide a direct connection between the design team and the construction team.

Project Completion & Closeout: Conduct substantial completion inspections and generate punch lists identifying required corrections. Upon final completion, we will assist the Project Team in verifying that all work has been completed to specification and coordinate collection of closeout submittals, including warranties, manuals, and as-built drawings.

Deliverables:

- Pre-Construction Coordination Notes
- Submittal Review Logs + Approvals
- RFI Responses + Documentation
- Field Observation Reports
- ASI's as required



4 | FEE PROPOSAL

FEE BREAKDOWN & HOURLY RATES

NJA's below fee for Architect of Record services are based on the scope and requirements outlined in the RFP provided by Fresno Chaffee Zoo and the Sub RFP provided by SHR Studios.

TASK	DESCRIPTION	FEE
Task #1	Schematic Design	\$162,000
Task #2	Design Development	\$265,000
Task #3	Construction Documents	\$460,000
Task #4	Bidding & Permitting	\$60,500
Task #5	Construction Administration	\$230,000

NJA TOTAL FEE

\$1,177,500

Anticipated Reimbursables

\$25,000 (Allowance)

(includes site visits/meetings outlined in scope)

NJA TITLE/POSITION	HOURLY RATE
Partner/Principal	\$250/HR
Senior Project Designer	\$195/HR
Senior Project Manager	\$195/HR
QA/QC + Specifications	\$195/HR
Waterproofing Consultant	\$210/HR
Project Architect	\$175/HR
Project Manager	\$175/HR
Project Designer	\$155/HR
Interior Designer	\$155/HR
Architectural Staff Level II	\$110/HR
Architectural Staff Level I	\$90/HR
Administration	\$75/HR



Woodbridge
FITNESS CENTER

5
CONFIRMATION
OF LICENSURE

5 | **CONFIRMATION OF LICENSURE**
CALIFORNIA LICENSE

 CALIFORNIA DEPARTMENT OF CONSUMER AFFAIRS	 Renewal License Architect	CALIFORNIA ARCHITECTS BOARD 2420 Del Paso Road, Suite 105 Sacramento, CA 95834 916 574-7220
License No. C 38947 Receipt No. 51262017		Valid Until: 4/30/2027
NICHOLAS M SEWARD 22435 GEER AVE HILMAR, CA 95324-9720		In accordance with the Provision of Section 5500 of the Business and Professions Code, the individual named hereon is licensed as an Architect and is subject to the rules and regulations of the California Architects Board. 22435 GEER AVE HILMAR, CA 95324
----- NON-TRANSFERABLE ----- POST IN PUBLIC VIEW -----		
WAEC 12/31/07		



AGENDA ITEM 8

DATE: August 26, 2026

TO: Fresno County Zoo Authority Board

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

SUBJECT: June 2026 Year-to-Date Financial Report

RECOMMENDED ACTION:

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

ATTACHMENTS:

June 2026 Financial Report



**Financial Report
June YTD 2026
YTD Financial Report**

June YTD – Analysis Summary

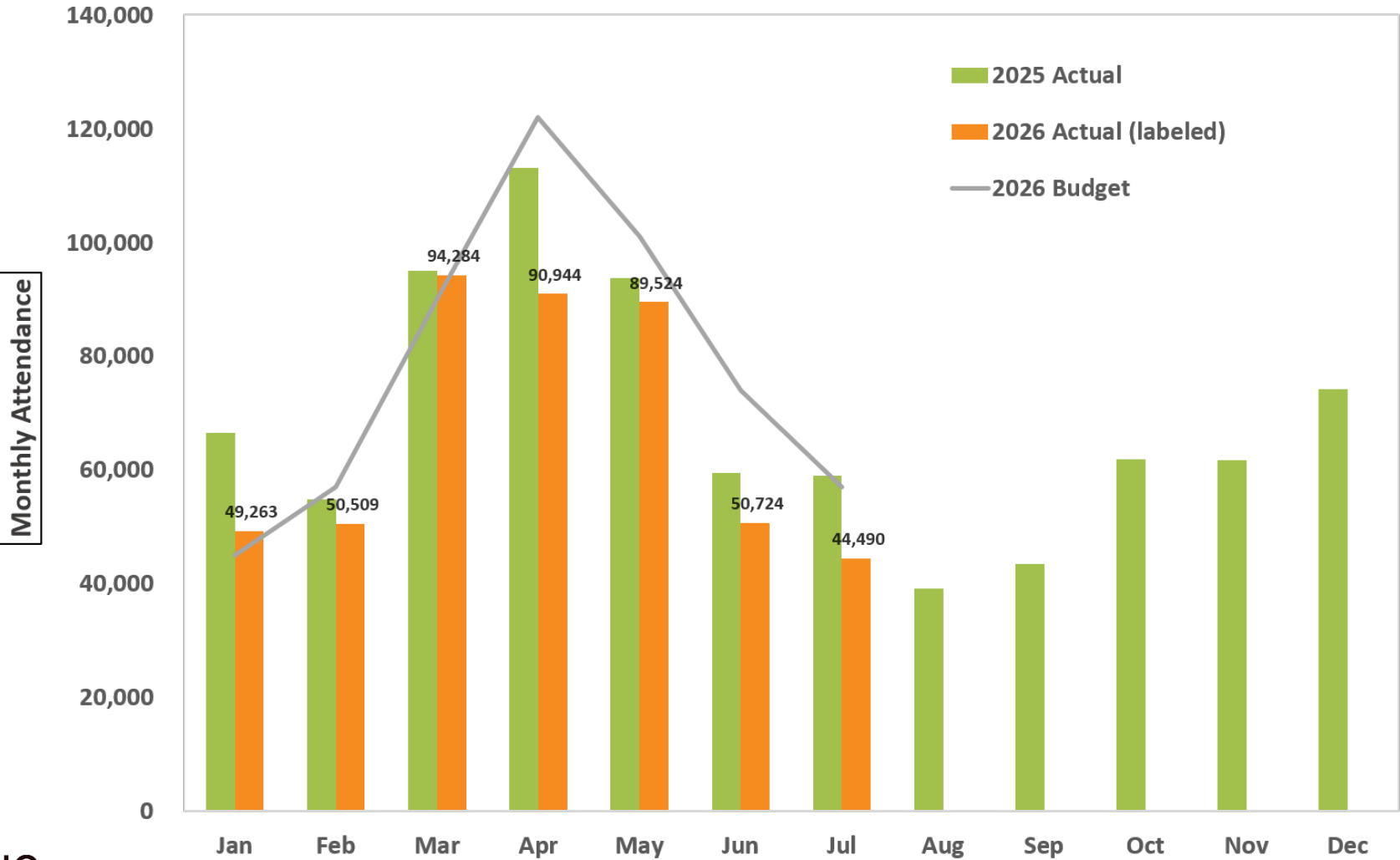
<i>(Amounts in millions)</i>	Actual 2026	Budget 2026	BvA Change	Actual 2025	YOY Change
Self-Generated Revenue	\$ 10.33	\$ 11.96	-14%	\$ 10.01	3%
Expenses	13.90	15.00	-7%	14.91	-7%
Operating Surplus (Deficit)	- 3.56	- 3.04	17%	- 4.89	-27%
Operating Surplus (Deficit) w/ Measure Z Operating Support	1.77	2.59	-32%	1.13	57%
Net Surplus (Deficit)	2.94	n/a	n/a	- 0.04	-7107%

Takeaways:

- Significant downturn in attendance/revenue beginning in Q2 – primarily attributed to economic factors
- Decrease in attendance includes Membership visitation; no noticeable decrease in revenue or active memberships
- Expect depressed financial performance through remainder of 2026 fiscal year

June YTD – Attendance

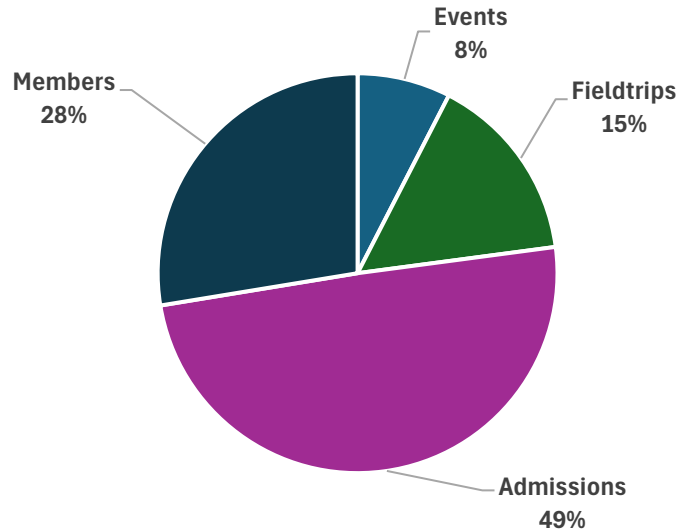
June 2026 = 50,724 (85% of 2025, 69% of budget)
June YTD attendance = 425,248 (88% of 2025, 87% of budget)
July YTD attendance = 469,738 (87% of 2025, 86% of budget)



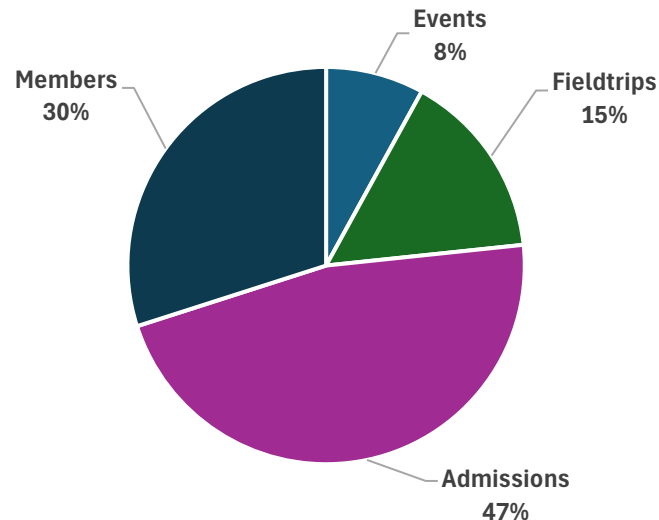
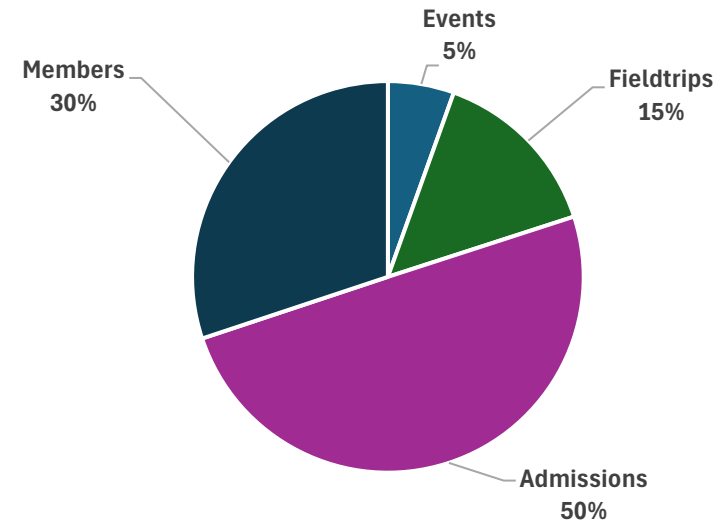
June YTD

Admissions Breakdown

2026 Actual



2025 Actual



2026
Budget

June YTD – Per Capita

	Jun 2026	May 2026	April 2026	2nd Quarter 2026	1st Quarter 2026	YTD to Date 2026
Attendance	50,724	89,524	90,944	231,192	194,056	425,248
Admissions	\$ 10.12	\$ 10.40	\$ 10.70	\$ 10.46	\$ 10.21	\$ 10.34
Food	1.58	1.46	1.57	1.53	1.40	1.47
Gift Shop	0.80	0.82	0.86	0.83	0.76	0.80
Giraffe	1.51	1.41	1.48	1.47	1.55	1.51
Stingray	0.89	0.85	0.89	0.89	0.89	0.89
Behind the Scenes	0.27	0.27	0.32	0.30	0.26	0.28
Zoorassic	1.43	1.24	1.79	1.40	0.17	0.80
Butterfly Garden	0.75	0.63	0.66	0.67	0.08	0.31
Big Bugs & Butterflies						-
	\$ 17.34	\$ 17.08	\$ 18.27	\$ 17.53	\$ 15.32	\$ 16.40

	YTD to Date 2026	Budget 2026	BvA Change	Actual 2025	YOY Change
Attendance	425,248	489,000	-13%	482,825	-12%
Admissions	\$ 10.34	\$ 10.50	-2%	\$ 8.86	17%
Food	1.47	1.25	18%	1.45	1%
Gift Shop	0.80	0.75	7%	0.75	7%
Giraffe	1.51	1.36	11%	1.48	2%
Stingray	0.89	0.85	5%	0.89	0%
Behind the Scenes	0.28	0.35	-20%	0.29	-3%
Zoorassic	0.80	1.30	-38%	n/a	
Butterfly Garden	0.31	0.28	10%	n/a	
Big Bugs & Butterflies	-	-	0%	0.50	
	\$ 16.40	\$ 16.64	-1%	\$ 14.22	15%

June YTD – Financial Summary

	Actual 2026	Budget 2026	BvA Change	Actual 2025	YOY Change
Attendance	425,248	489,000	-13%	482,825	-12%
Self-Generated Revenues	\$ 10,333,523	\$ 11,961,401	-14%	\$ 10,012,790	3%
Personnel Expenses	8,830,700	9,268,592	-5%	9,492,667	-7%
Other Expenses	5,064,389	5,731,906	-12%	5,412,846	-6%
Operations Surplus (Deficit)	(3,561,566)	(3,039,097)	17%	(4,892,723)	-27%
Measure Z Operating	5,328,148	5,632,695	-5%	6,019,052	-11%
Operations & MZ Op Surplus (Deficit)	1,766,582	2,593,598	-32%	1,126,330	57%
Other Non-Operating Revenues (Expenses)	1,176,402	1,185,837	-1%	(1,168,707)	-201%
Net Surplus (Deficit)	2,942,984	3,779,435	-22%	(42,377)	-7045%

Balance Sheet Comparative – June 2026

	June 2026	June 2025
ASSETS		
Current Assets		
Cash	\$2,305,687	\$3,047,382
Short Term Investments-Retention	\$71,605	\$67,463
Accounts Receivable	\$5,204,119	\$3,357,816
Prepaid Expenses	\$642,709	\$466,339
Total Current Assets	\$8,224,119	\$6,939,000
Other Assets		
Long Term Investments	\$18,771,976	\$19,072,160
Buildings, Equipment, Vehicles, and Furniture (net)	\$4,694,604	\$4,284,291
Exhibits	\$103,797,608	\$108,454,401
Construction in Progress	\$4,955,689	\$4,454,415
Goodwill	\$28,841	\$40,378
Beneficial Use of Land	\$4,949,601	\$5,037,176
Total Other Assets	\$137,198,319	\$141,342,821
TOTAL ASSETS	\$145,422,438	\$148,281,821
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts Payable and Accrued Liabilities	\$3,726,620	\$2,283,637
Deferred Revenue	\$2,010,561	\$2,128,897
Current portion LTD	\$1,174,707	\$291,900
Retention Payable	\$145,516	\$74,069
Long-Term Liabilities	\$3,781,066	\$5,516,624
Total Liabilities	\$10,838,470	\$10,295,126
Net Assets (Equity)		
Fund Balance-Without donor restriction	\$115,175,493	\$121,076,214
Fund Balance-With donor restriction	\$6,899,128	\$6,210,107
Fund Balance-Permanently Restricted	\$111,706	\$100,674
Fund Balance-Board Designated	\$12,397,642	\$10,599,700
Total Net Assets (Equity)	\$134,583,968	\$137,986,695
TOTAL LIABILITIES AND NET ASSETS	\$145,422,438	\$148,281,821



AGENDA ITEM 9

DATE: August 26, 2026

TO: Fresno County Zoo Authority Board

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

SUBJECT: CultureComp Pricing Survey

RECOMMENDED ACTION:

Receive CultureComp's Pricing Survey presentation.

ATTACHMENTS:

Presentation



Fresno Chaffee Zoo

Market, Visitor & Member Research

A three-perspective approach to understanding attendance, membership, and revenue potential

30+

Years of experience

500+

Cultural attractions served

3,000+

Research projects completed

8M+

Annual visitors tracked

Methodology

Two Spring 2026 studies — a market survey of prospective visitors and a survey of the Zoo's own visitors and members — together provide three perspectives on the same questions of attendance, membership, and revenue.

PROSPECTIVE MARKET		EXISTING AUDIENCE	
Market Survey		Visitor & Member Survey	
1,061	Qualified metro-area residents surveyed	4,907	Total surveys completed
±3.0%	Margin of error	2,546	Visitors surveyed
663K	Qualified market size	1,769	Members surveyed
Online	Census-representative, pre-screened sample	±1.9 / ±2.3%	Margin of error (visitors / members)

All admission and membership prices were blind-tested — each respondent received one price, rotated across respondents — so results compare prices against one another rather than a baseline.

Who We Surveyed

THREE AUDIENCES, COMPARED

The three samples differ in ways that shape every finding that follows: all three center on households aged 30–49, but members skew higher-income and more educated and concentrate most heavily in Fresno County.

Dimension	Market	Visitors	Members	MSA
Aged 30–49	55%	53%	51%	—
In Fresno County	48%	60%	75%	—
Household income ≤ \$50k	40%	25%	15%	46%
College graduate or higher	41%	47%	61%	—
Hispanic or Latino	19%	43%	24%	~44%

Reading the samples. Where a later slide references "members" or "lapsed visitors," these are the groups it refers to. Members over-index on income and education relative to the Fresno MSA, and the Latino/Hispanic community is well-represented among visitors (43%) but a smaller share of members (24%) — a representation gap specific to membership, to note when interpreting the segments rather than a measured visitation propensity.

Market Potential

PROSPECTIVE MARKET

The population of Fresno County is 1,030,000.

35.2% of the qualified market visited in the last 12 months. 77.1% will definitely or probably visit in the next 12 — defining a potential resident market of 511,289.

663,150

Qualified market size (all counties)

318,312

Fresno County qualified market size

511,289

Potential market — def. + prob. visit

233,429

Unique local visitors, last 12 months

Reading the funnel

Visited in last 12 months **35.2%**

Definite next-12-mo intent **41.2%**

Def. + prob. intent **77.1%**

Conversion of potential **45.7%**

High-performing benchmark **40–60%**

A 45.7% conversion sits inside the strong 40–60% band. A tested marketing statement moved combined intent only 77.1% → 78.5%, indicating the Zoo is already well-branded and that growth lies in converting "probably" to "definitely."

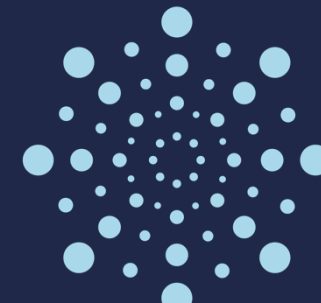
Market Segmentation

BY VISITOR REGENCY

The qualified market splits into three segments by recency. Each represents a different opportunity — deepening frequency among recent visitors versus re-engaging lapsed visitors and reaching those who have never come.



Why recency matters. Recent visitors (36%) respond most to added amenities, which deepen frequency. Lapsed visitors (53%) are the largest single opportunity, and never-visitors (11%) require the strongest draw to convert. The next section shows which offerings reach each group — the difference between deepening frequency and expanding the audience.



ADMISSION & DISCOUNTING

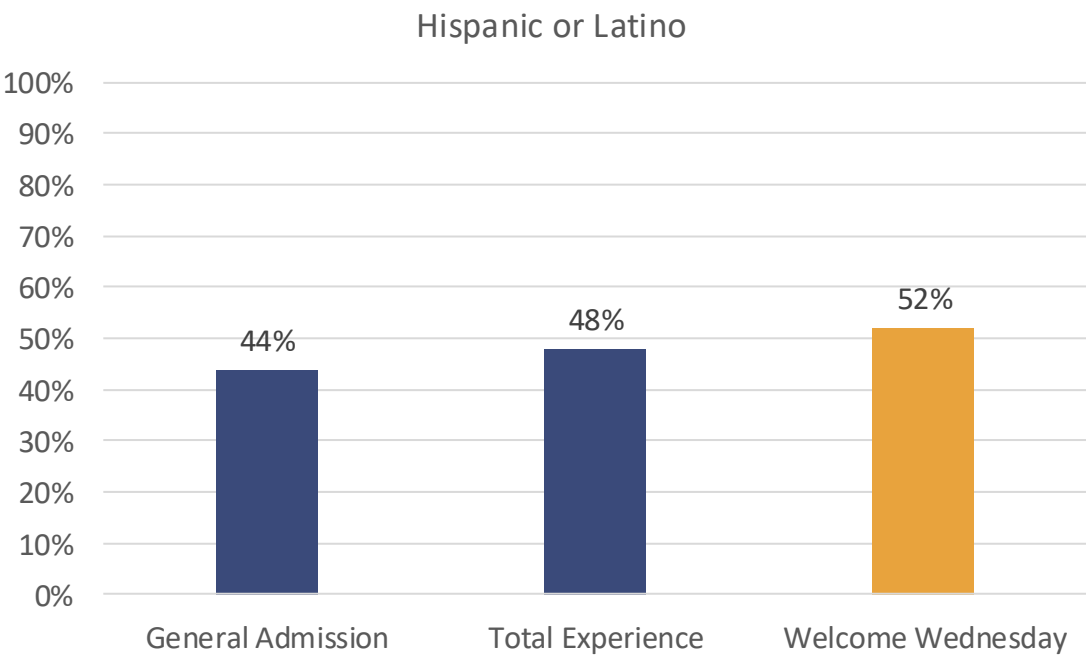
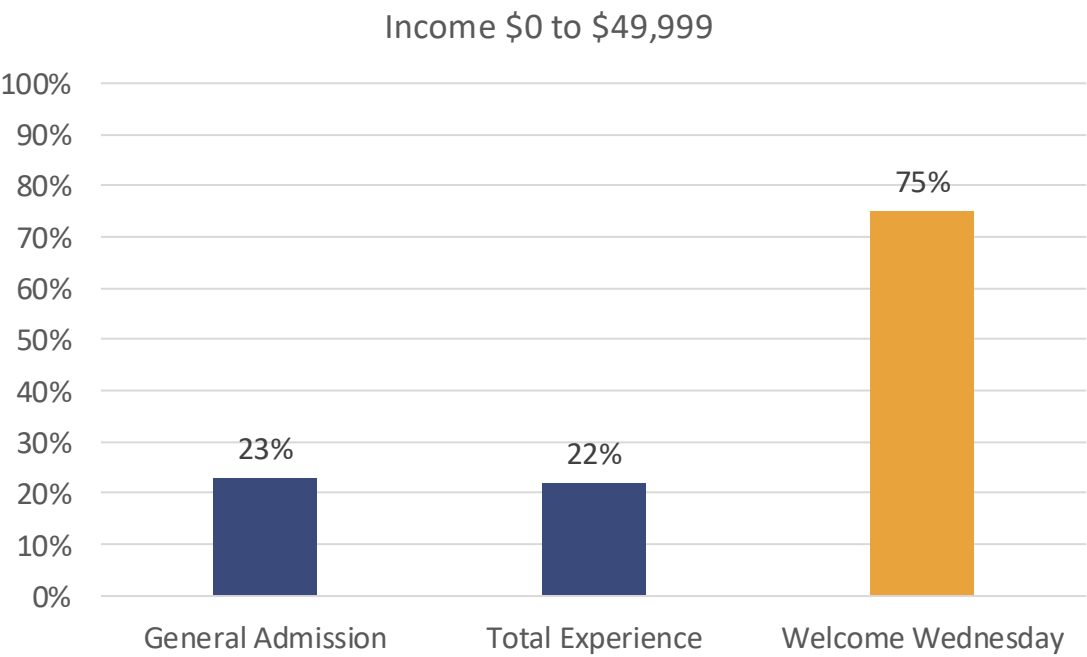
Accessibility and the Impact on Pricing, Attendance & Revenue

The pages that follow describe the measured impact of each tested price — on visit intent, attendance, and revenue — for general admission, the special exhibition, and online discounting. Figures are directional illustrations of the tradeoff between prices, holding all else equal; they compare options rather than forecast totals, and the choice of price point rests with the Zoo.

Accessibility

VISITOR SURVEY

Welcome Wednesday visitors are 3x more likely to have household income less than \$50,000.



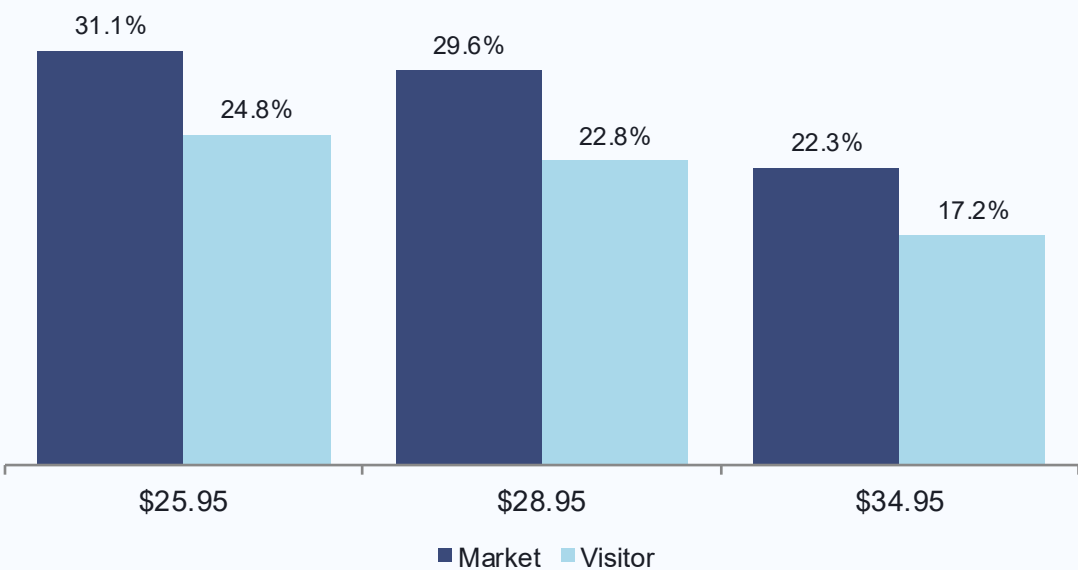
Figures reflect full-price intent only and exclude discounted, free, accessibility, membership, and tourist admission. They compare pricing options, not total attendance or revenue.

General Admission — Visit Intent

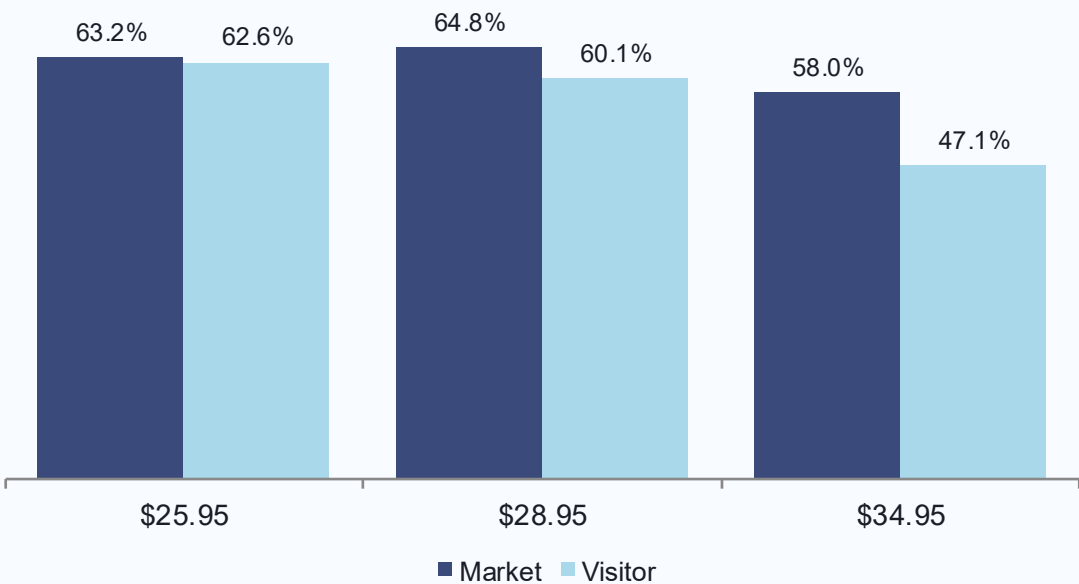
BLIND-TESTED · BOTH STUDIES

Three prices were tested. Both the definite and definite-plus-probable models are statistically flat from \$25.95 to \$28.95, then decline significantly at \$34.95.

Definitely visit



Definitely + probably visit



What the data shows. \$25.95 vs. \$28.95 falls within the margin of error on both measures in both studies — the data cannot distinguish them. The decline at \$34.95 exceeds the margin of error, indicating statistically significant resistance at that level.

General Admission — Attendance & Revenue Impact

MARKET SURVEY · ILLUSTRATIVE

Applying each price's intent rate to the qualified market shows the directional impact of moving between prices, under each intent model.

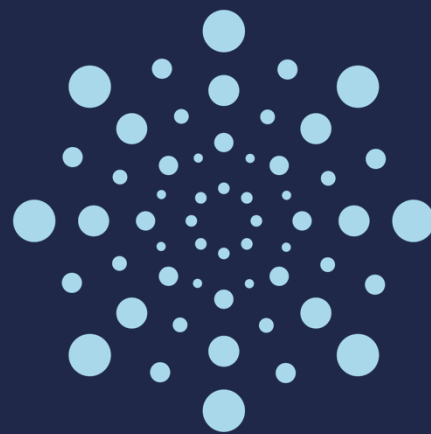
Core audience — "definitely visit"

Adult price	Definitely	Attendance	Att. impact	Rev. impact
\$25.95	31.1%	206,240	—	—
\$28.95	29.6%	206,240	0% – within MOE	+11.6%
\$34.95	22.3%	147,882	-28.3%	-3.4%

Potential audience — "definitely + probably visit"

Adult price	Def.+Prob.	Attendance	Att. impact	Rev. impact
\$25.95	63.2%	419,111	—	—
\$28.95	64.8%	419,111	0% – within MOE	+11.6%
\$34.95	58.0%	384,627	-8.2%	+23.6%

Figures reflect full-price intent only and exclude discounted, free, accessibility, membership, and tourist admission. They compare pricing options, not total attendance or revenue.



CULTURECOMP

Thank You

Charleston, SC · culturecomp.org · 843-723-7290