

## **FRESNO COUNTY ZOO AUTHORITY**

### **AGENDA**

**9:00 AM, Wednesday, November 29, 2017**

California High Speed Rail Authority

Central California Regional Office

1111 H Street, Fresno, CA 93721

(559) 445-5157

**1. Call to Order**

**2. Public Comments**

This time is made available to receive comments from the public 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. In order to accurately record the minutes, members of the public are asked to speak only from the podium. Before beginning comments, please state for the record your name and affiliation, if any.

**3. Consent Agenda**

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

a. Review and approve minutes of August 30, 2017

b. Review and approve payment of County of Fresno invoice for Professional and Specialized Services in the amount of \$29,770.28 for August, September and October 2017

c. Receive Treasurer's Reports for August, September, October and the quarter ended October 2017

4. Receive Fresno County Zoo Authority 2016-17 audited financial statements and independent auditor's report from Brown Armstrong Accountancy Corporation

5. Fresno Chaffee Zoo Director's report

6. Receive Fresno's Chaffee Zoo Corporation Financial reports for August, September and October 2017
7. Approve an additional \$100.00 for Fresno's Chaffee Zoo Corporation FY 2017 Measure Z Operating budget for Electronic Funds Transfer fees reimbursement
8. Approve Fresno's Chaffee Zoo Corporation request for FY 2017 Measure Z Capital funds totaling \$266,601.00 for the conceptual and schematic design of the Asian Exhibits Project
9. Approve proposed amendments to Fresno County Zoo Authority Retention Policy
10. Approve revisions to Authority's *Procedures for Approving and Administering Measure Z Funds*
11. Receive second draft of Fiscal Year 2016-17 Annual Report and provide direction to staff
12. Receive staff reports
13. Board meetings
  - a. Adopt 2018 meeting calendar
  - b. Approve next meeting date. Dates include:

Wednesday, December 27, 2017

Wednesday, January 31, 2018

Wednesday, February 28, 2018
14. Chair's comments
15. Board Member comments
16. Adjourn

All supporting documentation is available for public review in the office of the Fresno County Zoo Authority, 2220 Tulare Street, 8<sup>th</sup> Floor, Fresno, 93721, during regular business hours.

For further information, please contact Catherine Crosby, Zoo Authority Coordinator, at 600-4305, email [zooauthority@co.fresno.ca.us](mailto:zooauthority@co.fresno.ca.us), or visit [www.zooauthority.org](http://www.zooauthority.org). Requests for disability-related modification or accommodation needed in order to participate in the meeting must be made to the Zoo Authority Coordinator no later than 9:00 a.m. on the day prior to the meeting.



**FRESNO COUNTY ZOO AUTHORITY**

**ACTION SUMMARY MINUTES**

**9:00 AM, Wednesday, August 30, 2017**

Fresno County Employees' Retirement Association

1111 H Street, Fresno, CA 93721

(559) 457-0681

1. Call to Order

**CHAIRMAN MICHELLE ROMAN CALLED THE MEETING TO ORDER AT 9:00 AM. A QUORUM WAS PRESENT, INCLUDING THE CHAIRMAN AND MEMBERS LEE BRAND, PETER HERZOG, GERALD LYLES, KENT STRATFORD, PAUL TOSTE AND RALPH WATERHOUSE.**

0:00:09

2. Public Comments

This time is made available to receive comments from the public 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. In order to accurately record the minutes, members of the public are asked to speak only from the podium. Before beginning comments, please state for the record your name and affiliation, if any. **HELD; DONALD KENDIG, FRESNO COUNTY EMPLOYEES' RETIREMENT ASSOCIATION BOARD ADMINISTRATOR, REPORTED ON THE PROGRESS OF THEIR NEW BUILDING AT PALM AND NEES. THE BOARD ROOM IS EXPECTED TO BE READY IN EARLY DECEMBER, AND HE LOOKS FORWARD TO HOSTING THE AUTHORITY, IF THAT IS THE BOARD'S WISH. THE CURRENT BUILDING WILL BE TURNED OVER TO HIGH SPEED RAIL IN A TURN-KEY AGREEMENT. ALL FURNITURE AND AUDIO VISUAL EQUIPMENT WILL REMAIN.**

0:02:45

3. Consent Agenda

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.

**BOARD COORDINATOR CATHY CROSBY POINTED OUT AN ERROR IN AMOUNT SHOWN FOR THE TOTAL MEASURE Z PROCEEDS FROM INCEPTION ON PAGE 2 OF AGENDA**

**ITEM 3.c.2, AND THAT THE CORRECTED AMOUNT WAS SHOWN IN HAND-OUTS. THE CORRECTION DID NOT AFFECT THE REPORTED FIGURES FOR JULY 2017. MEMBER LYLES MOVED FOR APPROVAL. SECONDED BY MEMBER TOSTE, THE MOTION PASSED UNANIMOUSLY AND WITHOUT COMMENT.**

- a. Review and approve minutes of June 28, 2017
- b. Review and approve payment of County of Fresno invoice for Professional and Specialized Services in the amount of \$24,45.49 for May, June, and July 2017
- c. Receive Treasurer's Reports for June and Quarter ended June, and July 2017

0:04:23

**4. Fresno Chaffee Zoo Director's report**

**DIRECTOR SCOTT BARTON REPORTED THAT DUE TO RECORD WINTER RAINS AND SUMMER HEAT ATTENDANCE IS DOWN 16% FROM BUDGETED, COMPARED TO RECORD ATTENDANCE LAST YEAR. ADJUSTMENTS ARE BEING MADE TO EXPENSES AND REVENUE FROM OTHER SOURCES INCLUDING 18,000 FAMILY MEMBERSHIPS. NEXT YEAR'S BUDGET WILL CONSIDER THESE FACTORS, AND THEY ARE LOOKING AT A POTENTIAL TRAVELLING EXHIBIT. THE WATER PLAY AREA WILL BE OPEN WITH WARM WEATHER IN THE SPRING.**

**HE INTRODUCED NEW DEPUTY ZOO DIRECTOR AMOS MORRIS, FORMER DIRECTOR OF MESKER PARK ZOO (INDIANA), AND MENTIONED THE SEARCH FOR A NEW CHIEF FINANCIAL OFFICER (CFO). INTERIM CFO NORA CROW, FORMER AUDITOR WITH THE ZOO CORPORATION'S OUTSIDE AUDIT FIRM OF MOORE, GRIDER, WILL ASSIST IN THE TRANSITION WITH NEWLY HIRED CFO RICK TREACH.**

**THE CONSERVATIVE 2018 BUDGET WILL CONSIDER PROJECTED ATTENDANCE, EXHIBITS THAT WILL BE OPEN, PROGRAMS, AND POTENTIAL BIRTHS. AN AIRPORT DISPLAY FEATURING A 3-D RHINO PROMOTING THE ZOO WAS INSTALLED TWO DAYS AGO.**

**CHAIRMAN ROMAN WELCOMED MR. MORRIS.**

0:10:39

**5. Receive update on Fresno Chaffee Zoo Master Plan**

**RECEIVED; DIRECTOR BARTON PRESENTED THE UPDATED MASTER PLAN, REVIEWING PROJECTS COMPLETED FROM 2004 THROUGH 2016, AND THOSE PLANNED THROUGH THE END OF THE CURRENT MEASURE Z IN 2024. ESTIMATES FOR PROPOSED PROJECTS AND PROJECTED MEASURE Z REVENUES ARE LISTED ON THE LAST PAGE (32). HE STRESSED THAT THE MASTER PLAN IS A LIVING DOCUMENT AND PLANS ARE TO UPDATE IT EVERY TWO YEARS.**

**REVENUE GROWTH IS CONSERVATIVELY PROJECTED AT HALF THE RATE OF THE LAST THREE YEARS, AND CAPITAL EXPENSES WILL BE ADJUSTED ACCORDING TO ACTUAL MEASURE Z AND PRIVATE FUND RAISING REVENUES.**

**RESPONDING TO MEMBER QUESTIONS REGARDING PARKING ISSUES, MR. BARTON DESCRIBED POSSIBLE SHORT, MEDIUM AND LONG TERM SOLUTIONS, THEIR CONSIDERATIONS AND FUNDING OF POTENTIAL COSTS :**

- **A SHORT-TERM PLAN - THE STORM WATER BASIN/PRIVATE LOT ACROSS BELMONT NEXT YEAR.**



- **A MEDIUM-TERM PLAN –A CONCEPTUAL PLAN FOR THE CITY’S FORMER CORPORATION YARD FOR THE PARKING HUB BY 2019**
- **A LONG-TERM PARKING PLAN –SHUTTLE SERVICE IN THE NEIGHBORHOOD FOR THE VERY BUSIEST SEASONS.**

**MR. BARTON WILL PROVIDE AN UPDATE ON THE USE OF AND FUNDING FOR SOLAR AT THE NEXT MEETING.**

0:25:35

6. Receive Fresno’s Chaffee Zoo Corporation Financial report for June and July 2017  
**INTERIM CHIEF FINANCIAL OFFICER NORA CROW, AUDIT MANAGER WITH DRITSAS GROOM MCCORMICK, CPAs, PRESENTED HIGHLIGHTS OF THE JULY 2017 REPORT. BUDGET SURPLUS IS GREATER THAN EXPECTED. REVENUE IS UNDER BUDGET. YEAR-TO-DATE ATTENDANCE IS DOWN 90,000 FROM THIS YEAR’S BUDGET AND 115,000 FROM 2016. EXPENSES HAVE BEEN REDUCED ACCORDINGLY, WHILE CONTINUING TO MAINTAIN THE FACILITY AT A HIGH LEVEL.**

0:31:33

7. Approve Fresno’s Chaffee Zoo Corporation request for FY 2017 Measure Z Capital funds totaling \$193,064 for Belmont Basin Relief Line

**DIRECTOR BARTON PRESENTED THE ITEM AND SAID THE BASIN WAS A REQUIREMENT OF THE AFRICAN ADVENTURE PROJECT, IS A SHARED COST WITH THE CITY, AND THE FUNDS REQUESTED ARE FOR THE ZOO’S PORTION. THERE WAS NO DISCUSSION. MEMBER TOSTE MOVED FOR APPROVAL. SECONDED BY MEMBER BRAND, THE MOTION PASSED UNANIMOUSLY.**

0:33:05

8. Approve Fresno’s Chaffee Zoo Corporation request for FY 2017 Measure Z Capital funds totaling \$888,955.56 for Animal Nutrition Center Design

**DIRECTOR BARTON STATED THE CURRENT 60-YEAR OLD COMMISSARY DOES NOT MEET THE NEEDS OF THE LARGER ZOO. ALL FOOD WILL BE STORED AND PREPARED IN THE BUILDING, INCLUDE OFFICE SPACE, AND BREAK SPACE FOR 70 STAFF. THE REQUEST IS FOR DRAWINGS FOR DESIGN THROUGH FULL CONSTRUCTION FOR THIS \$8-10M PROJECT. THE ANTICIPATED LIFE OF THE PROPOSED BUILDING WILL BE WHAT THE ZOO NEEDS FOR THE NEXT 50-60 YEARS. THERE WAS NO DISCUSSION. MEMBER WATERHOUSE MOVED FOR APPROVAL. SECONDED BY MEMBER HERZOG, THE MOTION PASSED UNANIMOUSLY.**

0:37:20

9. Receive first draft of Fiscal Year 2016-17 Annual Report and provide direction to staff

**MS. CROSBY PRESENTED A VERY PLAIN FIRST DRAFT AND RECEIVED CORRECTIONS FROM MEMBERS. A FULLY DESIGNED FINAL DRAFT WILL BE PRESENTED AT THE NEXT MEETING.**

0:40:20

10. Receive staff reports

**MS. CROSBY REPORTED THAT A POSITIVE RESPONSE WAS RECEIVED FROM THE REGIONAL DIRECTOR OF THE CALIFORNIA HIGH SPEED RAIL AUTHORITY TO A LETTER FROM THE CHAIRMAN REQUESTING THE USE OF THE CURRENT MEETING ROOM UNTIL THE RETIREMENT OFFICES’ NEW BOARDROOM WAS AVAILABLE, OR IF MEMBERS WISH TO REMAIN AT THIS LOCATION.**

**IN RESPONSE TO MEMBER TOSTE, SHE REPORTED THAT THE COUNTY ADMINISTRATIVE OFFICE HAD APPROVED RETURNING THE COORDINATOR'S PAY RATE TO THE PREVIOUS RATE FOR PUBLIC WORKS RESOURCES DIVISION.**

**TREASURER MEGAN MARKS REPORTED THAT HER DEPARTMENT HAS RE-ORGANIZED AND SHE WILL BE REPLACED BY NICK SUBEDAR, WHO WILL BE INTRODUCED AT THE NEXT MEETING.**

0:44:44

11. Approve next meeting date

Adopted dates include:

Wednesday, September 27, 2017

Wednesday, October 25, 2017

Wednesday, November 29, 2017

**AFTER DISCUSSION REGARDING MEMBER AND STAFF AVAILABILITY, POSSIBLE PROJECT FUNDING REQUESTS BY THE ZOO, AND POTENTIAL RECEIPT OF THE AUTHORITY'S AUDIT, IT WAS MOVED BY MEMBER TOSTE TO CANCEL THE SEPTEMBER 27<sup>TH</sup> MEETING. SECONDED BY MEMBER STRATFORD, THE MOTION PASSED UNANIMOUSLY.**

0:48:00

12. Chair's comments

**THE CHAIRMAN THANKED EVERYONE FOR ATTENDING.**

0:48:00

13. Board Member comments

**MEMBER WATERHOUSE THANKED MR. BARTON FOR THE MASTER PLAN DOCUMENT.**

**MEMBER BRAND, NEW MAYOR OF FRESNO, MENTIONED THE 'WHIRLWIND' OF HIS FIRST 9 MONTHS AT CITY HALL, THANKED EVERYONE, AND COMPLEMENTED THE ZOO AND MR. BARTON. HE LOOKS FORWARD TO ATTENDING MORE MEETINGS AND MAKING THE ZOO BETTER FOR THE COMMUNITY.**

**MEMBER TOSTE WELCOMED THE MAYOR AND THANKED MR. BARTON FOR THE BEAUTIFUL MASTER PLAN. MR. BARTON CREDITED THE ZOO'S MARKETING TEAM FOR THE REPORT. MEMBER TOSTE ALSO THANKED NORA CROW FOR HER AUDIT REPORT, AND WELCOMED AMOS MORRIS.**

0:49:24

14. Adjourn

**THERE BEING NO FURTHER BUSINESS, THE CHAIRMAN ADJOURNED THE MEETING AT 9:49 AM.**

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For further information, please contact Catherine Crosby, Zoo Authority Coordinator, at 600-4305, email [zooauthority@co.fresno.ca.us](mailto:zooauthority@co.fresno.ca.us), or visit [www.zooauthority.org](http://www.zooauthority.org). Requests for disability-related modification or accommodation needed in order to participate in the meeting must be made to the Zoo Authority Coordinator no later than 9:00 a.m. on the day prior to the meeting.



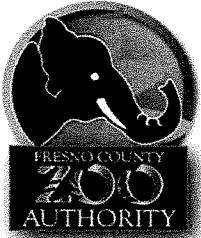
Invoice for Professional Services in Support of the Zoo Authority  
Billing Hours and Expenses for August, September and October 2017

Invoice Number  
080910-ZOO-112917

**November 29, 2017**

TO: Zoo Authority Board  
c/o County of Fresno  
2220 Tulare St, 6th Floor MS 214  
Fresno, CA 93721

Department / Title	Hours	Rates	Cost	Fiscal Year 17-18
<i>Financial Reporting and Audits</i>				
<i>Division Chief</i>	0.50	\$92.49	\$46.25	
<i>Senior Accountant</i>	10.50	\$80.92	\$849.66	
<i>Accountant I</i>	40.75	\$62.78	\$2,558.29	
<i>Accountant Intern</i>	10.25	\$34.78	\$356.50	
<i>Public Works and Planning</i>				
<i>Analyst III, Capital Projects</i>	225.70	\$76.23	\$17,205.11	
<i>Analyst III, Capital Projects</i>	87.50	\$75.93	\$6,643.88	
<i>County Counsel</i>				
<i>Deputy County Counsel</i>	17.30	\$122.00	\$2,110.60	
<b>Professional Services Total</b>	<b>392.50</b>		<b>\$29,770.28</b>	
No office expense this period			\$0.00	
<b>Office Expense Total</b>			<b>\$0.00</b>	<b>\$0.00</b>
			<b>\$29,770.28</b>	<b>\$29,770.28</b>
			<b>Invoice Total</b>	<b>FY 16-17 Total</b>



**Fresno County Zoo Authority  
Treasurer's Report  
Unaudited Cash Basis  
For the Month Ended August 31, 2017**

<b>Summary of Measure Z Proceeds</b>			
Tax Proceeds Received:			
-	Measure Z - Sales Tax Proceeds	\$	1,241,000.00
	Total Proceeds Received:	\$	1,241,000.00
Tax Proceeds Allocated:			
-	Allocation to Zoo Authority Fund (2%)		24,820.00
-	Allocation to Trust Fund for Operations and Capital Projects (98%)		1,216,180.00
	Total Proceed Allocations	\$	1,241,000.00
<b>Cash Balance by Fund</b>			
<b>Zoo Authority Fund</b>			
	>> <b>Administrative Fund</b>	2%	
	Beginning Cash Balance	\$	1,395,345.22
Receipts:	- Measure Z Sales Tax Proceeds		24,820.00
Disbursements:	- PeopleSoft Financial Charges		(173.71)
	- ZA Office Expense		(162.54)
	- ZA Staff Invoice Reimbursement for Professional Services		(23,882.95)
	Net Increase/(Decrease) to Cash		600.80
	<b>Ending Cash Balance - Zoo Authority Administrative Fund</b>	\$	<b>1,395,946.02</b>
<b>Trust Fund for FCZC Operations and Capital Projects</b>			
	Beginning Cash Balance	\$	32,259,497.41
	>>> <b>Operations Fund</b>		
	Beginning Cash Balance		5,935,126.26
Receipts:	- Measure Z Sales Tax Proceeds		405,393.33
Disbursements:	- Wire Fees		(10.00)
	Net Increase/(Decrease) to Cash		405,383.33
	<b>Ending Cash Balance - Available for Operations</b>	\$	<b>6,340,509.59</b>
	>>> <b>Capital Facilities Project Fund</b>		
	Beginning Cash Balance	\$	26,324,371.15
Receipts:	- Measure Z Sales Tax Proceeds		810,786.67
Disbursements:	- FCZC Capital Claim 2017-03C		(105,239.63)
	Net Increase/(Decrease) to Cash		705,547.04
	<b>Ending Cash Balance - Available for Capital Projects</b>		<b>27,029,918.19</b>
	<b>Ending Balance Available for Operations and Capital Projects</b>	\$	<b>33,370,427.78</b>
	<b>Total Interest Received During the Month</b>		<b>-</b>

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 1.560 as of June 30, 2017.

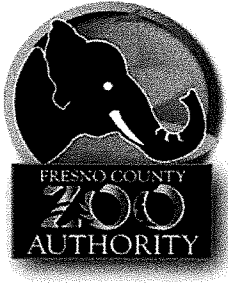


## Fresno County Zoo Authority

### SUMMARY OF MEASURE Z SALES TAX PROCEEDS

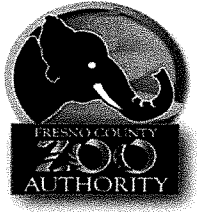
	PRIOR FISCAL YEARS			CURRENT FISCAL YEAR		
	2014-2015	2015-2016		2016-2017		2017-2018
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	
TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	BUDGET TO ACTUAL VARIANCE
July	\$ 864,900	\$ 900,800	\$ 952,000	\$ 961,520	\$ 930,800	\$ (30,720) -3.19%
August	1,149,600	1,201,100	1,269,300	1,281,993	1,241,000	\$ (40,993) -3.20%
September	1,199,226	1,408,037	1,181,071	1,192,882		
October	879,100	911,400	941,400	950,814		
November	1,172,100	1,215,200	1,255,200	1,292,856		
December	1,147,219	1,306,493	1,188,304	1,212,070		
January	884,100	915,800	955,400	974,508		
February	1,178,800	1,221,000	1,273,900	1,299,378		
March	1,087,121	1,226,517	1,114,146	1,103,005		
April	804,100	819,500	855,500	846,945		
May	1,072,100	1,092,700	1,140,700	1,129,293		
June	1,231,366	1,374,748	1,220,710	1,099,791		
Total	\$ 12,669,732	\$ 13,593,295	\$ 13,347,631	\$ 13,345,055	\$ 2,171,800	\$ (71,713) -0.54%

TOTAL MEASURE Z PROCEEDS FROM INCEPTION \$ 141,179,120



**Fresno County Zoo Authority**  
**Treasurer's Report**  
**Unaudited Cash Basis**  
**For the Month Ended August 31, 2017**

Summary of Quarter One Interest Receipts					
Fund	Subclass	Description	1st Alloc. July	2nd Alloc September	Interest Received
4845	10000	Zoo Authority	\$ 639.99	\$ -	\$ 639.99
4850	10000	FCZC - Operations	2,921.41	-	\$ 2,921.41
4850	42700	FCZC - CP	11,549.40	-	\$ 11,549.40
<b>Total</b>			<b>\$ 15,110.80</b>	<b>\$ -</b>	<b>\$ 15,110.80</b>
<b>July to September</b>					



**Fresno County Zoo Authority  
Capital Projects Fund Cash Flow  
For the Month Ended August 31, 2017**

**Cash Balance as of 8/31/2017**

**\$ 27,029,918**

**DEDUCTIONS (earmarked projects, paid through claim 2017-03C):**

2017 Water Play Area-Jan 2017	2,983,786
2017 Dino Dig Expansion-June 2016	195,000
2017 African River-June 2016	3,553,660
2017 Orangutan Exhibit-May 2017	94,856
2017 Prgm Animal Holding Facility-August 2017	156,405
2016 Animal Acquisition-September 2015	35,462
2016 Tiger Exhibit Expansion-December 2014	31,120

**Total Deductions:**

**\$ (7,050,289)**

**TOTAL:**

**\$ 19,979,629**



**Fresno County Zoo Authority  
Operations Fund Cash Flow  
For the Month Ended August 31, 2017**

**Cash Balance as of 8/31/2017** **\$ 6,340,510**

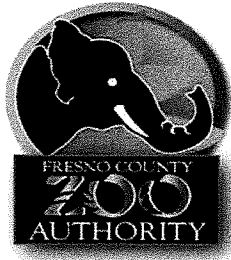
**DEDUCTIONS (Remaining budgets, paid through claim 2017-07):**

2017 Animal	1,474,430
2017 Veterinary	207,169
2017 Utilities	92,696
2017 Animal Feed	197,355
2017 Interest/Bank Charges	30

**Total Deductions:** **\$ (1,971,680)**

**TOTAL:** **\$ 4,368,830**





**Fresno County Zoo Authority  
Administration Fund Cash Flow  
For the Month Ended August 31, 2017**

**Cash Balance as of 8/31/2017** \$ 1,395,946

**DEDUCTIONS (Remaining budgets, paid through claim 0050607-ZOO-083017):**

2018 Telephone Charges	250
2018 Memberships	500
2018 Office Expense	5,837
2018 Postage	1,000
2018 PeopleSoft Financials Charges	461
2018 Professional Services	172,986
2018 Data Processing Services	1,500
2018 Publications & Legal Notices	500
2018 Trans, Travel & Education	2,500
2017 Telephone Charges	250
2017 Memberships	500
2017 Office Expense	2,539
2017 Postage	633
2017 PeopleSoft Financials Charges	168
2017 Professional Services	88,868
2017 Data Processing Services	1,500
2017 Publications & Legal Notices	500
2017 Trans, Travel & Education	2,500

<b>Total Deductions:</b>	<u>\$ (282,992)</u>
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<b>TOTAL:</b>	<u><u>\$ 1,112,954</u></u>
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**Fresno County Zoo Authority  
Treasurer's Report  
Unaudited Cash Basis  
For the Quarter Ended September 30, 2017**

<b>Summary of Measure Z Proceeds</b>			
Tax Proceeds Received:			
-	Measure Z - Sales Tax Proceeds		\$ 3,562,953.77
	Total Proceeds Received:		\$ 3,562,953.77
Tax Proceeds Allocated:			
-	Allocation to Zoo Authority Fund (2%)		71,259.08
-	Allocation to Trust Fund for Operations and Capital Projects (98%)		3,491,694.69
	Total Proceed Allocations		\$ 3,562,953.77
<b>Cash Balance by Fund</b>			
<b>Zoo Authority Fund</b>			
	>> Administrative Fund	2%	
	Beginning Cash Balance		\$ 1,376,339.66
Receipts:	- Measure Z Sales Tax Proceeds		71,259.08
	- Interest Received		5,278.63
Disbursements:	- PeopleSoft Financial Charges		(365.55)
	- ZA Staff Invoice Reimbursement for Professional Services		(23,882.95)
	- ZA Office Expense		(229.16)
	- ZA Postage Expense		(87.10)
	Net Increase/(Decrease) to Cash		51,972.95
	Ending Cash Balance - Zoo Authority Administrative Fund		\$ 1,428,312.61
<b>Trust Fund for FCZC Operations and Capital Projects</b>			
	98%		
	Beginning Cash Balance		\$ 31,782,697.24
	>>> Operations Fund		
	Beginning Cash Balance		6,001,526.00
Receipts:	- Measure Z Sales Tax Proceeds		1,163,898.23
	- Interest Received		24,095.87
Disbursements:	- FCZC Operations Claim #2017-06		(373,372.48)
	- FCZC Operations Claim #2017-07		(362,661.36)
	- FCZC Operations Claim #2017-08		(382,112.15)
	- Wire Fees		(30.00)
	Net Increase/(Decrease) to Cash		69,818.11
	Ending Cash Balance - Available for Operations		\$ 6,071,344.11
	>>> Capital Facilities Project Fund		
	Beginning Cash Balance		\$ 25,781,171.24
Receipts:	- Measure Z Sales Tax Proceeds		2,327,796.46
	- Interest Received		95,259.86
Disbursements:	- FCZC Capital Claim 2017-03C		(105,239.63)
	- FCZC Capital Claim 2017-02C		(76,472.16)
	- Wire Fees		(10.00)
	Net Increase/(Decrease) to Cash		2,241,334.53
	Ending Cash Balance - Available for Capital Projects		28,022,505.77
	Ending Balance Available for Operations and Capital Projects		\$ 34,093,849.88
	Total Interest Received During the Quarter		124,634.36

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 1.645 as of September 30, 2017.



**Fresno County Zoo Authority  
Treasurer's Report  
Unaudited Cash Basis  
For the Month Ended September 30, 2017**

Summary of Measure Z Proceeds			
Tax Proceeds Received:			
-	Measure Z - Sales Tax Proceeds		\$ 1,391,153.77
	Total Proceeds Received:		\$ 1,391,153.77
Tax Proceeds Allocated:			
-	Allocation to Zoo Authority Fund (2%)		27,823.08
-	Allocation to Trust Fund for Operations and Capital Projects (98%)		1,363,330.69
	Total Proceed Allocations		\$ 1,391,153.77
Cash Balance by Fund			
<b>Zoo Authority Fund</b>			
	>> <b>Administrative Fund</b>	2%	
	Beginning Cash Balance		\$ 1,395,946.02
Receipts:	- Measure Z Sales Tax Proceeds		27,823.08
	- Interest Received		4,638.64
Disbursements:	- PeopleSoft Financial Charges		(26.39)
	- Postage Expense		(68.74)
	-		
	Net Increase/(Decrease) to Cash		32,366.59
	<b>Ending Cash Balance - Zoo Authority Administrative Fund</b>		<b>\$ 1,428,312.61</b>
<b>Trust Fund for FCZC Operations and Capital Projects</b>			
	98%		
	Beginning Cash Balance		\$ 33,370,427.78
	>>> <b>Operations Fund</b>		
	Beginning Cash Balance		6,340,509.59
Receipts:	- Measure Z Sales Tax Proceeds		454,443.56
	- Interest Received		21,174.46
Disbursements:	- FCZC Operations Claim #2017-07		(362,661.36)
	- FCZC Operations Claim #2017-08		(382,112.15)
	- Wire Fees		(20.00)
	Net Increase/(Decrease) to Cash		(269,175.49)
	<b>Ending Cash Balance - Available for Operations</b>		<b>\$ 6,071,334.10</b>
	>>> <b>Capital Facilities Project Fund</b>		
	Beginning Cash Balance		\$ 27,029,918.19
Receipts:	- Measure Z Sales Tax Proceeds		908,887.13
	- Interest Received		83,710.46
	Net Increase/(Decrease) to Cash		992,597.59
	<b>Ending Cash Balance - Available for Capital Projects</b>		<b>28,022,515.78</b>
	<b>Ending Balance Available for Operations and Capital Projects</b>		<b>\$ 34,093,849.88</b>
	<b>Total Interest Received During the Month</b>		<b>109,523.56</b>

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 1.645 as of September 30, 2017.



## Fresno County Zoo Authority

### SUMMARY OF MEASURE Z SALES TAX PROCEEDS

	PRIOR FISCAL YEARS			CURRENT FISCAL YEAR		
	2014-2015	2015-2016	2016-2017	2017-2018		
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET TO ACTUAL	VARIANCE
TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS	TAX RECEIPTS		
July	\$ 864,900	\$ 900,800	\$ 952,000	\$ 961,520	\$ 930,800	\$ (30,720) -3.19%
August	1,149,600	1,201,100	1,269,300	1,281,993	1,241,000	\$ (40,993) -3.20%
September	1,199,226	1,408,037	1,181,071	1,192,882	1,391,154	\$ 198,272 16.62%
October	879,100	911,400	941,400	950,814		
November	1,172,100	1,215,200	1,255,200	1,292,856		
December	1,147,219	1,306,493	1,188,304	1,212,070		
January	884,100	915,800	955,400	974,508		
February	1,178,800	1,221,000	1,273,900	1,299,378		
March	1,087,121	1,226,517	1,114,146	1,103,005		
April	804,100	819,500	855,500	846,945		
May	1,072,100	1,092,700	1,140,700	1,129,293		
June	1,231,366	1,374,748	1,220,710	1,099,791		
Total	\$ 12,669,732	\$ 13,593,295	\$ 13,347,631	\$ 13,345,055	\$ 3,562,954	\$ 126,559 0.95%

TOTAL MEASURE Z PROCEEDS FROM INCEPTION \$ 142,570,274



**Fresno County Zoo Authority**  
**Treasurer's Report**  
**Unaudited Cash Basis**  
**For the Month Ended September 30, 2017**

Summary of Quarter One Interest Receipts					
Fund	Subclass	Description	1st Alloc. July	2nd Alloc September	Interest Received
4845	10000	Zoo Authority	\$ 639.99	\$ 4,638.64	\$ 5,278.63
4850	10000	FCZC - Operations	2,921.41	21,174.46	\$ 24,095.87
4850	42700	FCZC - CP	11,549.40	83,710.46	\$ 95,259.86
<b>Total</b>			<b>\$ 15,110.80</b>	<b>\$ 109,523.56</b>	<b>\$ 124,634.36</b>
<b>July to September</b>					



**Fresno County Zoo Authority  
Capital Projects Fund Cash Flow  
For the Month Ended September 30, 2017**

**Cash Balance as of 9/30/2017** **\$ 28,022,516**

**DEDUCTIONS (earmarked projects, paid through claim 2017-04C):**

2017 Water Play Area-Jan 2017	2,983,786
2017 Dino Dig Expansion-June 2016	195,000
2017 African River-June 2016	3,553,660
2017 Orangutan Exhibit-May 2017	94,856
2017 Prgm Animal Holding Facility-August 2017	156,405
2017 Belmont Basin Relief Line-August 2017	193,064
2017 Animal Nutrition Center-August 2017	888,956
2016 Animal Acquisition-September 2015	35,462
2016 Tiger Exhibit Expansion-December 2014	31,120

**Total Deductions:** \$ (8,132,309)

**TOTAL:** \$ 19,890,207



**Fresno County Zoo Authority  
Operations Fund Cash Flow  
For the Month Ended September 30, 2017**

**Cash Balance as of 9/30/2017** **\$ 6,071,334**

**DEDUCTIONS (Remaining budgets, paid through claim 2017-08):**

2017 Animal	970,595
2017 Veterinary	154,894
2017 Utilities	(39,342)
2017 Animal Feed	140,729
2017 Interest/Bank Charges	10

**Total Deductions:** \$ (1,226,886)

**TOTAL:** \$ 4,844,448



**Fresno County Zoo Authority  
Administration Fund Cash Flow  
For the Month Ended September 30, 2017**

**Cash Balance as of 9/30/2017** **\$ 1,428,313**

**DEDUCTIONS (Remaining budgets, paid through claim 0050607-ZOO-083017):**

2018 Telephone Charges	250
2018 Memberships	500
2018 Office Expense	5,837
2018 Postage	931
2018 PeopleSoft Financials Charges	434
2018 Professional Services	172,986
2018 Data Processing Services	1,500
2018 Publications & Legal Notices	500
2018 Trans, Travel & Education	2,500
2017 Telephone Charges	250
2017 Memberships	500
2017 Office Expense	2,539
2017 Postage	633
2017 PeopleSoft Financials Charges	168
2017 Professional Services	88,868
2017 Data Processing Services	1,500
2017 Publications & Legal Notices	500
2017 Trans, Travel & Education	2,500

<b>Total Deductions:</b>	<b>\$ (282,896)</b>
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<b>TOTAL:</b>	<b>\$ 1,145,417</b>
---------------	---------------------





**Fresno County Zoo Authority  
Treasurer's Report  
Unaudited Cash Basis  
For the Month Ended October 31, 2017**

Summary of Measure Z Proceeds			
Tax Proceeds Received:			
-	Measure Z - Sales Tax Proceeds		\$ 933,300.00
	Total Proceeds Received:		\$ 933,300.00
Tax Proceeds Allocated:			
-	Allocation to Zoo Authority Fund (2%)		18,666.00
-	Allocation to Trust Fund for Operations and Capital Projects (98%)		914,634.00
	Total Proceed Allocations		\$ 933,300.00
Cash Balance by Fund			
<b>Zoo Authority Fund</b>			
	>> <b>Administrative Fund</b>	2%	
	Beginning Cash Balance		\$ 1,428,312.61
Receipts:	- Measure Z Sales Tax Proceeds		18,666.00
	- Interest Received		697.04
Disbursements:	- PeopleSoft Financial Charges		(61.57)
	Net Increase/(Decrease) to Cash		19,301.47
	Ending Cash Balance - Zoo Authority Administrative Fund		\$ 1,447,614.08
<b>Trust Fund for FCZC Operations and Capital Projects</b>			
	98%		
	Beginning Cash Balance		\$ 34,093,849.88
	>>> <b>Operations Fund</b>		
	Beginning Cash Balance		6,071,334.10
Receipts:	- Measure Z Sales Tax Proceeds		304,878.00
	- Interest Received		3,026.55
Disbursements:	- FCZC Operations Claim #2017-09		(433,063.92)
	- Wire Fees		(30.00)
	Net Increase/(Decrease) to Cash		(125,189.37)
	Ending Cash Balance - Available for Operations		\$ 5,946,144.73
	>>> <b>Capital Facilities Project Fund</b>		
	Beginning Cash Balance		\$ 28,022,516.78
Receipts:	- Measure Z Sales Tax Proceeds		609,756.00
	- Interest Received		13,281.06
Disbursements:	- FCZC Capital Claim #2017-04C		(406,864.62)
	- FCZC Capital Claim #2017-05C		(269,311.87)
	Net Increase/(Decrease) to Cash		(53,139.43)
	Ending Cash Balance - Available for Capital Projects		27,969,376.35
	Ending Balance Available for Operations and Capital Projects		\$ 33,915,521.08
	Total Interest Received During the Month		17,004.65

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 1.645 as of September 30, 2017.

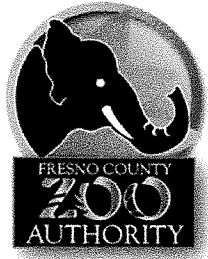


## Fresno County Zoo Authority

### SUMMARY OF MEASURE Z SALES TAX PROCEEDS

	PRIOR FISCAL YEARS				CURRENT FISCAL YEAR			
	2014-2015		2015-2016		2016-2017		2017-2018	
	ACTUAL		ACTUAL		ACTUAL		ACTUAL	
	TAX RECEIPTS		TAX RECEIPTS		TAX RECEIPTS		TAX RECEIPTS	
July	\$ 864,900	\$	900,800	\$	952,000	\$	961,520	\$
August	1,149,600		1,201,100		1,269,300		1,281,993	
September	1,199,226		1,408,037		1,181,071		1,192,882	
October	879,100		911,400		941,400		950,814	
November	1,172,100		1,215,200		1,255,200		1,292,856	
December	1,147,219		1,306,493		1,188,304		1,212,070	
January	884,100		915,800		955,400		974,508	
February	1,178,800		1,221,000		1,273,900		1,299,378	
March	1,087,121		1,226,517		1,114,146		1,103,005	
April	804,100		819,500		855,500		846,945	
May	1,072,100		1,092,700		1,140,700		1,129,293	
June	1,231,366		1,374,748		1,220,710		1,099,791	
Total	\$ 12,669,732	\$	13,593,295	\$	13,347,631	\$	13,345,055	\$
							4,496,254	\$
							109,045	
							0.82%	

TOTAL MEASURE Z PROCEEDS FROM INCEPTION \$ 143,503,574



**Fresno County Zoo Authority**  
**Treasurer's Report**  
**Unaudited Cash Basis**  
**For the Month Ended October 31, 2017**

Summary of Quarter Two Interest Receipts					
Fund	Subclass	Description	1st Alloc. Oct	2nd Alloc Dec	Interest Received
4845	10000	Zoo Authority	697.04		\$ 697.04
4850	10000	FCZC - Operations	3,026.55		\$ 3,026.55
4850	42700	FCZC - CP	13,281.06		\$ 13,281.06
<b>Total</b>			<b>\$ 17,004.65</b>	<b>\$ -</b>	<b>\$ 17,004.65</b>
<b>October To December</b>					



**Fresno County Zoo Authority  
Capital Projects Fund Cash Flow  
For the Month Ended October 31, 2017**

**Cash Balance as of 10/31/2017** **\$ 27,969,376**

**DEDUCTIONS (earmarked projects, paid through claim 2017-05C):**

2017 Water Play Area-Jan 2017	2,376,337
2017 Dino Dig Expansion-June 2016	195,000
2017 African River-June 2016	3,552,910
2017 Orangutan Exhibit-May 2017	45,024
2017 Prgm Animal Holding Facility-August 2017	154,780
2017 Belmont Basin Relief Line-August 2017	178,919
2017 Animal Nutrition Center-August 2017	886,581
2016 Animal Acquisition-September 2015	35,462
2016 Tiger Exhibit Expansion-December 2014	31,120

**Total Deductions:** \$ (7,456,133)

**TOTAL:** \$ 20,513,243



**Fresno County Zoo Authority  
Operations Fund Cash Flow  
For the Month Ended October 31, 2017**

**Cash Balance as of 10/31/2017** **\$ 5,946,145**

**DEDUCTIONS (Remaining budgets, paid through claim 2017-09):**

2017 Animal	614,263
2017 Veterinary	121,282
2017 Utilities	(39,342)
2017 Animal Feed	97,608
2017 Interest/Bank Charges	(20)

**Total Deductions:** \$ (793,791)

**TOTAL:** \$ 5,152,354



**Fresno County Zoo Authority  
Administration Fund Cash Flow  
For the Month Ended October 31, 2017**

**Cash Balance as of 10/31/2017** **\$ 1,447,614**

**DEDUCTIONS (Remaining budgets, paid through claim 0050607-ZOO-083017):**

2018 Telephone Charges	250
2018 Memberships	500
2018 Office Expense	5,837
2018 Postage	931
2018 PeopleSoft Financials Charges	373
2018 Professional Services	172,986
2018 Data Processing Services	1,500
2018 Publications & Legal Notices	500
2018 Trans, Travel & Education	2,500
2017 Telephone Charges	250
2017 Memberships	500
2017 Office Expense	2,539
2017 Postage	633
2017 PeopleSoft Financials Charges	168
2017 Professional Services	88,868
2017 Data Processing Services	1,500
2017 Publications & Legal Notices	500
2017 Trans, Travel & Education	2,500

<b>Total Deductions:</b>	<b>\$ (282,835)</b>
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<b>TOTAL:</b>	<b>\$ 1,164,779</b>
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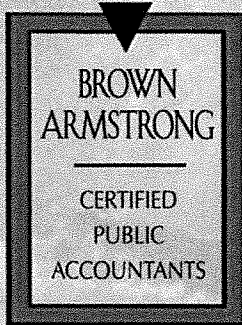
**FRESNO COUNTY ZOO AUTHORITY  
FINANCIAL STATEMENTS WITH  
INDEPENDENT AUDITOR'S REPORT**

**For the Year Ended June 30, 2017**

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# BROWN ARMSTRONG

*Certified Public Accountants*

## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors  
Fresno County Zoo Authority  
Fresno, California

### Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the general fund, and the aggregate remaining fund information of the Fresno County Zoo Authority (the Authority), as of and for the year ended June 30, 2017, and the related notes to the financial statements which collectively comprise the Authority's basic financial statements as listed in the table of contents.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Authority's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

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## Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the general fund, and the aggregate remaining fund information of the Authority, as of June 30, 2017, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## Other Matters

### *Required Supplementary Information*

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary comparison information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### **Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated October 27, 2017, on our consideration of Authority's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Authority's internal control over financial reporting and compliance.

BROWN ARMSTRONG  
ACCOUNTANCY CORPORATION

*Brown Armstrong*  
*Accountancy Corporation*

Bakersfield, California  
October 27, 2017

**FRESNO COUNTY ZOO AUTHORITY**  
**Management's Discussion and Analysis**  
**For the Year Ended June 30, 2017**

This section of the Fresno County Zoo Authority (Authority) financial report presents a discussion and analysis of the Authority's financial performance during the fiscal year ended June 30, 2017. Please read the information contained in this discussion and analysis in conjunction with the Authority's basic financial statements following this section.

**FINANCIAL HIGHLIGHTS**

- The assets and deferred outflows of resources of the Authority exceeded liabilities and deferred inflows of resources (referred to as net position) at the end of the 2016-2017 fiscal year by \$1,409,078. This amount is considered restricted net position.
- Liabilities of the Authority totaled \$21,970 at June 30, 2017. This amount primarily consists of expenses related to professional and specialized services provided by the County of Fresno.
- The Authority's total net position increased by \$72,965 during fiscal year 2016-2017.

**OVERVIEW OF THE FINANCIAL STATEMENTS**

This discussion and analysis is intended to serve as an introduction to the Authority's basic financial statements. The Authority's basic financial statements are comprised of three components: 1) **Government-wide** financial statements; 2) **Fund** financial statements, and 3) **Notes** to the basic financial statements. Required Supplementary Information (RSI) is included in addition to the basic financial statements.

*Government-wide Financial Statements* are designed to provide readers with a broad overview of the Authority's finances, in a manner similar to a private-sector business. Therefore, the statements are reported using the accrual basis of accounting. Please refer to Note 1, for further information on the accrual basis of accounting.

The *statement of net position* presents information on all of the Authority's assets and deferred outflows of resources, along with its liabilities and deferred inflows of resources, with the difference between the two reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Authority is improving or deteriorating.

The *statement of activities* presents information showing how net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will result in cash flows in future fiscal periods.

Both of these government-wide financial statements distinguish functions of the Authority that are principally supported by intergovernmental revenues and sales taxes (*governmental activities*) from other functions that are intended to recover all, or a portion, of their costs through user fees and charges (*business-type activities*). The governmental activities of the Authority are general government activities only. During the fiscal year reported, the Authority did not have any business-type activities.

**The government-wide financial statements can be found on pages 9-10 of this report.**

**Fund Financial Statements** are groupings of related accounts that are used to maintain control over resources that have been segregated for specific activities or objectives. The Authority, like other state and local governments, uses fund accounting to ensure and demonstrate finance-related legal compliance. The fund financial statements are reported using the modified accrual basis of accounting, which was designed to reflect budgetary processes used by governments. See Note 1-C for further

information regarding the modified accrual basis of accounting. The Authority's funds can be divided into two categories: governmental funds (general fund) and fiduciary funds (private-purpose trust fund).

**Statement of Net Position (condensed)**

	<u>June 30, 2017</u>	<u>June 30, 2016</u>
<b>Assets:</b>		
Current assets	\$ 1,431,048	\$ 1,354,053
<b>Total assets</b>	<u>\$ 1,431,048</u>	<u>\$ 1,354,053</u>
<b>Liabilities:</b>		
Current liabilities	\$ 21,970	\$ 17,940
<b>Total liabilities</b>	<u>\$ 21,970</u>	<u>\$ 17,940</u>
<b>Net position:</b>		
Restricted	\$ 1,409,078	\$ 1,336,113
<b>Total net position</b>	<u>\$ 1,409,078</u>	<u>\$ 1,336,113</u>

**Statement of Activities (condensed)**

	<u>June 30, 2017</u>	<u>June 30, 2016</u>
<b>Revenues:</b>		
General revenues	\$ 279,536	\$ 296,618
<b>Total revenues</b>	<u>\$ 279,536</u>	<u>\$ 296,618</u>
<b>Expenses:</b>		
Governmental activities	\$ 206,571	\$ 100,080
<b>Total expenses</b>	<u>\$ 206,571</u>	<u>\$ 100,080</u>
<b>Net position beginning</b>	\$ 1,336,113	\$ 1,139,575
<b>Change in net position</b>	72,965	196,538
<b>Net position ending</b>	<u>\$ 1,409,078</u>	<u>\$ 1,336,113</u>

**Governmental funds** are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental funds financial statements focus on near-term inflows and outflows of expendable resources, as well as on balances of expendable resources available at the end of the fiscal year. Such information may be useful in evaluating the Authority's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both, the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balance provide a reconciliation to facilitate this comparison between

governmental funds and governmental activities. The Authority's General Fund budgetary comparison schedule is presented in RSI. The Authority adopts an annual appropriated budget for its General Fund. A budgetary comparison schedule is thus provided for the General Fund to demonstrate compliance with this budget.

The Authority reports one individual major governmental fund. Information is presented in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balance.

**The governmental fund financial statements can be found on pages 11-12 of this report.**

**Fiduciary funds** are used to account for resources held by the Authority in a trustee or agency capacity for others (i.e., Fresno Chaffee Zoo). Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the Authority's own programs. The type of fiduciary fund used by the Authority can be further classified as a *private-purpose trust fund*. There are two basic financial statements used to report information on fiduciary funds: the statement of fiduciary net position (required for all fiduciary funds) and the statement of changes in fiduciary net position (required for all fiduciary funds except agency funds).

**The fiduciary fund financial statements can be found on pages 13-14 of this report.**

**Notes to the Basic Financial Statements** provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes can be found on pages 16-22 of this report.

**Required Supplementary Information** is presented for the budgetary comparison schedule of the General Fund, which is presented immediately following the notes to the basic financial statements.

## **GOVERNMENT-WIDE FINANCIAL ANALYSIS**

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. In the case of the Authority, assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$1,409,078 at the close of fiscal year 2016-2017. The Authority has no investments in capital assets.

**Governmental activities:** Governmental activities increased the Authority's net position by \$72,965 during fiscal year 2015-2016. The key element of this increase relates to sales tax revenue exceeding total expenditures by \$52,968.

## **FINANCIAL ANALYSIS OF THE AUTHORITY FUNDS**

As noted earlier, the Authority uses **fund accounting** to ensure and demonstrate compliance with finance-related legal requirements.

**Governmental funds.** The general government functions are contained in the General Fund. The focus of the Authority's governmental fund is to provide information on near-term inflows, outflows, and balances of expendable resources. Such information is useful in assessing the Authority's financing requirements.

At June 30, 2017, the Authority's governmental fund reported a fund balance of \$1,409,078, an increase of \$72,965 in comparing to the balance of \$1,336,116 reported at June 30, 2016.

Revenues for the governmental fund totaled \$279,536 in fiscal year 2016-2017. Revenue was primarily comprised from Measure Z sales tax (93%). The remaining 7% was interest.

Expenditures for governmental funds totaled \$206,571 in fiscal year 2016-2017.

#### **GENERAL FUND BUDGETARY HIGHLIGHTS**

During the 2016-2017 fiscal year, actual revenues were below those estimated in the final budget by \$4,418 due to a net decrease in sales tax revenue. Actual expenditures were above current year budgeted amounts by \$14,038. This difference in expenditures is primarily due to a greater use of encumbered, prior year expenditure for professional and specialized services, which incorporated into the overall, current year expenditures. Additional information regarding the encumbrance system can be found in the note to budgetary comparison schedule – general fund on page 24.

#### **REQUEST FOR INFORMATION**

This financial report is designed to provide a general overview of the Authority's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Fresno County Auditor-Controller's Office; 2281 Tulare Street, Fresno, California 93721.

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## **BASIC FINANCIAL STATEMENTS**



**FRESNO COUNTY ZOO AUTHORITY**  
**STATEMENT OF NET POSITION**  
**June 30, 2017**

	Governmental Activities
<b>ASSETS</b>	
Cash and investments	1,376,340
Interest receivable	5,279
Due from other governments	49,429
Total assets	<u>\$ 1,431,048</u>
<b>LIABILITIES</b>	
Accrued liabilities	21,970
Total liabilities	<u>21,970</u>
<b>NET POSITION</b>	
Restricted	1,409,078
Total net position	<u><u>\$ 1,409,078</u></u>

The accompanying notes are an integral part of this statement.

**FRESNO COUNTY ZOO AUTHORITY**  
**STATEMENT OF ACTIVITIES**  
**For the Year Ended June 30, 2017**

Functions/Programs	Expenses	Program Revenues - Charges for Services	Operating Grants and Contributions	Net Expenses and Changes in Net Position of Governmental Activities
Governmental activities-				
General government	\$ 206,571	\$ -	\$ -	\$ (206,571)
Total	<u>\$ 206,571</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (206,571)</u>
General revenues:				
Sales tax				259,539
Interest				<u>19,997</u>
Total general revenues				<u>279,536</u>
Change in net position				<u>72,965</u>
Net position - beginning				<u>1,336,113</u>
Net position - ending				<u>\$ 1,409,078</u>

The accompanying notes are an integral part of this statement.

**FRESNO COUNTY ZOO AUTHORITY  
BALANCE SHEET  
GOVERNMENTAL FUND  
June 30, 2017**

<b>ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>	<u>General Fund</u>
Cash and investments	\$ 1,376,340
Interest receivable	5,279
Due from other governments	49,429
 Total assets	 <u>1,431,048</u>
 Deferred outflows of resources	 -
Total assets & deferred outflows of resources	<u>\$ 1,431,048</u>
 <b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCE</b>	
Liabilities:	
Accrued liabilities	<u>\$ 21,970</u>
 Total liabilities	 <u>21,970</u>
 Deferred inflows of resources	 <u>-</u>
Fund balance:	
Restricted	<u>1,409,078</u>
 Total fund balance	 <u>1,409,078</u>
 Total liabilities, deferred inflows of resources, and fund balance	 <u>\$ 1,431,048</u>

**Reconciliation of the Balance Sheet to the Statement of Net Position**

Total fund balance - governmental fund	\$ 1,409,078
 Differences	 <u>-</u>
Net position - governmental activities	<u>\$ 1,409,078</u>

The accompanying notes are an integral part of this statement.

**FRESNO COUNTY ZOO AUTHORITY  
STATEMENT OF REVENUES, EXPENDITURES, AND  
CHANGES IN FUND BALANCE - GOVERNMENTAL FUND  
For the Year Ended June 30, 2017**

<b>REVENUES</b>	<u>General Fund</u>
Measure Z sales tax	\$ 259,539
Interest	<u>19,997</u>
Total revenues	<u>279,536</u>
 <b>EXPENDITURES</b>	
Current:	
Office expense	6,314
Postage	512
PeopleSoft charges	632
Professional and specialized services	<u>199,113</u>
Total expenditures	<u>206,571</u>
Excess of revenues over expenditures	<u>72,965</u>
Net change in fund balance	72,965
 <b>FUND BALANCE</b>	
Fund balance - beginning	<u>1,336,113</u>
Fund balance - ending	<u><u>\$ 1,409,078</u></u>

**Reconciliation of the Statement of Revenues, Expenditures, and  
Fund Balance to the Statement of Activities**

Net change in fund balance - governmental fund	\$ 72,965
Differences	<u>-</u>
Change in net position - governmental activities	<u><u>\$ 72,965</u></u>

The accompanying notes are an integral part of this statement.

**FRESNO COUNTY ZOO AUTHORITY  
STATEMENT OF FIDUCIARY NET POSITION  
PRIVATE-PURPOSE TRUST FUND  
June 30, 2017**

	<u>Operations</u>	<u>Capital Projects</u>	<u>Total</u>
<b>ASSETS</b>			
Cash and investments	\$ 6,001,526	\$ 25,781,172	\$ 31,782,698
Due from other governments	807,321	1,614,640	2,421,961
Interest receivable	<u>24,096</u>	<u>95,259</u>	<u>119,355</u>
Total assets	<u><u>\$ 6,832,943</u></u>	<u><u>\$ 27,491,071</u></u>	<u><u>\$ 34,324,014</u></u>
<b>LIABILITIES</b>			
Due to other funds	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total liabilities	<u>-</u>	<u>-</u>	<u>-</u>
<b>NET POSITION</b>			
Held in trust for operations	6,832,943	-	6,832,943
Held in trust for capital projects	<u>-</u>	<u>27,491,071</u>	<u>27,491,071</u>
Total net position	<u><u>\$ 6,832,943</u></u>	<u><u>\$ 27,491,071</u></u>	<u><u>\$ 34,324,014</u></u>

The accompanying notes are an integral part of this statement.

**FRESNO COUNTY ZOO AUTHORITY**  
**STATEMENT OF CHANGES IN FIDUCIARY NET POSITION**  
**PRIVATE-PURPOSE TRUST FUND**  
**For the Year Ended June 30, 2017**

	<u>Operations</u>	<u>Capital Projects</u>	<u>Total</u>
<b>ADDITIONS</b>			
Measure Z Sales tax	\$ 4,239,128	\$ 8,478,258	\$ 12,717,386
Interest	94,409	322,355	416,764
Total additions	<u>4,333,537</u>	<u>8,800,613</u>	<u>13,134,150</u>
<b>DEDUCTIONS</b>			
Disbursements to non-profit	<u>4,407,392</u>	<u>130,675</u>	<u>4,538,067</u>
Total deductions	<u>4,407,392</u>	<u>130,675</u>	<u>4,538,067</u>
Change in net position	(73,855)	8,669,938	8,596,083
Net position held in trust - beginning	<u>6,906,798</u>	<u>18,821,133</u>	<u>25,727,931</u>
Net position held in trust - ending	<u><u>\$ 6,832,943</u></u>	<u><u>\$ 27,491,071</u></u>	<u><u>\$ 34,324,014</u></u>

The accompanying notes are an integral part of this statement.

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## NOTES TO THE FINANCIAL STATEMENTS

### **NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

#### **A. Reporting Entity**

The Fresno County Zoo Authority (Authority) was created by the approval of Measure Z by the voters of Fresno County (County) in November 2004. Measure Z authorized the imposition of a 0.1% sales and use tax (the sales tax) in the County for 10 years. The Authority may spend up to 2% of the revenue for its own administrative expenses. The remaining 98% of the revenue must be used exclusively for the support of zoos, zoological facilities, and related zoological purposes within the County. Of this 98%, at least 2/3 must be spent on capital improvement projects, and up to 1/3 may be spent on operations and maintenance of the facilities. The 0.1% sales tax commenced April 1, 2005, expired on April 30, 2015, and on November 4, 2014, the measure was approved by the voters for an additional ten years.

The basic financial statements of the Authority include all of its financial activities. The Authority is the sole independent agency responsible for administering Measure Z funds and is governed by a seven-member board consisting of six qualified electors (Fresno County voters) and the City of Fresno Mayor. The six qualified electors are appointed by the Fresno County Board of Supervisors.

#### **B. Basis of Presentation**

##### **Government-wide Financial Statements**

The statement of net position and the statement of activities report information on all of the non-fiduciary activities of the primary government. For the most part, the effect of inter-fund activity has been removed from these statements. *Governmental activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support. The Authority does not have any business-type activities.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segments are offset by program revenues. *Direct expenses* are those that are clearly identifiable with a specific function or segment. *Program revenues* include 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as *general revenues*.

As a general rule, the effect of inter-fund activity has been eliminated from the government-wide financial statements.

When both restricted and unrestricted resources are available for use, it is the Authority's policy to use restricted resources first, then unrestricted resources as they are needed.



## NOTES TO THE FINANCIAL STATEMENTS

### **NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

#### **Fund Financial Statements**

The fund financial statements provide information about the Authority's individual funds including governmental and fiduciary funds. Separate statements for each fund category are presented. The balance sheet and statement of revenues, expenditures, and changes in fund balance focus on the presentation of the major governmental fund, the general fund. These two statements are used to report information regarding the Authority's own operations and programs (up to 2% of Measure Z sales tax revenue). The statement of fiduciary net position and the statement of changes in fiduciary net position provide information regarding the 98% of sales tax proceeds and related disbursements, which are exclusively restricted for the support of zoos, zoological facilities, and related zoological purposes within the County. Disbursements of Measure Z funds during fiscal year ended June 30, 2017, were made to the Fresno's Chaffee Zoo Corporation (the entity operating the Fresno Chaffee Zoo).

The Authority reports the following major governmental fund:

- The *general fund* is used to account for the revenue (up to 2% of Measure Z sales tax revenue) and expenditures necessary to carry out basic operating activities of the Authority. Activities of the general fund include professional and specialized services required for the administration of Measure Z funds.

The Authority reports the following fiduciary fund:

- The *Private-Purpose Trust Fund* is used to account for the portion of Measure Z sales tax proceeds (and related disbursements), exclusively restricted for the support of zoos, zoological facilities, and related zoological purposes within the County (no less than 98% of total Measure Z proceeds). During fiscal year ended June 30, 2017, disbursements of Measure Z funds were made to the Fresno's Chaffee Zoo Corporation (FCZC), which is the entity operating the Fresno Chaffee Zoo.

#### **C. Measurement Focus and Basis of Accounting**

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*.

Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be *available* when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Authority considers revenues to be available if they are collected within 90 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under the accrual basis of accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due and payable.

## NOTES TO THE FINANCIAL STATEMENTS

### **NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

#### **D. Assets, Liabilities, and Net Position or Fund Balance**

##### Cash and Investments

Investments for the Authority are reported at fair value.

##### Due from Other Governments

Due from other governments represent sales tax receipts in the months subsequent to the Authority's fiscal year-end relating to the prior year's sales activity. The Authority has contracted with the California State Board of Equalization for collection and distribution of the 0.1% sales tax. The Board of Equalization receives an administrative fee for providing this service. The Authority records sales tax revenues net of such fees.

##### Accrued Liabilities

The Authority has agreements with the County of Fresno, whereby the County provides legal, accounting and other professional and technical services. Accrued liabilities reported on the financial statements of the Authority primarily consist of professional and specialized services provided by the County of Fresno.

##### Net Position

The classification of net position into three components – net investment in capital assets, restricted, and unrestricted – is required by GASB Statement No. 34 (and subsequently GASB Statement No. 63). These classifications are defined as follows:

- Net Investment in Capital Assets – This category consists of capital assets, net of accumulated depreciation and reduced by outstanding balances of debt issued to finance the acquisition, improvement, or construction of those assets.
- Restricted Net Position – This category consists of constraints placed on net position use through external constraints imposed by creditors, grantors, contributors, or laws or regulations of other governments or constraints imposed by law through constitutional provisions or enabling legislations.
- Unrestricted Net Position – This category represents funds which are undesignated and available for general operations.

##### Use of Management Estimates

The preparation of the basic financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the basic financial statements, and the reported amounts of revenues and expenses/expenditures during the reporting period. Actual results could differ from those estimates.

## NOTES TO THE FINANCIAL STATEMENTS

### **NOTE 2 – RECONCILIATION OF GOVERNMENT-WIDE AND FUND FINANCIAL STATEMENTS**

A reconciliation of the total fund balance for the governmental fund to the total net position of governmental activities has been prepared as part of the basic financial statements. However, no differences were reported between total fund balance and total net position for the fiscal year ended June 30, 2017.

A reconciliation of the total net change in fund balance for the governmental fund to the total changes in net position of governmental activities has been prepared as part of the basic financial statements. However, no differences were reported between total net change in fund balance and total changes in net position for the fiscal year ended June 30, 2017.

### **NOTE 3 – CASH, INVESTMENTS, AND DEPOSITS**

The Authority, under contract, maintains specific cash deposits and investments with the Fresno County Auditor-Controller/Treasurer-Tax Collector, and participates in the common investment pool of the County. The County is restricted by State code in the types of investments in which it can engage.

### **NOTE 4 – BUDGET/DISBURSEMENTS**

The Authority adopts an annual appropriated budget for its General Fund which is approved by its board. A budgetary comparison schedule is thus provided for the General Fund to demonstrate compliance with this budget.

Measure Z-funded line items of the Fresno Chaffee Zoo Corporation's (FCZC) operating and capital projects budgets for calendar years 2016 and 2017 were approved by the Authority's board. FCZC is the entity operating the Fresno Chaffee Zoo and functions separately from the Authority, operating on a calendar year basis (ending December 31). The Authority's oversight of FCZC extends only to the administration of Measure Z funds.

During fiscal year ended June 30, 2017, disbursements totaling \$4,538,067 were made to FCZC: \$4,407,392 for operations and \$130,675 for capital projects.

Undistributed sales tax revenue net of expenses incurred during the fiscal year are classified as "net position held in trust" in the statement of fiduciary net position. The balance reported at June 30, 2017, was as follows:

<b>Held in Trust For:</b>	
Operations	\$ 6,832,943
Capital projects	27,491,071
Total	\$ 34,324,014

### **NOTE 5 – LIABILITIES**

Liabilities of the Authority totaled \$21,970 at June 30, 2017. This amount primarily consisted of expenses related to professional and specialized services provided by the County of Fresno.

## NOTES TO THE FINANCIAL STATEMENTS

### NOTE 6- FUND BALANCE

In the fund financial statements, governmental funds report fund balance as nonspendable, restricted, committed, assigned or unassigned based primarily on the extent to which the Authority is bound to honor constraints on how specific amounts can be spent.

- **Nonspendable**- Amounts that are not in spendable form (such as inventory) or are required either legally or contractually to be maintained intact.
- **Restricted**- Amounts with constraints placed on their use that are either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional or enabling legislation.
- **Committed**- Amounts constrained to specific purposes by the Authority itself, using the Authority's highest level of decision-making authority (the Board of Directors). To be reported as committed, amounts cannot be used for any other purpose unless the Authority takes the same highest level action to remove or change the constraint. The underlying action that imposed the limitation needs to occur no later than the close of the reporting period.
- **Assigned**- Amounts the Authority *intends* to use for a specific purpose. Intent can be expressed by the Authority at either the highest level of decision-making authority or by an official or body to which the Authority delegates the authority. This is also the classification for residual funds.
- **Unassigned**- The residual classification for the Authority's General Fund that includes amounts not contained in the other classifications. In other funds, the unassigned classification is used only if expenditures incurred for specific purposes exceed the amounts restricted, committed, or assigned to those purposes.

The Authority establishes and modifies or rescinds fund balance commitments by passage of an ordinance or policy. This is typically done through adoption and amendment of the budget. A fund balance commitment is further indicated in the budget as a designation or commitment of the fund, such as approved construction contracts. Assigned fund balance is established by the Authority through adoption or amendment of the budget or future year budget plan as intended for a specific purpose.

When both restricted and unrestricted resources are available for use, it is the Authority's policy to use restricted resources first, followed by the unrestricted, committed, assigned and unassigned resources as they are needed.

The Zoo Authority's general fund balance of \$1,409,078 is considered restricted. This is because the monies are derived from Measure Z and are required to be spent in a manner that is consistent with the limitations placed on its use.

## NOTES TO THE FINANCIAL STATEMENTS

### **NOTE 7 – RECENTLY RELEASED STANDARDS BY GASB**

During the fiscal year ending June 30, 2017, the Authority implemented the following standards:

**GASB Statement No. 77 – *Tax Abatement Disclosures*.** The requirements of this statement are effective for reporting periods beginning after December 15, 2015. There was no effect on the Authority's accounting or financial reporting as a result of implementing this standard.

**GASB Statement No. 78 – *Pensions Provided through Certain Multiple-Employer Defined Benefit Pension Plans*.** The requirements of this statement are effective for reporting periods beginning after December 15, 2015. There was no effect on the Authority's accounting or financial reporting as a result of implementing this standard.

**GASB Statement No. 79 – *Certain External Investment Pools and Pool Participants*.** The requirements of this statement are effective for reporting periods beginning after December 15, 2015. There was no effect on the Authority's accounting or financial reporting as a result of implementing this standard.

**GASB Statement No. 80 – *Blending Requirements for Certain Component Units*** – an amendment of GASB Statement No. 14. The requirements of this statement are effective for reporting periods beginning after June 15, 2016. There was no effect on the Authority's accounting or financial reporting as a result of implementing this standard.

**GASB Statement No. 82 – *Pension Issues*** – an amendment of GASB Statements No. 67, No. 68, and No. 73. The requirements of this statement are effective for reporting periods beginning after June 15, 2016, except for the requirements of paragraph 7 are effective for that employer in the first reporting period in which the measurement date of the pension liability is on or after June 15, 2017. There was no effect on the Authority's accounting or financial reporting as a result of implementing this standard.

Recently released GASB standards affecting future years are as follows:

**GASB Statement No. 75 – *Accounting and Financial Reporting for Postemployment Benefits Other than Pension Plans*.** The provisions of GASB Statement No. 75 are effective for financial statements beginning after June 15, 2017. The Authority has not fully judged the effect of the implementation of GASB Statement No. 75 as of the date of the basic financial statements.

**GASB Statement No. 81 – *Irrevocable Split-Interest Agreements*.** The requirements of this statement are effective for periods beginning after December 15, 2016. The Authority has not fully judged the effect of the implementation of GASB Statement No. 81 as of the date of the basic financial statements.

**GASB Statement No. 83 – *Certain Asset Retirement Obligations*.** The requirements of this statement are effective for periods beginning after June 15, 2018. The Authority has not fully judged the effect of the implementation of GASB Statement No. 83 as of the date of the basic financial statements.

**GASB Statement No. 84 – *Fiduciary Activities*.** The requirements of this statement are effective for periods beginning after December 15, 2018. The Authority has not fully judged the effect of the implementation of GASB Statement No. 84 as of the date of the basic financial statements.

## NOTES TO THE FINANCIAL STATEMENTS

### **NOTE 7 – RECENTLY RELEASED STANDARDS BY GASB (Continued)**

**GASB Statement No. 85 – *Omnibus 2017*.** The requirements of this statement are effective for periods beginning after June 15, 2017. The Authority has not fully judged the effect of the implementation of GASB Statement No. 85 as of the date of the basic financial statements.

**GASB Statement No. 86 – *Certain Debt Extinguishment Issues*.** The requirements of this statement are effective for periods beginning after June 15, 2017. The Authority has not fully judged the effect of the implementation of GASB Statement No. 86 as of the date of the basic financial statements.

**GASB Statement No. 87 – *Leases*.** The requirements of this statement are effective for periods beginning after December 15, 2019. The Authority has not fully judged the effect of the implementation of GASB Statement No. 87 as of the date of the basic financial statements.

### **NOTE 8 – BUDGET OVER APPROPRIATIONS**

Excess expenditures exceed the budgeted amounts at June 30, 2017 as follows:

General Fund	
Office Expense	\$ 314
Professional and specialized services	19,630

### **NOTE 9 – SUBSEQUENT EVENTS**

In compliance with accounting standards, management has evaluated events that have occurred after year-end to determine if these events are required to be disclosed in the basic financial statements. Events were considered through October 27, 2017, which is the date of issuance of the Authority's independent audit report. The Authority identified no subsequent events that required disclosure.

**REQUIRED SUPPLEMENTARY INFORMATION**  
**(Other than MD&A)**

**FRESNO COUNTY ZOO AUTHORITY  
BUDGETARY COMPARISON SCHEDULE  
GENERAL FUND  
For the Year Ended June 30, 2017**

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	<u>Variance with Final Budget</u>
	<u>Original</u>	<u>Final</u>		
<b>Resources:</b>				
Sales tax	\$ 271,454	\$ 271,454	\$ 259,539	\$ (11,915)
Interest	12,500	12,500	19,997	7,497
<b>Total resources</b>	<u>\$ 283,954</u>	<u>\$ 283,954</u>	<u>\$ 279,536</u>	<u>\$ (4,418)</u>
<b>Charges to appropriations:</b>				
Current:				
Office expenses	\$ 6,000	\$ 6,000	\$ 6,314	\$ (314)
Professional and specialized services	179,483	179,483	199,113	(19,630)
Postage	1,000	1,000	512	488
Data processing services	1,500	1,500	-	1,500
Memberships	500	500	-	500
Transportation, travel, and education	2,500	2,500	-	2,500
Publications and legal notices	500	500	-	500
Telephone	250	250	-	250
PeopleSoft Financials Charges	800	800	632	168
Contingencies	-	-	-	-
<b>Total charges to appropriations</b>	<u>192,533</u>	<u>192,533</u>	<u>206,571</u>	<u>(14,038)</u>
Change in net position	<u>\$ 91,421</u>	<u>\$ 91,421</u>	72,965	<u>\$ (18,456)</u>
<b>NET POSITION</b>				
Net position - beginning			<u>1,336,113</u>	
Net position - ending			<u>\$ 1,409,078</u>	

The accompanying notes are an integral part of this schedule.



**NOTE TO BUDGETARY COMPARISON SCHEDULE  
GENERAL FUND**

**Budgets and Budgetary Data**

The Authority adopts a legal annual operating budget for its general fund. All budget transfers and expenditures are approved by the Authority's Board of Directors or by the Authority Administrator prior to disbursement. The legal level of budgetary control is at the object level. The final budget revenue and expenditure amounts represent the original budget modified by any amendments and adjustments that have occurred during the year. The Authority uses an encumbrance system as an extension of normal budgetary accounting. Under the encumbrance system, the expenditure of monies is encumbered in order to reserve that portion of applicable appropriations. Encumbrances are combined with expenditures for budgetary comparison purposes. Unencumbered appropriations lapse at year-end; encumbered appropriations at year-end are carried forward in the ensuing new fiscal year's budget, but are kept separate from the new fiscal year's budget. The encumbrances are reported as prior budget year appropriations on all financial reports, but are available for expenditure in the new fiscal year.

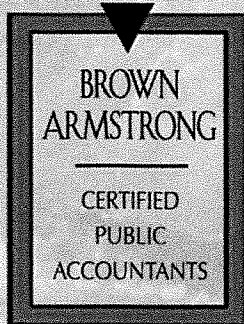
A budgetary comparison schedule for the general fund is presented on Page 24. Its purpose is to demonstrate compliance with the approved budget for fiscal year 2016-2017. Actual expenditures appearing on the schedule are presented using the accrual basis of accounting.

For fiscal year 2016-2017, \$107,552 of encumbered fiscal year 2015-2016 appropriations were expended in addition to \$99,019 in current appropriations for a total of \$206,571 in charges to appropriations.

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## **OTHER AUDITOR'S REPORT**

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# BROWN ARMSTRONG

*Certified Public Accountants*

## **INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

To the Board of Directors  
Fresno County Zoo Authority  
Fresno, California

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We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, the general fund, and the aggregate remaining fund information of Fresno County Zoo Authority (the Authority), as of and for the year ended June 30, 2017, which collectively comprise the Authority's basic financial statements, and have issued our report thereon dated October 27, 2017.

### **Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Authority's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

## **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Authority's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

## **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Authority's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Authority's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

BROWN ARMSTRONG  
ACCOUNTANCY CORPORATION

*Brown Armstrong*  
*Accountancy Corporation*

Bakersfield, California  
October 27, 2017



## FY2017 August Financial Report

# Discussion of Financial Results

## As of August 31, 2017

- **Key Facts & Figures:**

- Self-generated revenue<sup>1</sup> of \$6,124,996 compared to budgeted revenue of \$7,110,966.
- Surplus of \$1,969,754<sup>2</sup> compare to budgeted surplus of \$922,264.
- Total personnel expenses are 15.1% under budget and total expenses are 13.5% under budget as of August 31, 2017.
- August 2017 attendance was 46,915 compared to budgeted attendance of 65,000, a decrease of 28%. August 2017 attendance was 26% behind August 2016 attendance of 63,261.
- YTD attendance of 589,115 compared to YTD budgeted attendance of 700,000, a decrease of 16%. August 2017 YTD attendance was 18% less than August 2016 YTD attendance of 720,919.

<sup>1</sup> Excludes investment income (unrealized gain/loss on investments).

<sup>2</sup> Excludes investment income (unrealized gain/loss on investments) and depreciation.



# August 2017

MTD Attendance				Increase/ Decrease
	2017	2016		
Attendance	46,915	63,261		-26%
Paid	25,799	35,133		-27%
Members	13,976	19,550		-29%
Group	141	362		-61%
Other	6,999	8,216		-15%
Giraffe Feeding	11,950	16,995		-30%
Capture Rate	25%	27%		-5%
Stingray Bay	14,451	16,436		-12%
Capture Rate	31%	26%		19%
MTD Revenue				
	2017	2016		Increase/ Decrease
Admissions	\$201,185	\$271,467		-26%
Per Cap	\$4.29	\$4.29		0%
Giraffe Feeding	\$34,854	\$33,690		3%
Per Cap	\$0.74	\$0.53		40%
Stingray Bay	\$19,315	\$20,785		-7%
Per Cap	\$0.41	\$0.33		25%
Membership	\$60,810	\$84,905		-28%
Contracted Services				
	2017	2016		Increase/ Decrease
Concessions	\$41,961	\$53,524		-22%
Per Cap	\$0.89	\$0.85		6%
Gift Shop	\$24,699	\$30,141		-18%
Per Cap	\$0.53	\$0.48		10%

YTD Attendance				Increase/ Decrease
	2017	2016		
Attendance	589,115	720,919		-18%
Paid	304,601	390,370		-22%
Members	152,687	191,210		-20%
Group	82,085	83,942		-2%
Other	49,742	55,397		-10%
Giraffe Feeding	168,247	166,104		1%
Capture Rate	29%	23%		24%
Stingray Bay	249,532	187,038		33%
Capture Rate	42%	26%		63%
YTD Revenue				
	2017	2016		Increase/ Decrease
Admissions	\$2,544,817	\$3,264,125		-22%
Per Cap	\$4.32	\$4.53		-5%
Giraffe Feeding	\$387,109	\$343,575		13%
Per Cap	\$0.66	\$0.48		38%
Stingray Bay	\$229,141	\$241,281		-5%
Per Cap	\$0.39	\$0.33		16%
Membership	\$913,292	\$954,141		-4%
Contracted Services				
	2017	2016		Increase/ Decrease
Concessions	\$486,452	\$584,761		-17%
Per Cap	\$0.83	\$0.81		2%
Gift Shop	\$325,274	\$381,895		-15%
Per Cap	\$0.55	\$0.53		4%

2016	Unaudited
964,091	
494,728	
256,956	
97,710	
114,697	
219,994	
23%	
240,355	
25%	
\$4,099,886	
\$4.25	
\$450,838	
\$0.47	
\$298,588	
\$0.31	
\$1,323,769	
\$775,616	
\$0.80	
\$499,947	
\$0.52	

## Key:

Equal to or ahead of 2016

2% or less behind 2016

More than 2% behind 2016

	August 17 Actuals vs. Budget			FY 17 Year-to-Date		
	Actual	Budgeted	Difference	Actuals	Budget	Difference
Attendance	46,915	65,000	(18,085)	589,115	700,000	(110,885)

	August 17 Actuals vs. Budget			FY 17 Year-to-Date		
	Actual	Budgeted	Difference	Actuals	Budget	Difference
Revenue <sup>1</sup>	\$565,286	\$805,546	(\$240,260)	\$6,124,996	\$7,110,966	(\$985,970)
Measure Z Operating	\$382,112	\$434,797	(\$52,685)	\$3,017,286	\$3,165,951	(\$148,665)
Operating Expenses <sup>2</sup>	\$454,329	\$450,756	\$3,573	\$3,085,344	\$3,493,090	(\$407,746)
Payroll	\$630,686	\$940,509	(\$309,823)	\$4,977,338	\$5,861,564	(\$884,226)
Net Income	(\$137,617)	(\$150,922)	\$13,305	\$1,079,600	\$922,263	\$157,337

	FY 17 vs. FY 16 Month-to-Date			FY 17 vs. FY 16 Year To Date		
	Aug-17	Aug-16	Difference	Aug-17	Aug-16	Difference
Attendance	46,915	63,261	(16,346)	589,115	720,919	(131,804)
Revenue <sup>1</sup>	\$565,286	\$735,714	(\$170,428)	\$6,124,996	\$8,943,068	(\$2,818,072)
Measure Z Operating	\$382,112	\$340,786	\$41,326	\$3,017,286	\$2,703,058	\$314,228
Operating Expenses <sup>2</sup>	\$454,329	\$407,907	\$46,422	\$3,085,344	\$2,855,294	\$230,050
Payroll	\$630,686	\$557,616	\$73,070	\$4,977,338	\$4,522,286	\$455,052
Net Income	(\$137,617)	\$110,977	(\$248,594)	\$1,079,600	\$4,268,546	(\$3,188,946)

<sup>1</sup> excludes unrealized gain/(loss) on investments

<sup>2</sup> excludes depreciation

<sup>3</sup> excludes City of Fresno's \$1,500,000 towards shared costs

**Fresno's Chaffee Zoo Corporation**  
**Balance Sheet**  
August 2017

	<b>FY17 @ 8/31/17</b>	<b>FY17 @ 7/31/17</b>
<b>ASSETS</b>		
Cash	\$297,245	\$864,668
Short Term Investments	\$0	\$0
Long Term Investments	\$11,003,591	\$10,984,244
Accounts Receivable	\$1,353,159	\$679,800
Prepaid Expenses	\$142,278	\$62,940
Inventory	\$0	\$0
Building, Equipment, Vehicle and Furniture (net)	\$3,129,149	\$3,120,311
Exhibits	\$64,677,643	\$64,677,643
Construction in Progress	\$1,802,277	\$1,367,955
<b>TOTAL ASSETS</b>	<b>\$82,405,343</b>	<b>\$81,757,562</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts Payable/Accrued Liabilities	\$980,284	\$587,530
Line of Credit	\$0	\$0
<b>Total Liabilities</b>	<b>\$980,284</b>	<b>\$587,530</b>
<b>Net Assets</b>		
1-3000-00 Fund Balance-Unrestricted	\$79,908,604	\$79,679,681
2-3000-00 Fund Balance-Temporarily Restricted	\$1,458,059	\$1,432,125
3-3000-00 Fund Balance-Permanently Restricted	\$58,395	\$58,225
<b>Total Net Assets</b>	<b>\$81,425,059</b>	<b>\$81,170,032</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$82,405,343</b>	<b>\$81,757,562</b>

# Fresno's Chaffee Zoo Corporation

## Income Statement

@ August 31, 2017

	Current Month			Year-to-Date		
	Month-to-Date Budget @ 8/31/2017	Actual @ 8/31/2017	Variance	Year-to-Date Budget @ 8/31/17	Actual @ 8/31/17	Variance
<b>REVENUE</b>						
<b>Self-Generated Revenue</b>						
Admissions	\$308,083	\$201,185	(34.7)%	\$3,327,167	\$2,544,817	(23.5)%
Adopt an Animal	\$500	\$555	11.0%	\$29,000	\$19,220	(33.7)%
Board Designated for Endow	\$0	\$0	0.0%	\$25,000	\$2,080	(91.7)%
Education	\$60,408	\$45,699	(24.3)%	\$353,067	\$354,601	0.4%
Food Services	\$50,500	\$41,961	(16.9)%	\$542,000	\$486,452	(10.2)%
Gift Shop	\$35,000	\$24,699	(29.4)%	\$369,000	\$325,274	(11.8)%
Giraffe Feeding	\$35,000	\$34,854	(0.4)%	\$350,500	\$387,109	10.4%
Grants/Fundraising	\$35,054	\$16,656	(52.5)%	\$215,433	\$177,104	(17.8)%
Group Event/Facility Rental	\$50,000	\$54,396	8.8%	\$305,000	\$379,908	24.6%
Interest Income	\$15,208	\$3,672	(75.9)%	\$121,667	\$109,420	(10.1)%
Investment Income	\$0	\$21,844	0.0%	\$0	\$754,462	0.0%
Membership	\$81,000	\$60,810	(24.9)%	\$894,000	\$913,292	2.2%
Special Events	\$102,417	\$57,305	(44.0)%	\$253,833	\$157,136	(38.1)%
Stingray Exhibit	\$25,250	\$19,315	(23.5)%	\$279,800	\$229,141	(18.1)%
Other	\$7,125	\$4,180	(41.3)%	\$45,500	\$39,442	(13.3)%
<b>Total Self-Generated Revenue</b>	<b>\$805,546</b>	<b>\$587,130</b>	<b>(27.1)%</b>	<b>\$7,110,966</b>	<b>\$6,879,458</b>	<b>(3.3)%</b>
City of Fresno	\$0	\$0	0.0%	\$0	\$0	0.0%
Measure Z-Capital Funds	\$0	\$407,075	0.0%	\$0	\$890,154	0.0%
Measure Z Operating Funds	\$434,797	\$382,112	(12.1)%	\$3,165,951	\$3,017,286	(4.7)%
<b>TOTAL REVENUE</b>	<b>\$1,240,343</b>	<b>\$1,376,317</b>	<b>11.0%</b>	<b>\$10,276,917</b>	<b>\$10,786,899</b>	<b>5.0%</b>

# Fresno's Chaffee Zoo Corporation

## Income Statement

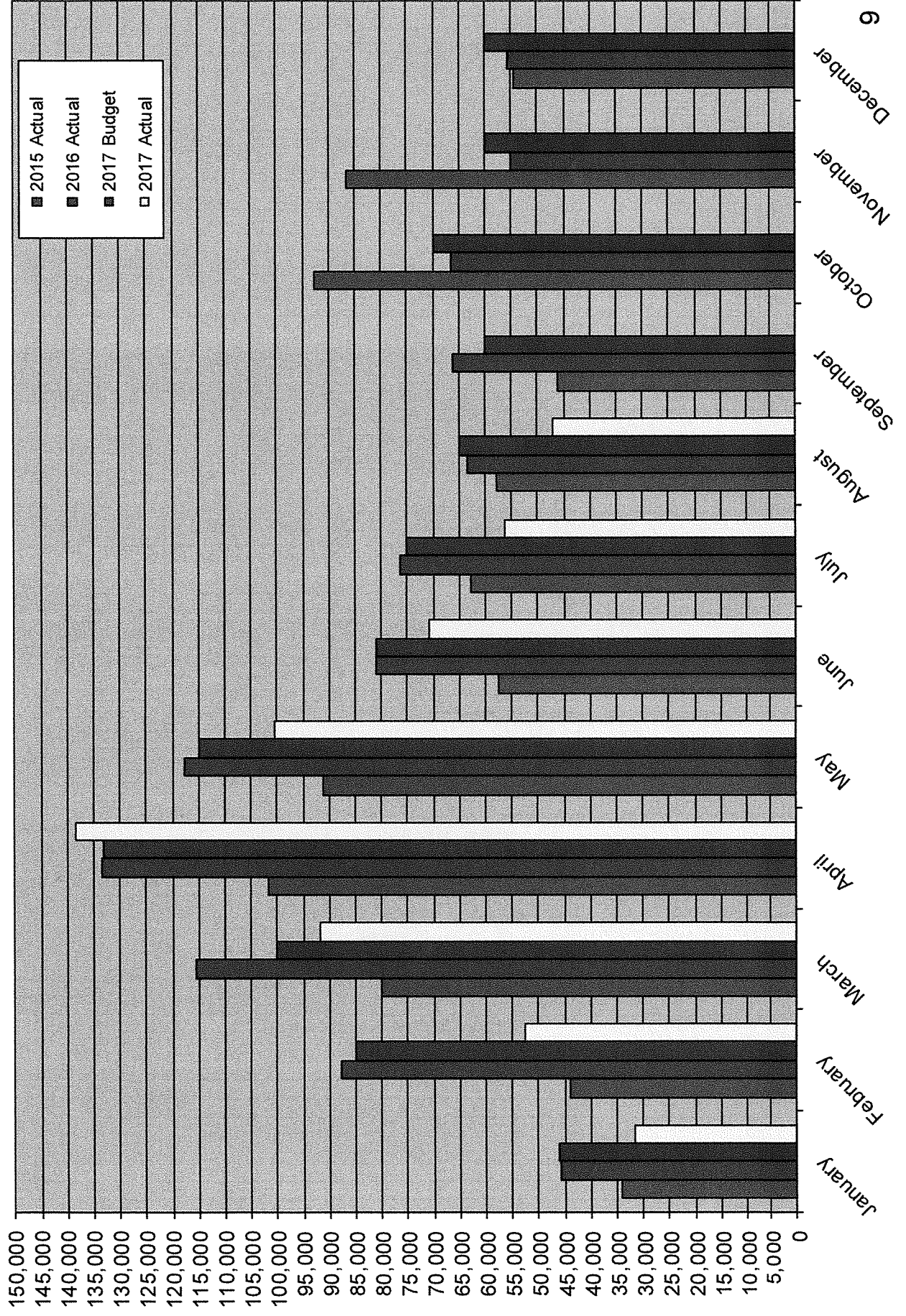
@ August 31, 2017

EXPENSES	Current Month			Year-to-Date			FY16 Audited
	Month-to-Date Budget @ 8/31/2017	Actual @ 8/31/2017	Variance	Year-to-Date Budget @ 8/31/17	Actual @ 8/31/17	Variance	
OPERATING EXPENSES							
Personnel Expenses							
Administration	\$111,437	\$64,315	(42.3)%	\$690,375	\$526,823	(23.7)%	\$749,483
Animal	\$358,672	\$252,586	(29.6)%	\$2,239,119	\$1,990,466	(11.1)%	\$3,014,559
Education	\$121,383	\$86,241	(29.0)%	\$745,534	\$611,366	(18.0)%	\$913,049
Maintenance/Horticulture	\$109,804	\$68,652	(37.5)%	\$702,935	\$570,737	(18.8)%	\$848,399
Mem/Dev/Marketing	\$84,950	\$59,695	(29.7)%	\$520,867	\$479,792	(7.9)%	\$716,455
Operations	\$10,710	\$7,766	(27.5)%	\$67,355	\$62,290	(7.5)%	\$101,648
Veterinary	\$42,782	\$27,004	(36.9)%	\$271,432	\$232,266	(14.4)%	\$390,983
Visitor Services	\$100,771	\$64,427	(36.1)%	\$623,948	\$503,599	(19.3)%	\$795,715
Total Personnel Expenses	\$940,509	\$630,686	(32.9)%	\$5,861,564	\$4,977,338	(15.1)%	\$7,530,292
Other Expenses							
Advertising	\$31,625	\$44,977	42.2%	\$245,400	\$149,498	(39.1)%	\$358,205
Animal Services	\$40,394	\$41,332	2.3%	\$323,150	\$298,896	(7.5)%	\$460,911
Computer/Software	\$3,565	\$2,200	(38.3)%	\$43,120	\$26,462	(38.6)%	\$54,455
Conservation	\$16,667	\$2,200	(86.8)%	\$133,333	\$66,801	(49.9)%	\$109,044
Contracted Services	\$56,579	\$41,359	(26.9)%	\$420,233	\$395,118	(6.0)%	\$698,027
Depreciation Expense	\$40,075	\$36,275	(9.5)%	\$280,755	\$272,805	(2.8)%	\$3,957,656
Dues	\$1,658	\$918	(44.6)%	\$37,767	\$41,540	10.0%	\$24,911
Equipment	\$19,061	\$31,699	66.3%	\$142,486	\$167,230	17.4%	\$238,221
Fleet	\$4,213	\$1,049	(75.1)%	\$33,707	\$11,957	(64.5)%	\$21,643
Food/Catering	\$23,208	\$9,149	(60.6)%	\$176,766	\$171,553	(2.9)%	\$325,917
Insurance	\$13,500	\$16,447	21.8%	\$139,500	\$146,834	5.3%	\$179,461
Miscellaneous Business	\$6,096	\$13,732	125.3%	\$47,911	\$40,286	(15.9)%	\$53,614
Office Supplies	\$2,704	\$3,365	24.4%	\$21,633	\$13,117	(39.4)%	\$33,739
Postage	\$6,427	\$3,498	(45.6)%	\$45,338	\$39,427	(13.0)%	\$61,189
Printing	\$21,939	\$19,444	(11.4)%	\$131,561	\$95,848	(27.1)%	\$174,399
Professional Services	\$18,092	\$38,927	115.2%	\$139,733	\$227,700	63.0%	\$276,499
Repairs and Replacements	\$27,588	\$30,171	9.4%	\$220,700	\$165,493	(25.0)%	\$266,287

**Fresno's Chaffee Zoo Corporation**  
**Income Statement**  
@ August 31, 2017

	Current Month		Year-to-Date			FY16 Audited
	Month-to-Date Budget @ 8/31/2017	Actual @ 8/31/2017	Variance	Year-to-Date Budget @ 8/31/17	Actual @ 8/31/17	
Service/Bank/Credit Card Fees	\$12,422	\$17,053	37.3%	\$111,878	\$137,787	\$196,302
Signage	\$1,638	\$6,483	295.7%	\$13,106	\$26,455	\$18,418
Specialized Services	\$3,483	\$2,778	(20.2)%	\$27,867	\$26,443	\$50,432
Staff Development	\$16,189	\$4,717	(70.9)%	\$129,511	\$44,601	\$116,054
Supplies	\$53,721	\$47,268	(12.0)%	\$375,416	\$259,839	\$592,643
Telephone	\$4,296	\$4,001	(6.9)%	\$34,367	\$40,557	\$51,231
Uniforms	\$3,567	\$169	(95.3)%	\$28,533	\$18,503	\$36,706
Utilities	\$56,250	\$66,122	17.6%	\$450,000	\$465,242	\$683,102
Other	\$5,875	\$5,271	(10.3)%	\$20,075	\$8,156	\$25,287
<b>Total Other Expenses</b>	<b>\$490,831</b>	<b>\$490,604</b>	<b>0.0%</b>	<b>\$3,773,845</b>	<b>\$3,358,149</b>	<b>\$9,064,352</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,431,340</b>	<b>\$1,121,290</b>	<b>(21.7)%</b>	<b>\$9,635,409</b>	<b>\$8,335,487</b>	<b>\$16,594,644</b>
Expansion/Nonoperating Exp.	\$0	\$0	0.0%	\$0	\$0	\$1,018
<b>Total Expansion/Nonoperating Exp.</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,018</b>
<b>TOTAL EXPENSES</b>	<b>\$1,431,340</b>	<b>\$1,121,290</b>	<b>(21.7)%</b>	<b>\$9,635,409</b>	<b>\$8,335,487</b>	<b>\$16,595,663</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$81,170,032</b>	<b>\$81,170,032</b>	<b>0.0%</b>	<b>\$78,973,647</b>	<b>\$78,973,647</b>	<b>\$79,582,625</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$190,997)</b>	<b>\$255,026</b>	<b>(233.5)%</b>	<b>\$641,509</b>	<b>\$2,451,411</b>	<b>(\$608,978)</b>
<b>ENDING FUND BALANCE</b>	<b>\$80,979,035</b>	<b>\$81,425,059</b>	<b>0.6%</b>	<b>\$79,615,156</b>	<b>\$81,425,059</b>	<b>\$78,973,647</b>

# Fresno Chaffee Zoo Attendance Comparison 2015 - 2017





## FY2017 September Financial Report



# Discussion of Financial Results

## As of September 30, 2017

- **Key Facts & Figures:**

- Self-generated revenue<sup>1</sup> of \$6,763,2884 compared to budgeted revenue of \$7,989,987.
- Surplus of \$2,022,438<sup>2</sup> compared to budgeted surplus of \$973,921.
- Total personnel expenses are 10.6% under budget and total expenses are 10.1% under budget as of September 30, 2017.
- September 2017 attendance was 52,062 compared to budgeted attendance of 60,000, a decrease of 13%. September 2017 attendance was 21% behind September 2016 attendance of 66,177.
- YTD attendance of 641,177 compared to YTD budgeted attendance of 760,000, a decrease of 16%. September 2017 YTD attendance was 19% less than September 2016 YTD attendance of 787,096.

<sup>1</sup> Excludes investment income (unrealized gain/loss on investments).

<sup>2</sup> Excludes investment income (unrealized gain/loss on investments) and depreciation.

# September 2017

MTD Attendance			Increase/ Decrease
	2017	2016	
Attendance	52,062	66,177	-21%
Paid	27,888	36,281	-23%
Members	15,742	21,113	-25%
Group	1,109	1,138	-3%
Other	7,323	7,645	-4%
Giraffe Feeding	14,277	17,053	-16%
Capture Rate	27%	26%	6%
Stingray Bay	13,600	15,927	-15%
Capture Rate	26%	24%	9%

## MTD Revenue

	2017	2016	Increase/ Decrease
Admissions	\$220,248	\$290,973	-24%
Per Cap	\$4.23	\$4.40	-4%
Giraffe Feeding	\$37,082	\$33,089	12%
Per Cap	\$0.71	\$0.50	42%
Stingray Bay	\$17,402	\$18,244	-5%
Per Cap	\$0.33	\$0.28	21%
Membership	\$79,700	\$106,860	-25%

	2017	2016	Increase/ Decrease
Contracted Services			
Concessions	\$50,196	\$76,626	-34%
Per Cap	\$0.96	\$1.16	-17%
Gift Shop	\$25,832	\$43,477	-41%
Per Cap	\$0.50	\$0.66	-24%

YTD Attendance			Increase/ Decrease
	2017	2016	
Attendance	641,177	787,096	-19%
Paid	332,489	426,651	-22%
Members	168,429	212,323	-21%
Group	83,194	85,080	-2%
Other	57,065	63,042	-9%
Giraffe Feeding	182,524	183,157	0%
Capture Rate	28%	23%	22%
Stingray Bay	263,132	202,965	30%
Capture Rate	41%	26%	59%

## YTD Revenue

	2017	2016	Increase/ Decrease
Admissions	\$2,765,064	\$3,555,097	-22%
Per Cap	\$4.31	\$4.52	-5%
Giraffe Feeding	\$424,191	\$376,664	13%
Per Cap	\$0.66	\$0.48	38%
Stingray Bay	\$246,543	\$259,525	-5%
Per Cap	\$0.38	\$0.33	17%
Membership	\$992,992	\$1,061,001	-6%

	2017	2016	Increase/ Decrease
Contracted Services			
Concessions	\$536,647	\$661,386	-19%
Per Cap	\$0.84	\$0.84	0%
Gift Shop	\$351,107	\$425,372	-17%
Per Cap	\$0.55	\$0.54	1%

2016 Unaudited
964,091
494,728
256,956
97,710
114,697
219,994
23%
240,355
25%
\$4,099,886
\$4.25
\$450,838
\$0.47
\$298,588
\$0.31
\$1,323,769
\$775,616
\$0.80
\$499,947
\$0.52

### Key:

Equal to or ahead of 2016

2% or less behind 2016

More than 2% behind 2016

**FRESNO CHAFFEE ZOO**  
**SUMMARY OF KEY INDICATORS**  
**Sep-17**

	September 17 Actuals vs. Budget			FY 17 Year-to-Date		
	Actual	Budgeted	Difference	Actuals	Budget	Difference
Attendance	52,062	60,000	(7,938)	641,177	760,000	(118,823)

	September 17 Actuals vs. Budget			FY 17 Year-to-Date		
	Actual	Budgeted	Difference	Actuals	Budget	Difference
Revenue <sup>1</sup>	\$638,288	\$879,021	(\$240,733)	\$6,763,284	\$7,989,987	(\$1,226,703)
Measure Z Operating	\$501,717	\$322,712	\$179,005	\$3,519,003	\$3,488,663	\$30,340
Operating Expenses <sup>2</sup>	\$489,086	\$473,333	\$15,753	\$3,574,237	\$3,966,423	(\$392,186)
Payroll	\$870,578	\$676,742	\$193,836	\$5,847,916	\$6,538,306	(\$690,390)
Net Income	(\$219,659)	\$51,658	(\$271,317)	\$860,134	\$973,921	(\$113,787)

	FY 17 vs. FY 16 Month-to-Date			FY 17 vs. FY 16 Year To Date		
	Sep-17	Sep-16	Difference	Sep-17	Sep-16	Difference
Attendance	52,062	66,177	(14,115)	641,177	787,096	(145,919)
Revenue <sup>1</sup>	\$638,288	\$829,496	(\$191,208)	\$6,763,284	\$9,349,309	(\$2,586,025)
Measure Z Operating	\$501,717	\$467,640	\$34,077	\$3,519,003	\$3,170,698	\$348,305
Operating Expenses <sup>2</sup>	\$489,086	\$476,805	\$12,281	\$3,574,237	\$3,332,099	\$242,138
Payroll	\$870,578	\$802,278	\$68,300	\$5,847,916	\$5,324,563	\$523,353
Net Income	(\$219,659)	\$18,053	(\$237,712)	\$860,134	\$3,863,345	(\$3,003,211)

<sup>1</sup> excludes unrealized gain/(loss) on investments

<sup>2</sup> excludes depreciation

<sup>3</sup> excludes City of Fresno's \$1,500,000 towards shared costs

**Fresno's Chaffee Zoo Corporation**  
**Balance Sheet**  
September 2017

	FY17 @ 9/30/17	FY17 @ 8/31/17
<b>ASSETS</b>		
Cash	\$114,900	\$308,970
Short Term Investments	\$0	\$0
Long Term Investments	\$11,149,225	\$11,003,591
Accounts Receivable	\$1,676,077	\$1,352,959
Prepaid Expenses	\$63,565	\$142,018
Inventory	\$0	\$0
Building, Equipment, Vehicle and Furniture (net)	\$3,111,630	\$3,129,409
Exhibits	\$64,677,643	\$64,677,643
Construction in Progress	\$2,079,141	\$1,802,277
<b>TOTAL ASSETS</b>	<b>\$82,872,182</b>	<b>\$82,416,867</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts Payable/Accrued Liabilities	\$1,308,388	\$991,816
Line of Credit	\$0	\$0
<b>Total Liabilities</b>	<b>\$1,308,388</b>	<b>\$991,816</b>
<b>Net Assets</b>		
1-3000-00 Fund Balance-Unrestricted	\$80,076,324	\$79,908,597
2-3000-00 Fund Balance-Temporarily Restricted	\$1,428,194	\$1,458,059
3-3000-00 Fund Balance-Permanently Restricted	\$59,276	\$58,395
<b>Total Net Assets</b>	<b>\$81,563,794</b>	<b>\$81,425,051</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$82,872,182</b>	<b>\$82,416,867</b>

**Fresno's Chaffee Zoo Corporation**  
**Income Statement**  
**@ September 30, 2017**

	Current Month		Year-to-Date		Variance
	Month-to-Date Budget @ 9/30/2017	Actual @ 9/30/2017	Year-to-Date Budget @ 9/30/17	Actual @ 9/30/17	
REVENUE					
Self-Generated Revenue					
Admissions	\$329,083	\$220,248	(33.1)%	\$3,656,250	\$2,765,064 (24.4)%
Adopt an Animal	\$1,500	\$1,190	(20.7)%	\$30,500	\$20,410 (33.1)%
Board Designated for Endow	\$12,500	\$200	(98.4)%	\$37,500	\$2,280 (93.9)%
Education	\$16,933	\$14,100	(16.7)%	\$370,000	\$368,701 (0.4)%
Food Services	\$47,500	\$50,196	5.7%	\$589,500	\$536,647 (9.0)%
Gift Shop	\$33,000	\$25,832	(21.7)%	\$402,000	\$351,107 (12.7)%
Giraffe Feeding	\$34,500	\$37,082	7.5%	\$385,000	\$424,191 10.2%
Grants/Fundraising	\$35,054	\$11,468	(67.3)%	\$250,487	\$188,572 (24.7)%
Group Event/Facility Rental	\$50,000	\$31,024	(38.0)%	\$355,000	\$410,932 15.8%
Interest Income	\$15,208	\$23,308	53.3%	\$136,875	\$132,728 (3.0)%
Investment Income	\$0	\$122,326	0.0%	\$0	\$876,788 0.0%
Membership	\$101,000	\$79,700	(21.1)%	\$995,000	\$992,992 (0.2)%
Special Events	\$173,917	\$122,444	(29.6)%	\$427,750	\$279,580 (34.6)%
Stingray Exhibit	\$22,950	\$17,402	(24.2)%	\$302,750	\$246,543 (18.6)%
Other	\$5,875	\$4,095	(30.3)%	\$51,375	\$43,537 (15.3)%
Total Self-Generated Revenue	\$879,021	\$760,614	(13.5)%	\$7,989,987	\$7,640,072 (4.4)%
City of Fresno	\$0	\$0	0.0%	\$0	\$0 0.0%
Measure Z-Capital Funds	\$0	\$272,350	0.0%	\$0	\$1,162,304 (18,437)
Measure Z Operating Funds	\$322,712	\$501,717	55.5%	\$3,488,663	\$3,519,003 0.9%
TOTAL REVENUE	\$1,201,733	\$1,534,681	27.7%	\$11,478,650	\$12,321,379 7.3%
					\$15,986,685

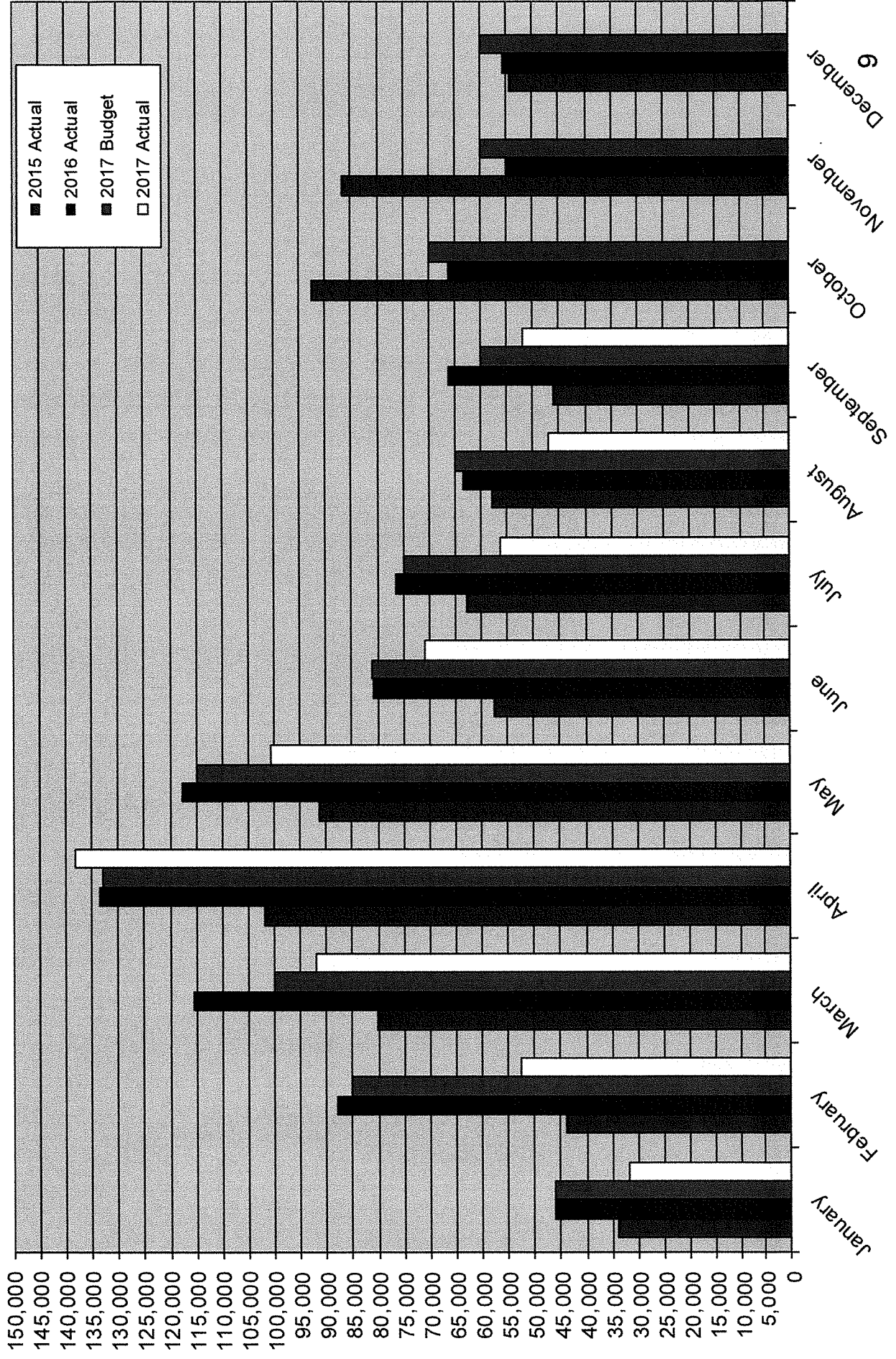
@ September 30, 2017

EXPENSES	Current Month		Year-to-Date			FY16 Audited	
	Month-to-Date Budget @ 9/30/2017	Actual @ 9/30/2017	Variance	Year-to-Date Budget @ 9/30/17	Actual @ 9/30/17		Variance
OPERATING EXPENSES							
Personnel Expenses							
Administration	\$79,941	\$95,833	19.9%	\$770,316	\$622,656	(19.2)%	
Animal	\$258,303	\$356,332	38.0%	\$2,497,422	\$2,346,797	(6.0)%	
Education	\$86,696	\$108,168	24.8%	\$832,230	\$719,534	(13.5)%	
Maintenance/Horticulture	\$80,104	\$94,900	18.5%	\$783,038	\$665,637	(15.0)%	
Mem/Dev/Marketing	\$60,622	\$88,089	45.3%	\$581,489	\$567,881	(2.3)%	
Operations	\$7,742	\$11,159	44.1%	\$75,097	\$73,449	(2.2)%	
Veterinary	\$31,066	\$33,611	8.2%	\$302,498	\$265,877	(12.1)%	
Visitor Services	\$72,269	\$82,485	14.1%	\$696,217	\$586,084	(15.8)%	
Total Personnel Expenses	\$676,742	\$870,578	28.6%	\$6,538,306	\$5,847,916	(10.6)%	
Other Expenses							
Advertising	\$30,125	\$26,027	(13.6)%	\$275,525	\$175,525	(36.3)%	
Animal Services	\$40,394	\$45,094	11.6%	\$363,544	\$343,990	(5.4)%	
Computer/Software	\$5,715	\$1,239	(78.3)%	\$48,835	\$27,701	(43.3)%	
Conservation	\$16,667	\$0	(100.0)%	\$150,000	\$66,801	(55.5)%	
Contracted Services	\$57,079	\$59,010	3.4%	\$477,312	\$454,128	(4.9)%	
Depreciation Expense	\$40,075	\$36,275	(9.5)%	\$320,830	\$309,080	(3.7)%	
Dues	\$1,658	\$65	(96.1)%	\$39,425	\$41,605	5.5%	
Equipment	\$35,411	\$23,723	(33.0)%	\$177,897	\$190,953	7.3%	
Fleet	\$4,213	\$2,338	(44.5)%	\$37,920	\$14,295	(62.3)%	
Food/Catering	\$20,358	\$33,371	63.9%	\$197,125	\$204,730	3.9%	
Insurance	\$13,500	\$2,130	(84.2)%	\$153,000	\$148,964	(2.6)%	
Miscellaneous Business	\$6,221	\$4,355	(30.0)%	\$54,132	\$44,641	(17.5)%	
Office Supplies	\$2,704	\$321	(88.1)%	\$24,337	\$13,438	(44.8)%	
Postage	\$6,177	\$2,732	(55.8)%	\$51,515	\$42,159	(18.2)%	
Printing	\$20,189	\$20,818	3.1%	\$151,750	\$116,665	(23.1)%	
Professional Services	\$17,392	\$18,128	4.2%	\$157,125	\$245,828	56.5%	
Repairs and Replacements	\$27,588	\$109,936	298.5%	\$248,287	\$275,429	10.9%	

**Fresno's Chaffee Zoo Corporation**  
**Income Statement**  
 @ September 30, 2017

	Current Month			Year-to-Date		
	Month-to-Date Budget @ 9/30/2017	Actual @ 9/30/2017	Variance	Year-to-Date Budget @ 9/30/17	Actual @ 9/30/17	Variance
Service/Bank/Credit Card Fees	\$12,423	\$9,934	(20.0)%	\$124,301	\$147,721	18.8%
Signage	\$1,638	\$394	(75.9)%	\$14,744	\$26,849	82.1%
Specialized Services	\$3,483	\$762	(78.1)%	\$31,350	\$27,205	(13.2)%
Staff Development	\$16,189	\$6,747	(58.3)%	\$145,699	\$51,347	(64.8)%
Supplies	\$68,721	\$40,853	(40.6)%	\$444,137	\$300,691	(32.3)%
Telephone	\$4,296	\$4,224	(1.7)%	\$38,662	\$44,781	15.8%
Uniforms	\$3,567	\$1,561	(56.2)%	\$32,100	\$20,064	(37.5)%
Utilities	\$56,250	\$74,375	32.2%	\$506,250	\$539,618	6.6%
Other	\$1,375	\$949	(31.0)%	\$21,450	\$9,105	(57.6)%
<b>Total Other Expenses</b>	<b>\$513,408</b>	<b>\$525,361</b>	<b>2.3%</b>	<b>\$4,287,253</b>	<b>\$3,883,317</b>	<b>(9.4)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,190,150</b>	<b>\$1,395,938</b>	<b>17.3%</b>	<b>\$10,825,559</b>	<b>\$9,731,233</b>	<b>(10.1)%</b>
<b>Expansion/Nonoperating Exp.</b>						
Expansion/Nonoperating Exp.	\$0	\$0	0.0%	\$0	\$0	0.0%
<b>Total Expansion/Nonoperating Exp.</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$1,190,150</b>	<b>\$1,395,938</b>	<b>17.3%</b>	<b>\$10,825,559</b>	<b>\$9,731,233</b>	<b>(10.1)%</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$81,425,051</b>	<b>\$81,425,051</b>	<b>0.0%</b>	<b>\$78,973,647</b>	<b>\$78,973,647</b>	<b>0.0%</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>\$11,583</b>	<b>\$138,743</b>	<b>1,097.8%</b>	<b>\$653,091</b>	<b>\$2,590,146</b>	<b>296.6%</b>
<b>ENDING FUND BALANCE</b>	<b>\$81,436,634</b>	<b>\$81,563,794</b>	<b>0.2%</b>	<b>\$79,626,739</b>	<b>\$81,563,794</b>	<b>2.4%</b>

# Fresno Chaffee Zoo Attendance Comparison 2015 - 2017







## FY2017 October Financial Report

# Discussion of Financial Results

## As of October 31, 2017

- **Key Facts & Figures:**

- Self-generated revenue<sup>1</sup> of \$7,684,508 compared to budgeted revenue of \$8,754,508.
- Surplus of \$3,373,647<sup>2</sup> compared to budgeted surplus of \$850,110.
- Total personnel expenses are 11.3% under budget and total expenses are 10.4% under budget as of October 31, 2017.
- October 2017 attendance was 64,284 compared to budgeted attendance of 70,000, a decrease of 8%. October 2017 attendance was 3% behind October 2016 attendance of 66,343.
- YTD attendance of 705,461 compared to YTD budgeted attendance of 830,000, a decrease of 15%. October 2017 YTD attendance was 17% less than October 2016 YTD attendance of 853,439.

<sup>1</sup> Excludes investment income (unrealized gain/loss on investments).

<sup>2</sup> Excludes investment income (unrealized gain/loss on investments) and depreciation.

# October 2017

MTD Attendance			Increase/D ecrease
	2017	2016	
Attendance	64,284	66,343	-3%
Paid	27,612	27,600	0%
Members	14,561	16,110	-10%
Group	5,238	5,302	-1%
Other	16,873	17,331	-3%
Giraffe Feeding	12,411	16,089	-23%
Capture Rate	19%	24%	-20%
Stingray Bay	13,767	15,121	-9%
Capture Rate	21%	23%	-6%
MTD Revenue			Increase/D ecrease
	2017	2016	
Admissions	\$217,678	\$216,403	1%
Per Cap	\$3.39	\$3.26	4%
Giraffe Feeding	\$35,405	\$28,303	25%
Per Cap	\$0.55	\$0.43	29%
Stingray Bay	\$18,464	\$15,563	19%
Per Cap	\$0.29	\$0.23	22%
Membership	\$87,275	\$77,133	13%
Contracted Services			Increase/D ecrease
	2017	2016	
Concessions	\$53,000	\$51,779	2%
Per Cap	\$0.82	\$0.78	6%
Gift Shop	\$35,000	\$26,636	31%
Per Cap	\$0.54	\$0.40	36%

YTD Attendance			Increase/D ecrease
	2017	2016	
Attendance	705,461	853,439	-17%
Paid	360,101	454,251	-21%
Members	182,990	228,433	-20%
Group	88,432	90,382	-2%
Other	73,938	80,373	-8%
Giraffe Feeding	194,935	199,246	-2%
Capture Rate	28%	23%	18%
Stingray Bay	263,132	218,086	21%
Capture Rate	37%	26%	46%
YTD Revenue			Increase/D ecrease
	2017	2016	
Admissions	\$2,982,722	\$3,771,501	-21%
Per Cap	\$4.23	\$4.42	-4%
Giraffe Feeding	\$459,596	\$404,967	13%
Per Cap	\$0.65	\$0.47	37%
Stingray Bay	\$265,007	\$275,088	-4%
Per Cap	\$0.38	\$0.32	17%
Membership	\$1,080,207	\$1,323,499	-18%
Contracted Services			Increase/D ecrease
	2017	2016	
Concessions	\$589,647	\$713,166	-17%
Per Cap	\$0.84	\$0.84	0%
Gift Shop	\$386,107	\$452,008	-15%
Per Cap	\$0.55	\$0.53	3%

2016	Unaudited
964,091	
494,728	
256,956	
97,710	
114,697	
219,994	
23%	
240,355	
25%	
\$4,099,886	
\$4.25	
\$450,838	
\$0.47	
\$298,588	
\$0.31	
\$1,323,769	
\$775,616	
\$0.80	
\$499,947	
\$0.52	

## Key:

Equal to or ahead of 2016  
2% or less behind 2016  
More than 2% behind 2016

**FRESNO CHAFFEE ZOO**  
**SUMMARY OF KEY INDICATORS**  
**Oct-17**

	October 17 Actuals vs. Budget			FY 17 Year-to-Date		
	Actual	Budgeted	Difference	Actuals	Budget	Difference
Attendance	64,284	70,000	(5,716)	705,461	830,000	(124,539)

	October 17 Actuals vs. Budget			FY 17 Year-to-Date		
	Actual	Budgeted	Difference	Actuals	Budget	Difference
Revenue <sup>1</sup>	\$916,437	\$764,521	\$151,916	\$7,558,577	\$8,754,508	(\$1,195,931)
Measure Z Operating	\$262,092	\$355,888	(\$93,796)	\$3,712,452	\$3,844,551	(\$132,099)
Operating Expenses <sup>2</sup>	\$496,503	\$533,707	(\$37,204)	\$4,382,611	\$4,820,961	(\$438,350)
Payroll	\$615,607	\$750,589	(\$134,982)	\$6,463,523	\$7,288,895	(\$825,372)
Net Income	\$1,593,170	(\$163,887)	\$230,306	\$3,373,647	\$489,203	\$2,884,444

	FY 17 vs. FY 16 Month-to-Date			FY 17 vs. FY 16 Year To Date		
	Oct-17	Oct-16	Difference	Oct-17	Oct-16	Difference
Attendance	64,284	66,343	(2,059)	705,461	853,439	(147,978)
Revenue <sup>1</sup>	\$916,437	\$754,450	\$161,987	\$7,558,577	\$10,103,759	(\$2,545,182)
Measure Z Operating	\$262,092	\$384,898	(\$122,806)	\$3,712,452	\$3,555,595	\$156,857
Operating Expenses <sup>2</sup>	\$496,503	\$502,431	(\$5,928)	\$4,382,611	\$3,834,530	\$548,081
Payroll	\$615,607	\$610,304	\$5,303	\$6,463,523	\$5,934,867	\$528,656
Net Income	\$1,593,170	\$26,613	\$1,566,557	\$3,373,647	\$3,889,957	(\$516,310)

<sup>1</sup> excludes unrealized gain/(loss) on investments

<sup>2</sup> excludes depreciation

<sup>3</sup> excludes City of Fresno's \$1,500,000 towards shared costs

**Fresno's Chaffee Zoo Corporation**  
**Balance Sheet**  
October 2017

	<b>FY17 @ 10/31/17</b>	<b>FY17 @ 9/30/17</b>
<b>ASSETS</b>		
Cash	\$625,634	\$121,643
Short Term Investments	\$0	\$0
Long Term Investments	\$11,292,600	\$11,149,225
Accounts Receivable	\$2,201,649	\$1,604,406
Prepaid Expenses	\$58,353	\$63,565
Inventory	\$0	\$0
Building, Equipment, Vehicle and Furniture (net)	\$3,083,233	\$3,111,630
Exhibits	\$64,677,643	\$64,677,643
Construction in Progress	\$3,673,538	\$2,079,141
<b>TOTAL ASSETS</b>	<b>\$85,612,651</b>	<b>\$82,807,253</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts Payable/Accrued Liabilities	\$2,330,503	\$1,318,277
Line of Credit	\$200,000	\$0
<b>Total Liabilities</b>	<b>\$2,530,503</b>	<b>\$1,318,277</b>
<b>Net Assets</b>		
1-3000-00 Fund Balance-Unrestricted	\$81,572,416	\$80,001,467
2-3000-00 Fund Balance-Temporarily Restricted	\$1,449,581	\$1,428,234
3-3000-00 Fund Balance-Permanently Restricted	\$60,151	\$59,276
<b>Total Net Assets</b>	<b>\$83,082,148</b>	<b>\$81,488,976</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$85,612,651</b>	<b>\$82,807,253</b>

# Fresno's Chaffee Zoo Corporation

## Income Statement

For the Ten Months Ended October 31, 2017

	Current Month			Year-to-Date			FY16 Audited
	Month-to-Date		Variance	Year-to-Date		Variance	
	Budget @ 10/31/2017	Actual @ 10/31/2017		Budget @ 10/31/17	Actual @ 10/31/17		
REVENUE							
Self-Generated Revenue							
Admissions	\$249,083	\$217,677	(12.6%)	\$3,905,333	\$2,982,721	(23.6%)	\$4,099,886
Adopt an Animal	1,500	1,155	(23.0%)	32,000	21,565	(32.6%)	31,650
Board Designated for Endow	-	200	0.0%	37,500	2,480	0.0%	27,613
Education	17,733	17,017	(4.0%)	387,733	385,717	(0.5%)	405,903
Food Services	55,500	53,000	(4.5%)	645,000	589,647	(8.6%)	775,616
Gift Shop	37,500	35,000	(6.7%)	439,500	386,107	(12.1%)	499,947
Giraffe Feeding	30,000	35,405	18.0%	415,000	459,596	10.7%	450,838
Grants/Fundraising	50,054	11,239	(77.5%)	300,542	199,871	(33.5%)	313,361
Group Event/Facility Rental	60,000	47,389	(21.0%)	415,000	458,321	10.4%	604,641
Interest Income	15,208	22,585	48.5%	152,083	155,313	2.1%	327,020
Investment Income	-	120,790	0.0%	-	997,578	0.0%	390,063
Membership	75,000	87,275	16.4%	1,070,000	1,080,207	1.0%	1,323,499
Special Events	148,417	246,942	66.4%	576,167	526,147	(8.7%)	704,314
Stingray Exhibit	18,650	18,464	(1.0%)	321,400	265,007	(17.5%)	298,588
Other	5,875	2,301	(60.8%)	57,250	45,878	(19.9%)	61,312
Total Self-Generated Revenue	\$764,521	\$916,437	19.9%	\$8,754,508	\$8,556,155	(2.3%)	\$10,314,253
EXPENSES							
Personnel Expenses							
Administration	\$87,891	\$69,845	(20.5%)	\$858,207	\$692,501	(19.3%)	\$749,483
Animal	287,191	251,917	(12.3%)	2,784,613	2,598,714	(6.7%)	3,014,559
Education	94,108	73,455	(21.9%)	926,338	792,989	(14.4%)	913,049
Maintenance/Horticulture	92,320	64,711	(29.9%)	875,358	730,348	(16.6%)	848,399
Mem/Dev/Marketing	65,635	65,031	(0.9%)	647,124	632,912	(2.2%)	716,455
Operations	8,700	7,766	(10.7%)	83,797	81,215	(3.1%)	101,648
Veterinary	35,353	25,555	(27.7%)	337,851	291,432	(13.7%)	390,983
Visitor Services	79,391	57,327	(27.8%)	775,608	643,411	(17.0%)	795,715
Total Personnel Expenses	\$750,589	\$615,607	(18.0%)	\$7,288,895	\$6,463,523	(11.3%)	\$7,530,292

# Fresno's Chaffee Zoo Corporation

## Income Statement

For the Ten Months Ended October 31, 2017

	Current Month			Year-to-Date			FY16 Audited
	Month-to-Date		Variance	Year-to-Date		Variance	
	Budget @ 10/31/2017	Actual @ 10/31/2017		Budget @ 10/31/17	Actual @ 10/31/17		
Other Expenses							
Advertising	\$32,625	\$18,610	(43.0%)	\$308,150	\$194,135	(37.0%)	\$358,205
Animal Services	40,394	43,041	6.6%	403,937	387,032	(4.2%)	460,911
Computer/Software	12,565	17,218	37.0%	61,400	44,919	(26.8%)	54,455
Conservation	16,667	-	(100.0%)	166,667	66,801	(59.9%)	109,044
Contracted Services	61,979	67,571	9.0%	539,292	521,699	(3.3%)	698,027
Depreciation Expense	40,075	36,275	(9.5%)	360,906	345,355	(4.3%)	3,957,656
Dues	1,158	955	(17.6%)	40,583	42,560	4.9%	24,911
Equipment	37,411	36,278	(3.0%)	215,308	227,231	5.5%	238,221
Fleet	4,213	1,120	(73.4%)	42,133	15,415	(63.4%)	21,643
Food/Catering	39,858	55,088	38.2%	236,983	259,818	9.6%	325,917
Insurance	13,500	32,026	137.2%	166,500	180,990	8.7%	179,461
Miscellaneous Business	7,521	6,057	(19.5%)	61,653	50,699	(17.8%)	53,614
Office Supplies	2,704	1,077	(60.2%)	27,042	14,514	(46.3%)	33,739
Postage	8,677	6,947	(19.9%)	60,192	49,107	(18.4%)	61,189
Printing	20,689	16,040	(22.5%)	172,439	132,705	(23.0%)	174,398
Professional Services	17,392	24,954	43.5%	174,517	270,782	55.2%	276,499
Repairs and Replacements	27,588	(19,148)	(169.4%)	275,875	256,280	(7.1%)	266,287
Service/Bank/Credit Card Fees	12,922	10,146	(21.5%)	137,223	160,662	17.1%	196,302
Signage	1,638	1,876	14.5%	16,382	28,725	75.3%	18,418
Specialized Services	3,483	6,857	96.8%	34,833	34,062	(2.2%)	50,432
Staff Development	16,189	2,684	(83.4%)	161,888	54,032	(66.6%)	116,054
Supplies	48,971	55,168	12.7%	493,108	355,830	(27.8%)	592,643
Telephone	4,296	1,815	(57.8%)	42,958	46,621	8.5%	51,231
Uniforms	3,567	4,654	30.5%	35,667	24,718	(30.7%)	36,706
Utilities	56,250	68,964	22.6%	562,500	608,582	8.2%	683,102
Other	1,375	233	(83.1%)	22,825	9,338	(59.1%)	25,287
Total Other Expenses	\$533,707	\$496,503	(7.0%)	\$4,820,961	\$4,382,611	(9.1%)	\$9,064,352
TOTAL EXPENSES	\$1,284,297	\$1,112,110	(13.4%)	\$12,109,856	\$10,846,134	(10.4%)	\$16,594,644
NET SURPLUS/(DEFICIT) FROM OPERATIONS	(\$519,776)	(\$195,673)	(62.4%)	(\$3,355,347)	(\$2,289,979)	(31.8%)	(\$6,280,391)

# Fresno's Chaffee Zoo Corporation

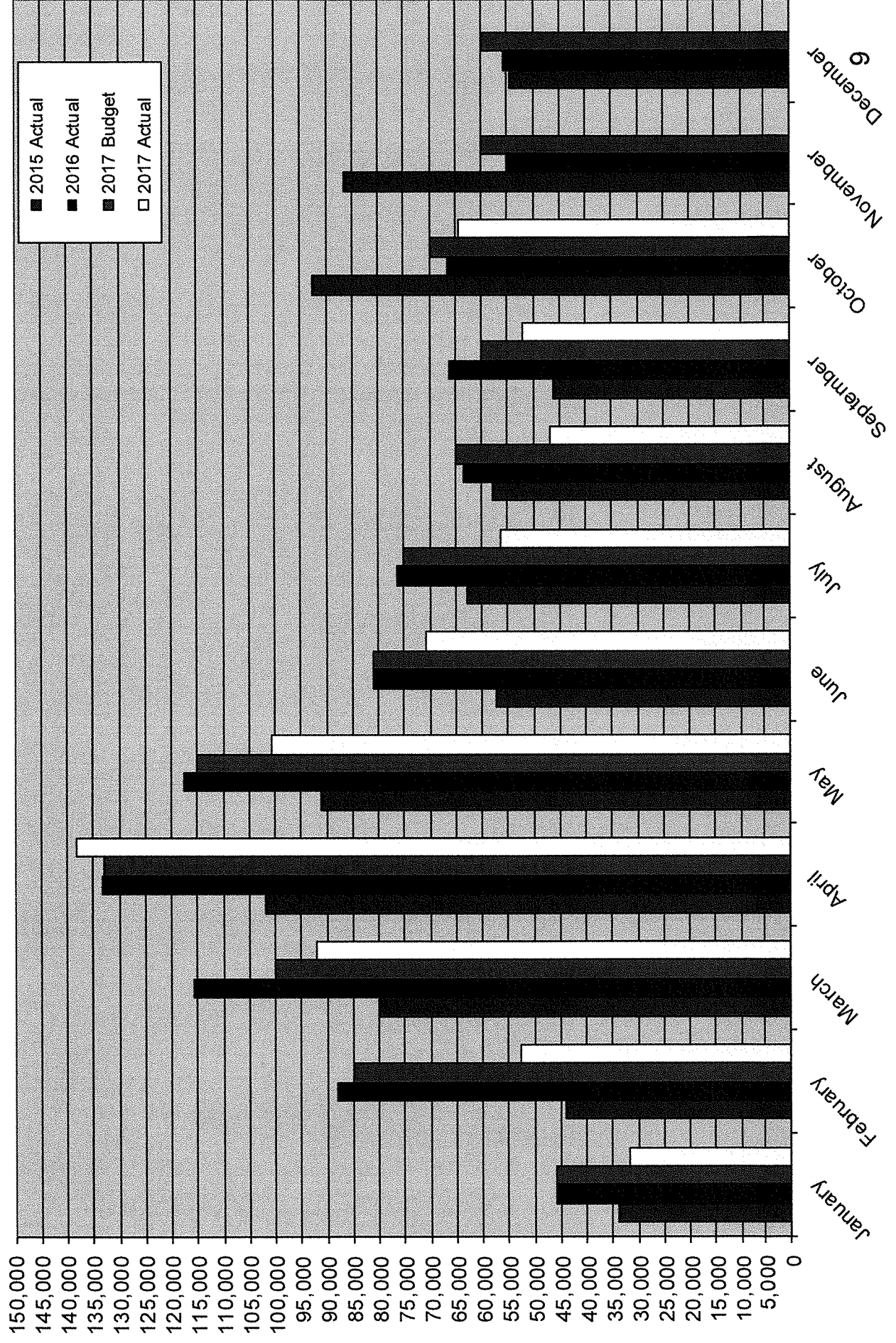
## Income Statement

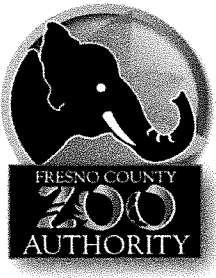
For the Ten Months Ended October 31, 2017

	Current Month			Year-to-Date			FY16 Audited
	Month-to-Date Budget @ 10/31/2017	Actual @ 10/31/2017	Variance	Year-to-Date Budget @ 10/31/17	Actual @ 10/31/17	Variance	
<b>NONOPERATING REVENUE &amp; EXPENSES</b>							
Nonoperating Revenue							
City of Fresno	\$0	\$0	0.0%	\$0	\$0	0.0%	\$1,500,000
Measure Z Operating Funds	355,888	262,092	(26.4%)	3,844,551	3,712,452	(3.4%)	4,190,869
Measure Z-Capital Funds	-	1,526,751	0.0%	-	2,686,027	0.0%	(18,437)
<b>Total Nonoperating Revenue</b>	<b>\$355,888</b>	<b>\$1,788,843</b>	<b>402.6%</b>	<b>\$3,844,551</b>	<b>\$6,398,479</b>	<b>66.4%</b>	<b>\$5,672,432</b>
Nonoperating Expenses							
Expansion/Nonoperating Exp.	\$0	\$0	0.0%	\$0	\$0	0.0%	\$1,018
<b>Total Nonoperating Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$1,018</b>
<b>NET NONOPERATING REVENUE &amp; EXPENSES</b>	<b>\$355,888</b>	<b>\$1,788,843</b>	<b>402.6%</b>	<b>\$3,844,551</b>	<b>\$6,398,479</b>	<b>66.4%</b>	<b>\$5,671,413</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$81,488,976</b>	<b>\$81,488,976</b>	<b>0.0%</b>	<b>\$78,973,647</b>	<b>\$78,973,647</b>	<b>0.0%</b>	<b>\$79,582,625</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$163,888)</b>	<b>\$1,593,170</b>	<b>(1072.1%)</b>	<b>\$489,204</b>	<b>\$4,108,500</b>	<b>739.8%</b>	<b>(\$608,978)</b>
<b>ENDING FUND BALANCE</b>	<b>\$81,325,089</b>	<b>\$83,082,147</b>	<b>2.2%</b>	<b>\$79,462,851</b>	<b>\$83,082,147</b>	<b>4.6%</b>	<b>\$78,973,647</b>



# Fresno Chaffee Zoo Attendance Comparison 2015 - 2017





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DATE: November 29, 2017

TO: Fresno County Zoo Authority Board

FROM: Megan Marks, Zoo Authority Treasurer

SUBJECT: 2017 Measure Z Operating Budget Request for Wire Fees

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RECOMMENDED ACTION:

Approve an additional \$100.00 for Fresno's Chaffee Zoo Corporation FY 2017 Measure Z Operating budget for Electronic Funds Transfer fees reimbursement.

DISCUSSION:

At the Authority's January 25, 2017 meeting, members approved Fresno's Chaffee Zoo Corporation 2017 Measure Z Operating request of \$4,522,000 for reimbursement of Animal and Veterinary salary and benefits, Animal Food, Utilities, and Bank Fees to wire reimbursement funds to the Zoo. Due to processing more Capital Projects claims than initially projected, the Bank Fees line item of \$120.00 has been expended. This request for an additional \$100.00 will provide for all Operations and Capital Projects for the remainder of the ZooCorp's budget year.

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BOARD ACTION: DATE \_\_\_\_\_ APPROVED AS RECOMMENDED \_\_\_\_\_ OTHER \_\_\_\_\_

MOTION \_\_\_\_\_ SECOND \_\_\_\_\_ UNANIMOUS \_\_\_\_\_  
BRAND \_\_\_\_\_ HERZOG \_\_\_\_\_ LYLES \_\_\_\_\_ ROMAN \_\_\_\_\_ STRATFORD \_\_\_\_\_ TOSTE \_\_\_\_\_ WATERHOUSE \_\_\_\_\_



DATE: November 29, 2017

TO: Fresno County Zoo Authority Board

FROM: Catherine Crosby  
Board Coordinator

RE: Asia Exhibits Funding Request

RECOMMENDED ACTION:

Approve Fresno's Chaffee Zoo Corporation's request of Measure Z Capital funds totaling \$266,601.00 for the conceptual and schematic design of the Asian Exhibits project.

DISCUSSION:

The project site is located in the center of the original Zoo east of the main entry plaza and extending to the entrance to African Adventure. This large area currently exhibits a number of Asian species. During initial work with Design Lab 252 and Zoo staff, it was determined and reaffirmed in Workshop #1 with the firm of CLR Design on June 13 and 14, 2017 that the initial scope of work for the design of Asia will be as described in their Proposal for Concept and Schematic Design Services. (Attachment A, page 2, Section 3)

The scope of the Asian Exhibits project is expected to consist of:

- Demolition of select existing facilities and utilities on the project site
- Design of New Tiger & Sloth Bear Holding
- Design Coordination of renovated existing Tiger/Siamang Holding
- Design of Komodo Dragon Holding
- Design of Themed Temple Ruins
- Design of various Habitat linkages/connections including a bridge
- Design of multiple Sloth Bear & Tiger Exhibits, a Komodo Dragon Exhibit, and potential Bat exhibit
- Design of a small 30-40 person multi-Education space
- Design of visitor and service areas
- Design of exhibit water systems and required life support equipment

CLR Design of Capistrano Beach based their fees on an estimated total construction budget of approximately \$12 million for the project. The budget also includes services for asbestos and lead surveys by T. Brooks and Associates, and project management by Soltek Pacific, both of

BOARD ACTION: DATE \_\_\_\_\_ APPROVED AS RECOMMENDED \_\_\_\_\_ OTHER \_\_\_\_\_

MOTION \_\_\_\_\_ SECOND \_\_\_\_\_ UNANIMOUS \_\_\_\_\_  
BRAND \_\_\_\_\_ HERZOG \_\_\_\_\_ LYLES \_\_\_\_\_ ROMAN \_\_\_\_\_ STRATFORD \_\_\_\_\_ TOSTE \_\_\_\_\_ WATERHOUSE \_\_\_\_\_

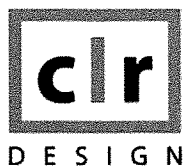
Clovis; and environmental site assessment by Moore Twining Associates, and topographic and utilities surveys by Alan Mok Engineering, both of Fresno. A 10% contingency cost is also included in the design project budget. (See Attachment F.)

ATTACHMENTS:

- A. CLR Conceptual/Schematic Design Proposal
- B. Alan Mok proposals
- C. T. Brooks proposal
- D. Moore Twining proposal
- E. Soltek Project Management proposal
- F. Project budget

REFERENCE MATERIAL:

- A. Fresno Chaffee Zoo Master Plan (2017), Asian Forest, pages 20-22  
<http://www2.co.fresno.ca.us/4510/ZooAuthorityDocuments/FresnoChaffeeZoo2017MasterPlanUpdate8.30.17.pdf>



June 16, 2017

Mr. Scott Barton – CEO/Director  
Fresno Chaffee Zoo  
894 West Belmont Avenue  
Fresno, CA 93728

**Re: Asian Exhibits  
Proposal – For Concept/Schematic Design Services Only  
(Design Development thru Construction Contract Administration Phase Services to be  
authorized at a later date)**

Dear Scott:

CLR Design (CLR) appreciates the opportunity to work with the Fresno Chaffee Zoo (Zoo) on the new Asian Exhibits and is excited to begin this effort in earnest with your Team. Our proposal is based on our recent June 13 & 14 workshop #1 and the following approach (if adjustments need to be considered during this initial design phase, CLR and the Zoo can discuss prior to commencing on the next phases of work):

- CLR assumes that the scope will generally include design for Tiger, Sloth Bear, Komodo Dragon, and possible Flying Fox Bat exhibits; New Sloth Bear and Tiger holding; A small multi-use Education space, & surrounding visitor pathways, plazas, and development of site edges necessary to tie in to surrounding context.
- We are currently basing our Concept and Schematic Design only fee on a total construction budget of \$12,000,000 of which total fees would typically be in the 13-15% range. This would typically include all necessary engineering sub-consultants and cost estimating. Concept and Schematic Design would typically represent 15-20% of the total fee.
- We recommend that Interpretive scope, fee, and fabrication costs be defined during the Schematic Design Phase and an allowance established that includes BOTH design fee and fabrication costs. Zoo Interpretive design fees typically fall in the range of 30-40% of the fabrication budget (i.e.-an interpretive budget of \$500,000 could split out as \$300,000-350,000 for fabrication and \$150,000-\$200,000 for design).

## **1. THE TEAM**

- **CLR** – Project Management/Administration, Architecture, Landscape Architecture, Exhibit Design for above mentioned components. Includes the following firms under direct contract with CLR for this Concept and Schematic Design phase.
  - Yamabe & Horn Engineering, Inc. – Local Civil Engineer
  - KPJ – Zoo Cost Estimating out of Los Angeles.

It is our intent to bring the remaining consultants on board after this Concept/Schematic Design Phase from the list noted in our original Qualification Package submitted on December 9, 2016. We are flexible on discussing additions or edits to this list during this phase.

## **2. THE PROJECT**

The project site is approximately located just off the main Zoo entry plaza and continues on over to the entrance to Africa. This zone currently exhibits a number of Asian species. During some initial work with Design 252 and Zoo staff it was determined and reaffirmed in Workshop #1 with CLR on June 13 & 14, 2017, that the target scope of work will consist of the following:

Project Scope:

- o Demolition of select existing facilities and utilities on the project site.
- o Design of New Tiger & Sloth Bear Holding.
- o Design Coordination of renovated existing Tiger/Siamang Holding (Zoo likely to self-perform work).
- o Design of Komodo Dragon Holding.
- o Design of Themed Temple Ruins.
- o Design of various Habitat linkages/connections including a bridge
- o Design of multiple Sloth Bear & Tiger Exhibits, a Komodo Dragon Exhibit, and potential Flying Fox Bat exhibit.
- o Design of a small 30-40 person multi-use Education space.
- o Design of visitor and service areas.
- o Design of exhibit water systems and required life support equipment design.

Budget: Total project budget is approximately \$15,000,000 (including miscellaneous soft costs, design fees/expenses, and construction contingency) and \$12,000,000 total construction budget (less soft costs).

Timeline: See attached draft graphic schedule.

**3. SCOPE OF WORK**

CLR will provide Concept and Schematic Design (SD) services for the project described above including Architecture, Landscape Architecture, Exhibit Design, and selective Engineering. Design Development through Construction Administration Services will be authorized at a later date.

The Concept & Schematic Design work will include:

- Architecture and landscape architecture Schematic Design services.
- SD level design of animal exhibits, holding facilities, barrier and transfer systems.
- SD level design of artificial rockwork and caging.
- An SD level estimate for budgeting and scoping purposes.
- SD-level Civil Engineering review of site utilities and infrastructure.

Appropriate drawings, plans, sections, elevations, narratives, reference images, as well as workshop plans/sketches/diagrams/meeting summaries, will be prepared. We anticipate 3 workshops that will generally consist of 1 ½ to 2 days each and include meetings between CLR and Zoo staff and our noted subconsultants noted above as necessary. Workshop #1 took place on June 13 and 14, 2017.

**4. COMPENSATION**

CLR will carry out the work described above for a lump sum **Professional Fee of One Hundred Eighty Four Thousand Dollars (\$184,000).**

Reimbursable expenses are in addition to the Professional Fee and represent the cost of long distance communication, reproduction, printing, travel, etc. Reimbursable expenses are billed at cost times a 1.1 administrative multiple. Reimbursable expenses are estimated (this is an estimate and not an upset limit). **Reimbursable expenses are Seven Thousand Five Hundred Seventy-Five Dollars (\$7,575).**

Invoices are prepared monthly based upon the percentage of work completed and are due upon receipt. Invoices that remain unpaid for thirty (30) days will incur a 1% per month processing fee. If invoices remain outstanding for forty-five (45) days, CLR reserves the right to stop work on the project until outstanding balances are resolved with an equitable adjustment to the project schedule and compensation, if required.

## **5. ASSUMPTIONS**

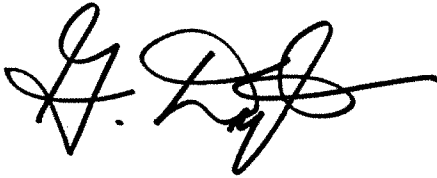
- A. The Total Project Budget is \$15M (\$12.0M (80%) hard cost, \$3.0M (20%) soft cost) and will be confirmed during the work process. In the event that subsequent Zoo directives alter the anticipated scope of work, CLR reserves the right to modify this and future Proposals.
- B. CLR estimates three (3) workshops during Concept/SD Phase one of which took place on June 13 and 14, 2017. Trips typically average every 4-6 weeks and may include two to three people as needed. CLR books the lowest available airfare; meetings need to be scheduled 14-21 days in advance in order to purchase tickets at the lowest available fare. Subsistence includes meals and miscellaneous expenses such as airport parking, car rental, fuel, mileage, etc.
- C. The Zoo shall provide the following:
- a. Hazardous substances discovery, testing, monitoring, clean-up or neutralization of pollutants, mold, mildew, asbestos, lead paint, etc.
  - b. Site survey and existing building survey (if needed)
  - c. Geotechnical/Soil Evaluation. CLR will provide approximate locations and design criteria requirements for inclusion in the evaluation. We anticipate that this work will be required prior to starting the Design Development phase.
- D. LSS Engineering Consultant will be selected with Zoo input during or at the end of the Concept/SD Phase.
- E. The preparation of a finished presentation model is not included in this proposal but a fee can be provided in follow-up correspondence.
- F. Zoo-wide infrastructure/utility engineering services have not been included in this scope. It is assumed for now that utility connections are to occur immediately adjacent to the project site. If the Civil Engineer assesses the need for Utility work beyond this project's boundaries then adjustments can be made to scope and fee after the Concept/SD Phase.
- G. CLR assumes the Zoo will provide a Project Manager who will be CLR's primary contact, and will participate, represent, and coordinate the project with the Zoo in a timely manner including workshop/staff coordination.
- H. We understand that the project is anticipated to utilize a Construction Manager at Risk project construction procurement approach and will likely include pre-construction services.
- I. Travel Costs (*Concept & Schematic Design Phase Only*) Based on three (3) workshops at the Fresno Zoo (estimate)

Airfare	\$800 PPT (per person trip*) 1-2 per. x 3 trips	\$ 3,200
Car	\$400 per trip x 3	\$ 1,200
Hotel	\$300 PPT (assume 2 nights) 2 per. x 3 trips	\$ 1,800
Meals	\$300 per trip x 3	\$ 900
Airport parking/transport		\$ 400
Mileage	\$25 PPT 1 per. x 3	\$ 75
<b>Total Estimated Reimbursable Travel Expenses</b>		<b>\$ 7,575</b>

\*Gregg Leicester will likely drive up from California office

I trust that this reflects your understanding of the desired work to be completed by the CLR team. If this Scope is acceptable to you, please sign below and we will prepare the AIA Document B101-2007 – Standard Form of Agreement Between Owner and Architect. If you have any questions, do not hesitate to call. We are very excited to work with you and thank you again for the opportunity.

Sincerely,

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

Gregory Dykstra, AIA, LEED BD+C  
Principal

Accepted By: \_\_\_\_\_  
Scott Barton, CEO/Director

\_\_\_\_\_  
Date

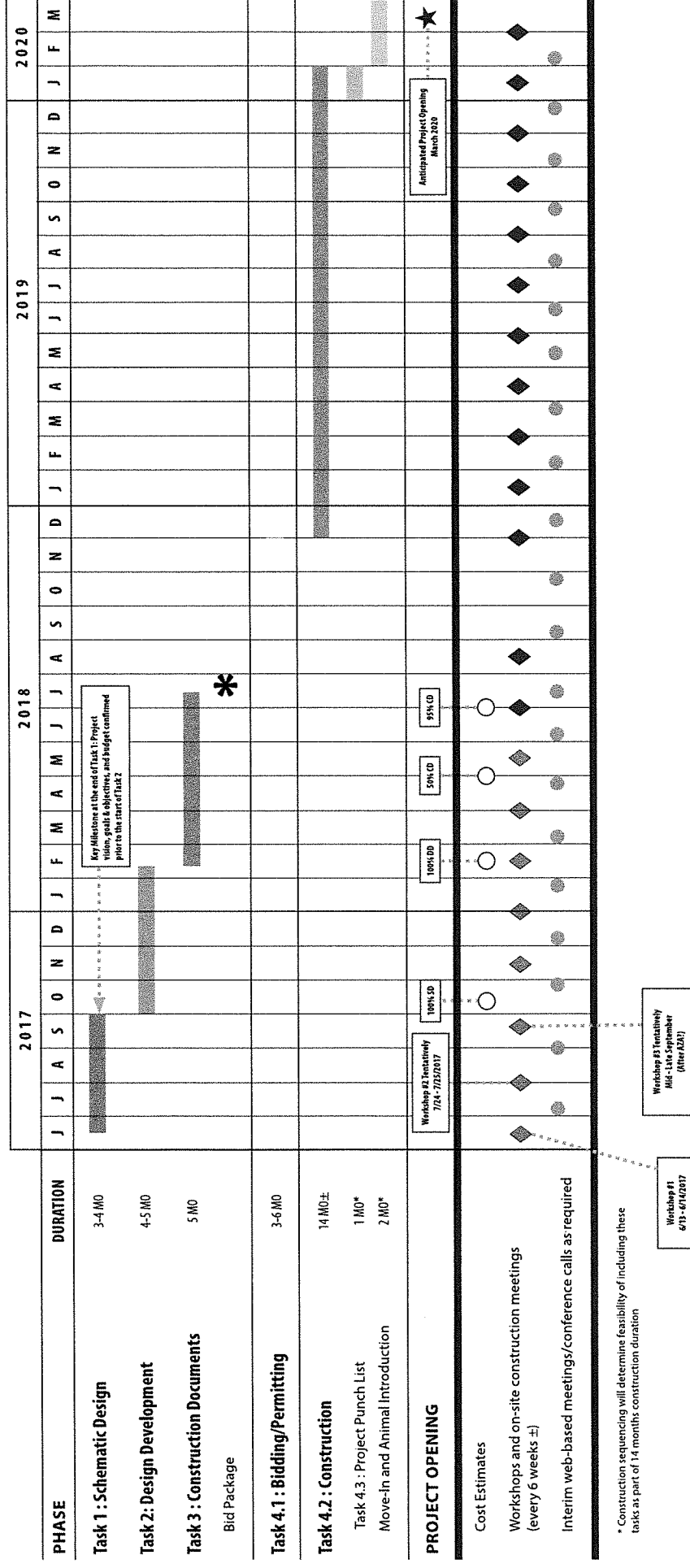
Cc: Gregg Leicester, ASLA, Principal  
Karen Marshall



# PRELIMINARY PROJECT SCHEDULE

FRESNO CHAFFEE ZOO ASIA PROJECT

DRAFT 6/16/2017



\* Construction sequencing will determine feasibility of including these tasks as part of 14 months construction duration



June 26, 2017

AME File No. 217-0207

Mr. Mike Elrod  
c/o Fresno Chaffee Zoo  
894 West Belmont Avenue  
Fresno, CA 93728

**Subject: Professional Services Proposal  
Topo Survey for Asia Exhibit**

Dear Mike,

As per your request, we have evaluated our cost for providing civil engineering services for the subject project. Please accept this letter to you as our proposal.

**Background**

We have previously completed the survey around the Asia Exhibit except for the SW corner of the exhibit. It is our understanding that you would like to complete the survey in the area.

**Scope of Work**

1. Conduct topographic survey of the SW corner of the Asia Exhibit.
2. Conduct utilities search for the project area.
3. Preparation of topographic survey map, including all the area around the exhibit.

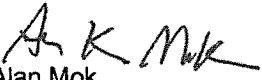
**Proposed Fee**

We propose to provide our civil engineering services for a lump sum amount of \$3,900.

Please feel free to call if you have any questions.

Very truly yours,

**ALAN MOK ENGINEERING**

  
Alan Mok,  
Principal

X   
  
6/30/17

# Alan Mok Engineering

SBE, DBE, MBE

August 9, 2017

AME File No. 217-0207

Mr. Mike Elrod  
c/o Fresno Chaffee Zoo  
894 West Belmont Avenue  
Fresno, CA 93728

**Subject: Professional Services Proposal  
Topo Survey for Asia Exhibit**

Dear Mike,

As per your request, we have re-evaluated our cost for providing civil engineering services for the subject project. Please accept this letter to you as our proposal.

## Background

We have previously completed the survey around the Asia Exhibit except for the SW corner of the exhibit. It is our understanding that you would like to complete the survey in the area as shown on the attached map.

## Scope of Work

1. Conduct topographic survey of the Asia Exhibit area as shown on attached map.
2. Conduct utilities search for the project area.
3. Preparation of topographic survey map.

## Proposed Fee


We propose to provide our civil engineering services for a lump sum amount of \$8,900.

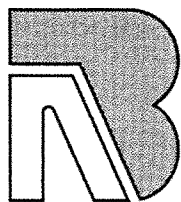
Please feel free to call if you have any questions.

Very truly yours,

ALAN MOK ENGINEERING

  
Alan Mok,  
Principal

X 



**T. BROOKS &  
ASSOCIATES, INC.**

August 28, 2017

Mr. Scott Bavton, CEO  
Fresno Chaffee Zoo  
894 W. Belmont Avenue  
Fresno, CA 93728

Re: Proposal for Asbestos and Lead Surveys  
Loc: Various Locations at Fresno Chaffee Zoo  
Fresno, California

Dear Mr. Bavton;

T. Brooks & Associates is pleased to provide the enclosed proposal to provide asbestos and lead inspections involving each referenced building location at the Fresno Chaffee Zoo. We have included a separate cost for each referenced area.

We propose to perform asbestos surveys and lead-based paint inspections at referenced location and to prepare reports which include a summary of our findings and recommendations.

All work would be completed by trained, certified and experienced members of our staff.

The proposed surveys would be conducted in accordance with applicable local, state and federal regulations governing the referenced materials.

Specific testing protocols would be as follows:

### **Asbestos Survey**

We propose to conduct representative sampling of suspect asbestos-containing materials at interior and exterior locations of each referenced area to be impacted by the possible demolition operations. We proposed to prepare an asbestos survey report for each referenced area as authorized by the Client. The surveys would be conducted in compliance with NESHAP and Cal/OSHA regulations (8 CCR 1529). This proposal is based upon a visit to the subject property by a representative of our firm.

Each survey report would include the following elements:

1. Document sampling locations on floor plans
2. A copy of laboratory analysis of bulk samples collected at each location
3. Recommendations in keeping with applicable local, state and federal regulations
4. Quantification of materials testing positive for asbestos content

### **Supplemental Bulk Sample Analytical Cost – Point-Count Analysis**

Suspect asbestos-containing materials will be analyzed by Polarized Light Microscopy (PLM). The proposed cost does not include costs related to additional analysis by "Point-Count Method" as allowed under the NESHAP regulation to accurately determine asbestos content. Point-count analysis will be provided for an additional cost of **\$45.00 per sample as authorized by the Client**. The turn-around time for the point-count analysis would be 2-3 days.

Point-count analysis is appropriate in those cases where asbestos is found in building materials at a concentration of less than 10%. Under the NESHAP, the material can be assumed to be asbestos-containing at levels >1.0%, which would make it hazardous waste (if friable), or Point-Count analysis can be performed to accurately determine asbestos content. Those building materials confirmed by Point-Count as containing asbestos at levels <1.0% may be disposed of as non-hazardous in California once they have been removed by a licensed abatement contractor.

### **Lead-Based Paint Inspection**

We propose to conduct a lead-based paint inspections in accordance with State of California, Department of Public Health Services (Title 17, Division 1, Chapter 8) using an XRF lead spectrum analyzer. The proposed inspection would include representative testing of painted finishes affixed to building surfaces at each representative site, and to prepare reports of our findings and recommendations with regard to the referenced regulatory requirements. All work to be provided by State of California, Department of Public Health lead certified personnel from our firm.

### **Proposed Fee**

We propose to provide the above referenced scope of services as follows:

#### **Location: Commissary**

Asbestos Survey:	\$875.00
Lead Paint Inspection:	\$455.00
<b>Total Proposed Cost:</b>	<b>\$1,330.00</b>

#### **Location: Tiger Holding**

Asbestos Survey:	\$515.00
Lead Paint Inspection:	\$360.00
<b>Total Proposed Cost:</b>	<b>\$875.00</b>

#### **Location: Storage Area**

Asbestos Survey:	\$550.00
Lead Paint Inspection:	\$335.00
<b>Total Proposed Cost:</b>	<b>\$885.00</b>

Location: **Orangutan**

Asbestos Survey: \$520.00  
Lead Paint Inspection: \$335.00

**Total Proposed Cost: \$855.00**

Location: **Giraffe & Pen**

Asbestos Survey: \$610.00  
Lead Paint Inspection: \$335.00

**Total Proposed Cost: \$945.00**

We appreciate the opportunity to submit the enclosed for your consideration. Do not hesitate to contact me if I can answer any questions concerning the enclosed or provide any additional information.

The proposed cost is good for 60 days from date issued.

Respectfully Submitted,  
T. Brooks & Associates, Inc.



Troy F. Brooks, CAC, CIEC, RRC  
Certified Asbestos Consultant, State of California  
CDPH Lead Inspector/Assessor, State of California  
Certified Indoor Environmental Consultant  
Registered Roof Consultant

If approved, please sign below and return by fax to (559) 298-2281 as our authorization to perform the work as referenced above.

Approved by: \_\_\_\_\_  
(Client Signature)

Name: \_\_\_\_\_

Date: \_\_\_\_\_, 2017







September 13, 2017

MTP 3117-1000

Mr. Mike Elrod  
Soltek Pacific Construction  
1080 Holland Ave.  
Clovis, California 93612

RE: Proposal for a Phase I Site Assessment  
Proposed Asia Exhibit  
Fresno Chaffee Zoo  
894 W. Belmont Ave.  
Fresno, California 93728

Dear Mr. Elrod:

We appreciate the opportunity to submit this proposal to perform a Phase I Environmental Site Assessment (Phase I ESA) for the above referenced property (Site). This proposal was prepared at your request and presents the purpose and scope of this project, our fee estimate, and the project schedule. The limitations of our work and the client's responsibilities are also discussed.

#### **SITE DESCRIPTION**

It is our understanding that the Site is located in the proposed Asia Exhibit area, which will be located just West of the Main Pathway near the Entrance to the new Africa Exhibit. The Asia Exhibit area is in the center of the original Zoo area and will encompass potentially (has not been determined yet) areas for Sloth Bear, Tigers, Komodo dragons, and some minor Orang improvements. The zoo is located at 894 West Belmont Avenue in Fresno, California. The Site is part of a 145-acre parcel, Fresno County Assessor's Parcel Number 45-002-008T.

#### **PURPOSE AND SCOPE OF PROPOSED PHASE I ESA**

The proposed Phase I ESA will be conducted consistent with American Society of Testing and Materials (ASTM) Standard E1527-13 to identify recognized environmental conditions at the Site which may exist due to the current or past use of the Site. The ASTM Standard defines a recognized environmental condition as the presence or likely presence of any hazardous substances or petroleum products on a property under conditions that indicate an existing release, a past release, or a material threat of a release of any hazardous substances or petroleum products into structures on the property or into the ground, groundwater, or surface water of the property.

The scope of the Phase I ESA will include:

1. A Site reconnaissance which includes a visual observation of the Site, and an off-Site reconnaissance of the areas adjacent and accessible to the Site;

2. A review of historical information available for the Site, including aerial photographs, building permits, city directories, historic maps, and other historical resources, to evaluate the Site history and past land uses;
3. A review of information concerning the Site's location, physical setting, geologic, and hydrogeologic conditions;
4. A review of an environmental questionnaire and disclosure statement completed by the Site owner(s) or representative(s) of the Site owner(s);
5. A records search of available regulatory agency files, and interviews with regulatory agency personnel and others with knowledge of the Site. At a minimum, this list and record review would include the following lists and records to the search radius specified;

<b>TABLE 1</b> <b>MINIMUM REVIEW OF LISTS AND RECORDS, WITH SEARCH RADIUS</b>	
<b>SOURCE</b>	<b>SEARCH RADIUS (MILE)</b>
US EPA, CERCLIS List	1/2
US EPA, National Priority List	1
US EPA, RCRA List of Large and Small Hazardous Waste Generators	Site & adjoining
US EPA, RCRA Treatment, Storage, and Disposal Facilities	1
US EPA, RCRA CORRACTS	1/2
US EPA, Emergency Response and Notification System	Site
State Equivalent CERCLIS	1/2
CAL-EPA, DTSC Annual Work Plan (AWP)	1
CAL-EPA, SWIS List of Active Landfills, Transfer Stations, and Composting Facilities	1/2
Oil and Gas Wells	Site
CAL-EPA, RWQCB List of Leaking USTs (LUST)	1/2
CAL-EPA, SWRCB List of Registered Underground Storage Tanks	Site & adjoining

6. An evaluation of the data obtained to assess the presence of recognized environmental conditions in connection with the Site; and
7. A report summarizing the assessment procedures, findings and conclusions, and Moore Twining's opinion regarding the presence of Recognized Environmental Conditions at the Site.

The proposed scope of work specifically excludes items included in the User section of the ASTM Standard such as a Chain of Title Report or an Environmental Lien, and Activity and Use Limitations (AUL) search. Moore Twining can provide these services at the line-item prices listed below.

The Phase 1 ESA also excludes the collection and analysis of samples for soil, soil-gas, surface water, groundwater, air, and radioactive substances. Business risk considerations such as hazardous building materials (i.e. lead and asbestos), historical cultural and biological resources surveys are beyond the scope of services outlined in this proposal (see Additional Services referenced in this proposal).

#### **FEE ESTIMATE**

The estimated fee to perform the Phase I ESA is as follows:

<b>TASK 1:</b>	<b>FEE</b>
Phase I Environmental Site Assessment .....	\$2,100.00
<b>ADD ALTERNATES</b>	
Environmental Lien Search .....	\$300.00 per APN
Chain of Title Report .....	\$200.00 per APN
Reliance Letter .....	\$100.00
Expedite Fee (2-week turnaround time).....	\$400.00

Two bound copies and one unbound copy of the Phase I ESA will be provided as part of this fee, if desired. This fee estimate is valid for a period of 30 days from the date of this proposal. Receipt of the signed agreement will serve as our notice to proceed and constitute permission to enter and observe the Site. To enter a property not owned by our client, Moore Twining would require permission from the property owner or his agent.

#### **PROJECT SCHEDULE**

We would be able to begin work as soon as authorized. The draft report would be finalized 30 days from date of authorization to proceed. A final report will be completed within one week of comments. A key factor in our ability to meet the timetable is dependent upon the response of appropriate regulatory agencies to our requests for information.

#### **ADDITIONAL SERVICES**

Moore Twining offers related services including Asbestos Surveys, Biological and Historical Cultural Surveys, Phase II Environmental Site Assessments, Geohazard, and Geotechnical Services, if you desire. We would also appreciate the opportunity to provide proposals on additional Sites for you.

#### **LIMITATIONS AND NOTIFICATIONS**

No environmental site assessment can wholly eliminate uncertainty regarding the potential for recognized environmental conditions in connection with the property. Performance of the Phase I ESA

is intended to reduce, but not eliminate, uncertainty regarding the potential for recognized environmental conditions and hazardous building materials associated with a property.

Additional work may be required to fully estimate environmental risk at the Site. Additional phases of work would not proceed without your prior approval. Our professional services would be performed, our findings obtained, and our conclusions prepared consistent with generally-accepted environmental assessment practices in California at the time the work is performed. Our findings and the resulting report would be used solely for the purposes of the proposed real estate transaction. Moore Twining would prepare this report for the sole use of our client. Any use of our report by a third party would be at that third party's sole risk.

The findings of the Phase I ESA may necessitate remedial action whether or not the real estate transaction or development actually transpires. In addition, the owner, operator or person in responsible charge of the Site may have a statutory or regulatory reporting requirement. Finally, our firm may have an obligation to report our findings, if the owner, operator or person in responsible charge fails to report, and our firm recognizes that public health, safety or welfare may be threatened by a hazardous condition identified on the Site.

#### **CLIENT RESPONSIBILITIES**

In order to perform this contract in a timely manner we request that the client provide the following:

1. If available, Preliminary Title Report or other legal description of the Site properties, including boundary lines and a Site plan;
2. Environmental Questionnaire and Disclosure Statement completed by the Site owner(s), (form provided by Moore Twining). Also, if available, any historical information as to the prior owner(s) of the Site, location of utilities, underground storage tanks, and other structures at the Site; and
3. Copies of prior environmental or geotechnical assessment reports prepared for the Site.

In addition, written permission may be requested from the Site's owner to review confidential assessor's records pertaining to tax assessments of the Site.

**CLOSING**

A standard Agreement for Services is included with this proposal. The agreement and this proposal would set forth the terms and conditions under which Moore Twining Associates, Inc., would conduct the proposed Phase I ESA. A fully executed Agreement would be our notice to proceed.

Again, thank you for this opportunity to present this proposal and to express our sincere interest in working with you on this project. If you have questions, please contact our office. Our environmental services staff can answer your inquiries regarding this proposal at (800) 268-7021.

Sincerely,

**MOORE TWINING ASSOCIATES, INC.**  
Environmental Services Division

A handwritten signature in black ink, appearing to read "Katie Lister", written over the printed name.

Katie Lister, PG, QSD  
Phase I/II Supervisor

## PROFESSIONAL SERVICES AGREEMENT

### Fresno Chaffee Zoo and Moore Twining Associates, Inc.

Client:

Consultant:

Name Fresno Chaffee Zoo  
894 W. Belmont Ave.  
Address Fresno, CA 93728

Name Moore Twining Associates, Inc.  
Address 2527 Fresno Street  
Fresno, California 93721-1804

Phone

Phone (559) 268-7021

Fax

Fax (559) 268-7126

Fresno Chaffee Zoo and Moore Twining Associates, Inc. Agree as Follows:

Fresno Chaffee Zoo (Hereafter called Client) will retain Moore Twining Associates, Inc. to render professional environmental services.

A. Moore Twining Associates, Inc. (hereafter called Moore Twining) agrees to perform the following scope of services:

During the term of this Agreement and subject to the terms and conditions herein set forth, Client will call upon Moore Twining to conduct a Phase I Environmental Site Assessment.

B. Client agrees to compensate Moore Twining for such services as follows:

Pursuant to the attached Proposal (Exhibit A, our reference MTP No. 3117-1000), dated September 13, 2017, Moore Twining will perform these services for a "Lump Sum" of \$2,100.00 with additional fees for other out of scope items if requested. Payment is due and payable upon presentation. A finance charge will be added to all balances over thirty days old. The finance charge is computed at a rate of 1.5% per month, which is an annual rate of 18%.

C. This Agreement is subject to provisions 1 through 19 contained herein, and the terms and conditions contained in Exhibits attached herewith and made a part hereof.

EXHIBIT "A" Proposal.

IN WITNESS WHEREOF, the parties hereby execute this agreement on the dates and upon the provisions stated.

CLIENT	<u>FRESNO CHAFFEE ZOO</u>	CONSULTANT	<u>MOORE TWINING ASSOCIATES, INC.</u>
BY	_____	BY	_____
NAME/TITLE	_____	NAME/TITLE	_____
DATE SIGNED	_____	DATE SIGNED	_____
ADD ALTS REQ.(OPT)	_____		

**Provisions of Agreement Initial here: \_\_\_\_\_ (Fresno Chaffee Zoo) \_\_\_\_\_ (Moore Twining)**

Fresno Chaffee Zoo (client) and Moore Twining Associates, Inc. agree that these provisions shall be part of their agreement:

1. This agreement shall be binding upon the heirs, executors, administrators, successors and assigns of the client and Moore Twining. This agreement shall not be assigned by either the client or Moore Twining without the prior written consent of the other.
2. All documents produced by Moore Twining under this agreement shall remain the property of Moore Twining and may not be used by the client for any other endeavor without the written consent of Moore Twining.
3. Unless otherwise stated, Moore Twining will have access to the Site for activities necessary for the performance of their services. Moore Twining will take precautions to minimize damage due to these activities, but have not included in the fee the cost of restoration of any resulting damage.
4. Unless otherwise specified, this agreement shall be governed by the laws of the State of California.
5. The client agrees not to permit any other person to use plans, drawings, or other work product prepared by Moore Twining, which plans, drawings, or other work product are not final and which are not signed, and stamped or sealed by Moore Twining. If Moore Twining's work product exists in electronic or computerized format, or is transferred in electronic or computerized format, the stamp, seal and signature shall be original and may not be a computer-generated copy, photocopy, or facsimile transmission of the original.
6. The client agrees that if the client requests services not specified pursuant to the scope of services description within this agreement, the client agrees to pay for all such additional services as extra work according to Moore Twining's current fee schedule.
7. This agreement may be terminated by the client or Moore Twining should the other fail to perform its obligations hereunder. In the event of termination, the client shall pay Moore Twining for all services rendered to the date of termination, all reimbursable expenses, and reimbursable termination expenses.
8. The client acknowledges that Moore Twining is not responsible for the performance of work or Site safety by third parties including, but not limited to, the construction contractor and its subcontractors.
9. The client shall pay the costs of checking and inspections fees, zoning and annexations applications fees, assessment fees, soils engineering fees, soils testing fees, aerial topography fees, and all other fees, permits, bond premiums, title company charges, blueprints and reproductions, and all other charges not specifically covered by the terms of this agreement.
10. Moore Twining is not responsible for delay caused by activities or factors beyond Moore Twining's reasonable control, including but not limited to, delays by governmental agencies, acts of God, failure of the client to furnish timely information or approve or disapprove of Moore Twining's services or work product promptly, faulty performance by the client or other contractors or governmental agencies. When such delays beyond Moore Twining's reasonable control occur, the client agrees Moore Twining is not responsible for damages nor shall Moore Twining be deemed to be in default of this agreement.
11. Moore Twining shall not be liable for damages resulting from the actions or inactions of governmental agencies including, but not limited to permit processing, environmental impact reports, dedications, general plans and amendments thereto, zoning matters, annexations or consolidations, use or conditional use permits, project or plan approvals, and building permits.
12. Moore Twining makes no representation concerning the estimated quantities and probable costs made in connection with maps, plans, specifications, reports or drawings other than that all such costs are estimates only and actual costs will vary. It is the responsibility of client to verify costs. In addition, estimates of land areas provided under this agreement are not to be considered precise unless consultant specifically agrees to provide the precise determination of such areas.
13. The client agrees that in accordance with generally accepted construction practices, construction contractor will be required to assume sole and complete responsibility for job site conditions during the course of construction of the project, including all safety of all persons and property; that this requirement shall be made to apply continuously and not be limited to normal working hours, and client further agrees to defend, indemnify and hold Moore Twining harmless from any and all liability, real or alleged, in connection with the performance of service on this project, excepting liability arising from the sole negligence of Moore Twining.
14. Moore Twining makes no warranty, either expressed or implied, as to its findings, recommendations, plans, specifications, or professional advice except that the service or work product were performed pursuant to generally accepted standards of practice in California in effect at the time of performance.
15. In the event the client agrees to, permits, authorizes, constructs or permits construction of changes in the plans, specifications, and documents or does not follow recommendations or reports prepared by Moore Twining pursuant to this agreement, which changes are not consented to in writing by Moore Twining, the client acknowledges that the changes and their effects are not the responsibility of Moore Twining and the client agrees to release Moore Twining from all liability arising from the use of such changes and further agrees to defend, indemnify and hold harmless Moore Twining, its officers, directors, principals, agents and employees from and against all claims, demands, damages or costs arising from the changes and their effects.
16. In the event the client discovers or becomes aware of changed field or other conditions which necessitate clarification, adjustments, modifications or other changes during any phase of the project, the client agrees to notify Moore Twining and engage Moore Twining to prepare the necessary clarifications, adjustments, modifications or other changes to Moore Twining's services or work product before activities commence or further activity proceeds. Further, the client agrees to have a provision in its construction contracts for the project which requires the contractor to notify the client of any changes in field or other conditions so that the client may in turn notify Moore Twining pursuant to this paragraph.
17. The client shall indemnify and hold harmless Moore Twining and all of its personnel from and against any and all claims, damages, losses, and expenses (including reasonable attorney fees) arising out of or resulting from the performance of the services, provided that any such claim, damage, loss, or expense is caused in whole or in part by the negligent act, omission, and/or strict liability of the client, anyone directly or indirectly employed by the client (except Moore Twining), or anyone for whose acts any of them may be liable.
18. In recognition of the relative risks, rewards, and benefits of the project to both the client and Moore Twining, the risks have been allocated such that the client agrees that, to the fullest extent permitted by law, Moore Twining's total liability to the client and to all contractors and subcontractors for any and all injuries, claims, losses, expenses, damages, or claim expenses arising out of this agreement from any cause or causes, shall not exceed ten (10) times Moore Twining's fee or \$20,000.00 whichever is less. Such causes include, but are not limited to, Moore Twining's negligence, errors, omissions, strict liability, breach of contract, or breach of warranty.
19. (a) Notwithstanding any other provision of the Agreement and except for the provisions of (b) and (c), if a dispute arises regarding Moore Twining's fees pursuant to this contract, and if the fee dispute cannot be settled by discussions between the client and Moore Twining, both the client and Moore Twining agree to attempt to settle the fee dispute by mediation through the American Arbitration Association [or other mediation service] before recourse to arbitration. If mediation does not resolve the fee dispute, such dispute shall be settled by binding arbitration in accordance with the Construction Industry Arbitration Rules of the American Arbitration Association, and judgment upon the award rendered by the Arbitrator(s) may be entered in any court having jurisdiction thereof. (b) does not preclude or limit Moore Twining's right to elect to file an action for collection of fees if the amount in dispute is within the jurisdiction of the small claims court. (c) does not preclude or limit Moore Twining's right to elect to perfect or enforce applicable mechanics lien remedies.





Fresno Chaffee Zoo Corporation  
894 W. Belmont Ave  
Fresno, CA 93728  
(559) 498-5919 office  
[SBarton@fresnochaffeezoo.org](mailto:SBarton@fresnochaffeezoo.org)

9-18-17

Reference: Request for Budget Proposal  
Asia Exhibit project at Fresno Chaffee Zoo

Dear Mr. Barton:

Soltek Pacific Construction Company (Soltek Pacific) is pleased to submit a proposal for project management services on the Asia Exhibit project located within the central location of the existing part of Fresno Chaffee Zoo (FCZ). The project focuses on new habitat's for the Sloth bears, Tigers, and Komodo Dragon.

### **Scope and Deliverables**

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#### **Concept and Schematic Design Phase Services**

- ◆ The project management staff for Soltek Pacific will include the following work activities;
  - Work alongside the FCZ team and CLR to develop a project schedule
  - Attend all design meetings, and review meeting minutes for accuracy along with follow-up on Owner's items
  - Analysis of the design documents
  - Work through coordination issues, and value engineering ideas
  - Provide as-builts and other necessary documents to design team that FCZ has on file
  - Oversee onsite work such as the survey crews, and setup access into restricted areas

Note: These are only standard examples, with other activities to be completed as needed to ensure a successful project.

### **Fees, Conditions and Schedule**

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Soltek Pacific Construction company will provide professional project management resources suited to all phases of the new Warthog Exhibit project. The rates for these resources are as follows:

Construction Project Manager:	\$125.00 per hour
Project Manager:	\$110.00 per hour
Administrative Assistant:	\$45.00 per hour

<u>Description</u>	<u>Estimated Hours</u>	<u>Rate</u>	<u>Estimated Cost</u>
Construction Project Manager	240	\$125	\$30,000.00
Project Manager	0	\$110	\$0.00
Administrative Assistant	0	\$45	<u>\$0.00</u>
Total Costs			\$30,000.00

NOTE: This price represents an estimate based upon information gathered. If lesser hours are expended, a lower overall cost will be billed. If additional hours are required, authorization would be sought prior to exceeding the number of hours estimated.

Our team is ready to proceed with management services upon acceptance of the listed costs. I will remain the point of contact for FCZ including addressing any questions that you might have upon review of this document.

Sincerely,  
Mike Elrod, CM  
Soltek Pacific Construction

Cc: Ronald L. Hicks, VP, Soltek Pacific Construction  
Jessica Revis, Fresno Chaffee Zoo Corporation

**Fresno's Chaffee Zoo Corporation  
Asian Exhibit Design**

	Cost
CLR Proposal	\$ 184,000.00
CLR Reimbursables	\$ 7,575.00
Alan Mok	\$ 12,800.00
T. Brooks	\$ 4,890.00
Moore Twining	\$ 3,100.00
Soltek	\$ 30,000.00
Contingency (10%)	\$ 24,236.00
<b>TOTAL</b>	<b>\$ 266,601.00</b>



DATE: November 29, 2017

TO: Fresno County Zoo Authority Board

FROM: Catherine Crosby  
Board Coordinator

RE: Proposed Amendments to Retention Policy

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RECOMMENDED ACTION:

Approve proposed amendments to Fresno County Zoo Authority Retention Policy

DISCUSSION:

On June 25, 2014, Board meeting members discussed the status and possible options for management of retention funds for Africa Adventure, and for retention and payments regarding future projects. On August 27, 2014, members approved an *Agreement Regarding Escrow Agreements for Security Deposits in Lieu of Retention* with the Fresno Chaffee Zoo Corporation (Zoo Corp.), specifically for the African Adventure construction project. Prior to the Agreement, the Authority did not have a method in place to address the management of retention. Former Authority Counsel Art Wille recommended developing a policy for future projects, and your Board directed staff to prepare one.

On September 30, 2015 your Board adopted a Retention Policy (Attachment A) for the release of retention of Measure Z funds held in escrow by the Fresno Chaffee Zoo Corporation (Zoo Corp.) "...for security purposes relating to work to be performed on claims reimbursed for Capital Projects over \$30,000, and/or for which there is a Construction Manager at Risk."

The Policy does not address any actions the Authority might take in the event of a dispute between the Zoo Corp and a Construction Manager at Risk, and in 2016, the Board became aware of such a dispute regarding the African Adventure project. Since then, when requests for funding of projects have been brought to the Board by the Zoo Corp. and during Board Member Comments, the handling of such disputes and the Board's mandate for the oversight of Measure Z funds has been the matter of discussion by Authority Members and Zoo Corp. staff.

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BOARD ACTION: DATE \_\_\_\_\_ APPROVED AS RECOMMENDED \_\_\_\_\_ OTHER \_\_\_\_\_

MOTION \_\_\_\_\_ SECOND \_\_\_\_\_ UNANIMOUS \_\_\_\_\_  
BRAND \_\_\_\_\_ HERZOG \_\_\_\_\_ LYLES \_\_\_\_\_ ROMAN \_\_\_\_\_ STRATFORD \_\_\_\_\_ TOSTE \_\_\_\_\_ WATERHOUSE \_\_\_\_\_

At the Board meeting on April 26, 2017, a request was made for capital funds for the construction of the Water Play Area. Board Member Toste moved for approval of the request with the following additional conditions regarding retention funds:

1. Any dispute between the contractor and the Fresno Chaffee Zoo Corporation regarding retention funds shall be reported to the Fresno County Zoo Authority within 30 days;
2. Any settlement agreement between the contractor and the Fresno Chaffee Zoo Corporation shall be made public; and,
3. Any retention funds released by the contractor shall be returned to the Fresno County Zoo Authority capital fund.

The motion was seconded by Member Lyles and passed unanimously.

Following the April 26, 2017 meeting, Member Toste contacted Chairman Roman and Authority staff to request changes to the Retention Policy be placed on the next agenda that reflect the conditions approved for the Water Play Area, as well as including a definition of Construction Manager at Risk. Due to changes to Board meeting dates and other demands on staff time, matter has been delayed until this meeting. Staff has reviewed the Policy and added proposed amendment language with modifications to conform to the current Policy's terms of "Zoo Corp." and "Construction Manager at Risk". (See Attachment B, Proposed Amendments, Definitions, page 1, and Disputes, page 3.)

If adopted, the additional language could provide guidance for the Zoo Corp's funding requests for construction of future projects, and for Authority staff to manage the reimbursement process. If any changes are approved, updates to the Policy will be made to the document on the Authority's website and to Appendix II of the Authority's *Procedures for Approving and Administering Measure Z Funds*.

#### ATTACHMENTS:

- A. Fresno County Zoo Authority Retention Policy, Adopted September 30, 2015
- B. Fresno County Zoo Authority Retention Policy, Proposed Amendments

#### REFERENCE MATERIAL:

- A. 2005 Agreement Regarding Procedures for Distribution of Tax Revenue To The Chaffee Zoo  
<http://www.zooauthority.org/docs/ContractsProcedures/2005.12.21.ZA-ZAAgmt&2014.8.27Amend1.pdf>
- B. 2016 Procedures for Approving and Administering Measure Z Funds  
<http://www.zooauthority.org/docs/ContractsProcedures/2016.06.29ApprovedRevisedZAProcedures.pdf>
- C. 2014 Agreement Regarding Escrow Agreements for Security Deposits in Lieu of Retention  
<http://www.zooauthority.org/docs/ContractsProcedures/10.16.14ZA-ZCEscrowAgmt-w-ZC-HarrisAgmt.pdf>

**Fresno County Zoo Authority**

**Retention Policy**

**Adopted September 30, 2015**

**Purpose**

This Policy provides requirements for Agreements between the Fresno Chaffee Zoo Corporation (ZooCorp) and any party acting as a Construction Manager at Risk, for construction of Measure Z funded capital projects, and the process for the disbursement of Measure Z funds and release of funds in escrow when there is agreement for security deposits in lieu of retention. In carrying out this Policy, the Authority and ZooCorp, shall comply with California Public Contract Code §7201, as applicable.

**Definitions**

1. "Agreement" shall be defined herein as an executed contract.
2. "Retention" shall be defined as the percentage of the Measure Z funds retained by the ZooCorp for security purposes relating to work to be performed on claims reimbursed for Capital Projects over \$30,000, and/or for which there is a Construction Manager at Risk. Retention shall be no less than five percent (5%). If the Authority has approved a finding by the ZooCorp, on a project by project basis, during a properly noticed and normally scheduled public hearing and prior to bid, that a project is substantially complex and therefore requires a higher retention amount, Retention may be greater than 5%, but not more than ten percent (10%).
3. "Escrow Account" shall mean an account established at a financial institution or bank by ZooCorp for purposes of depositing and holding Retention funds paid by the Authority to ZooCorp, pending disbursement, to the Construction Manager at Risk.

## **Requirements**

1. ZooCorp requests for funding for construction of Capital Projects over \$30,000 (and/or for which there is a Construction Manager at Risk) shall be received for staff and Board member review at least 30 days before the Board meeting at which the funding request will be made, and shall include an Agreement stating the requirement for Retention and its terms.
2. Requests for funding for the design of Capital Projects over \$30,000 shall be received for staff and Board member review at least 30 days before the Board meeting at which the funding request will be made, and shall include an Agreement.

## **Procedures for Payment of Invoices by the Authority**

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

## **ZooCorp's Deposit of Funds Received From Authority**

Not later than two (2) business days from its receipt of funds from the Authority for reimbursement of project invoices, ZooCorp shall deposit Retention funds in the appropriate Escrow Account. Within 1 business day of deposit of funds in the Escrow Account, ZooCorp shall send proof of deposit of the funds to the Authority.

## **Certification to the Authority**

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

1 **Authority Consent to Distribution of Escrow Funds**

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

7  
8 xx



**Fresno County Zoo Authority**

**PROPOSED AMENDED**

**Retention Policy**

**Adopted September 30, 2015**

**Purpose**

This Policy provides requirements for Agreements between the Fresno Chaffee Zoo Corporation (ZooCorp) and any party acting as a Construction Manager at Risk, for construction of Measure Z funded capital projects, and the process for the disbursement of Measure Z funds and release of funds in escrow when there is agreement for security deposits in lieu of retention. In carrying out this Policy, the Authority and ZooCorp, shall comply with California Public Contract Code §7201, as applicable.

**Definitions**

1. "Agreement" shall be defined herein as an executed contract.
2. "Construction Manager at Risk" shall be defined as per California Public Contract Code §20146(b)(2) as "...an individual, partnership, joint venture, corporation, or other recognized legal entity, that is appropriately licensed in this state, including a contractor's license issued by the Contractors' State License Board, and that guarantees the cost of a project and furnishes construction management services, including but not limited to, preparation and coordination of bid packages, scheduling, cost control, value engineering, evaluation, preconstruction services, and construction administration."
3. "Retention" shall be defined as the percentage of the Measure Z funds retained by the ZooCorp for security purposes relating to work to be performed on claims reimbursed for Capital Projects over \$30,000, and/or for which there is a Construction Manager at Risk. Retention shall be no less than five percent (5%). If the Authority has approved a finding by the ZooCorp, on a project by project basis, during a properly noticed and normally scheduled public hearing and prior

to bid, that a project is substantially complex and therefore requires a higher retention amount, Retention may be greater than 5%, but not more than ten percent (10%).

4. "Escrow Account" shall mean an account established at a financial institution or bank by ZooCorp for purposes of depositing and holding Retention funds paid by the Authority to ZooCorp, pending disbursement, to the Construction Manager at Risk.

#### **Requirements**

1. ZooCorp requests for funding for construction of Capital Projects over \$30,000 (and/or for which there is a Construction Manager at Risk) shall be received for staff and Board member review at least 30 days before the Board meeting at which the funding request will be made, and shall include an Agreement stating the requirement for Retention and its terms.
2. Requests for funding for the design of Capital Projects over \$30,000 shall be received for staff and Board member review at least 30 days before the Board meeting at which the funding request will be made, and shall include an Agreement.

#### **Procedures for Payment of Invoices by the Authority**

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

#### **ZooCorp's Deposit of Funds Received From Authority**

Not later than two (2) business days from its receipt of funds from the Authority for reimbursement of project invoices, ZooCorp shall deposit Retention funds in the appropriate Escrow Account. Within 1 business day of deposit of funds in the Escrow Account, ZooCorp shall send proof of deposit of the funds to the Authority.

**Certification to the Authority**

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

**Disputes**

1. The Zoo Corp. shall advise the Authority in writing of any dispute between the Zoo Corp. and the Construction Manager at Risk regarding retention funds within 30 days of such dispute coming to the attention of the Zoo Corp.
2. The construction contract shall require that any settlement agreement between the Construction Manager at Risk and the Zoo Corp. involving retention funds be made public.
3. Any previously released retention funds that are recouped by the Zoo Corp. as part of a settlement with the Construction Manager at Risk shall be returned by the Zoo Corp. to the Measure Z Capital Fund.

**Authority Consent to Distribution of Escrow Funds**

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

xx



DATE: November 29, 2017

TO: Fresno County Zoo Authority Board

FROM: Catherine Crosby  
Board Coordinator

RE: Proposed Amendments to the Fresno County Zoo Authority *Procedures for Approving and Administering Measure Z Funds*

---

**RECOMMENDED ACTION:**

***Approve proposed amendments to the Fresno County Zoo Authority Procedures for Approving and Administering Measure Z Funds***

The recommended action is needed primarily to update the process for the reimbursement of Measure Z funds to the Fresno Chaffee Zoo Corporation (Zoo Corp.) to reflect changes by the Fresno County Auditor-Controller/Treasurer-Tax Collector (AC-TTC) that were effective July 1, 2017, and allows additional days to complete an electronic funds transfer (EFT).

**DISCUSSION:**

The *Procedures for Approving and Administering Measure Z Funds (Procedures)*, last updated June 29, 2016, state that: "These procedures will be reviewed with the Zoo Authority as needed for opportunity to update, amend, or edit to achieve greater efficiencies."

At the Board's April 26, 2017 meeting, Treasurer Megan Marks reported on the change by the AC-TTC to extend the time to process requests for an EFT from one day to up to four days. Staff discussed the matter and other possible changes with former Zoo Corp. Chief Financial Officer (CFO) Brian Goldman, new CFO Richard Treach and Zoo's finance staff.

Authority staff has reviewed the *Procedures* and incorporated this change in the Draft Amendments (Attachment A), on page 10 Claims Approval Overview, and to paragraph 10 for both the detailed descriptions of the review process for Operations claims (page 13) and Capital Projects claims (page 17).

At the June 28, 2017 meeting, staff presented revised Procedures that included possible changes and additions for the Board's consideration, as well as other clarifications and minor corrections. Significant changes included:

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BOARD ACTION: DATE \_\_\_\_\_ APPROVED AS RECOMMENDED \_\_\_\_\_ OTHER \_\_\_\_\_

MOTION \_\_\_\_\_ SECOND \_\_\_\_\_ UNANIMOUS \_\_\_\_\_  
BRAND \_\_\_\_\_ HERZOG \_\_\_\_\_ LYLES \_\_\_\_\_ ROMAN \_\_\_\_\_ STRATFORD \_\_\_\_\_ TOSTE \_\_\_\_\_ WATERHOUSE \_\_\_\_\_

- Staff had proposed that the Board consider reducing the claims review period for members from three days to two days to help minimize the effect of additional days for an EFT. Members were not in favor of this, and it remains unchanged.
- On page 8, the phrase "...within a rounding tolerance of \$1.00." was proposed for paragraph 3 to allow for adjustments when aggregating staff invoices from supporting departments, instead of returning at a subsequent meeting with small corrections. The language for the payment of invoices has been clarified in the sentence following.
- Also on page 8, in paragraph 7, "include the signature of" has been updated to "be approved by" to allow for the ability for an electronic signature, as seen in Appendix I on the Claim Form, page 22.
- On page 12 and 17, to clarify the Zoo Corp's contact person(s), the CFO or designee has been added to paragraph 8.
- For the Dino Dig expansion funding request, former Treasurer Jeff Blanks received confirmation from members at the June 29, 2016 meeting that line item amounts could be adjusted within the budget, and reaffirmed members' wish to be notified if contingency funds were used. Language stating these points has been added to page 15, paragraph A.1 and to paragraph 13 on page 18.
- Previous versions of the Procedures had provided a minimal description of the review process for Capital Projects claims where steps were the same for Operations claims. However, comments from members and the ZooCorp Council indicated that June's proposed changes in the draft amendments were not clear, and with staff changes that were expected after June for both the Authority and ZooCorp, it was apparent that a full description of the review process for both Operations and Capital Projects claims would best serve the Authority and Zoo into the future.

Therefore, in addition to the above, the changes presented in the draft amendments are intended to ensure the review process is described fully and accurately for both types of claims. The most significant changes are noted below, and comment boxes to the right in Attachment A explain the new, changed, or re-located text.

- For Capital Projects, on page 15, Section II.A, paragraph I, language has been added for what is already in practice for project funding requests. For the last two years or so, Board members have had a 30-day review of agenda items and the back-up for project funding requests, and have requested information on bid proposals. Historically, the Zoo Corp has provided agenda items, and the Authority has approved, for projects with estimated budgets, draft agreements and proposals that the ZooCorp Board has already approved. The requirements for Claim reimbursement where signed agreements and proposals are required are on page 16, paragraph C.5.
- Paragraph 3 on page 15 was changed to reflect the Zoo Corp's funding requests for specific projects based on the Master Plan for the Zoo, rather than an "annual Capital Projects Plan."

- Beginning in Section II.C on page 16 the Capital Projects claims review process no longer refers back to Operations claims. The full process is repeated, as seen in much of the underlined text inserted on the following pages 17 and 18.
- The Authority's Bylaws I.B.1 require meeting "a minimum of four times a year", and do not specify whether quarterly or which months. Staff proposes a change to the presentation of the ZooCorp audit in paragraphs C and D on page 20 that would provide the Board with more scheduling flexibility, while the ZooCorp would still provide the audit by June 30. This is not without precedent: in 2013, the Authority met on May 29, voted to hold the next meeting June 26, later cancelled that meeting due to the delay of various approvals for the African Adventure project, and held the next meeting on September 25, at which time the Audit report was presented.
- Lastly, the Disbursement Claim form (Appendix I, page 22) has been updated, and includes a check box for Authority approval and space for explanations by the ZooCorp for the use of contingency funds or Operations budget variances.

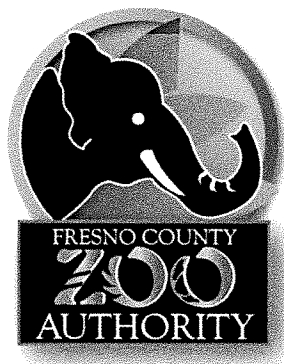
**ATTACHMENTS:**

- A. Fresno County Zoo Authority Proposed Amendments to *Procedures for Approving and Administering Measure Z Funds* (With strike-outs, underlines and notes)
- B. Fresno County Zoo Authority *Procedures for Approving and Administering Measure Z Funds* (With only underlined changes)

**REFERENCE MATERIAL:**

Zoo Authority Bylaws

<http://www.zooauthority.org/docs/Bylaws/2015ZABylawsAmendsAdopted12.9.15BOSapproved1.26.16.pdf>



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

**Adopted  
November 11, 2005**

**Last Revised  
June 29, 2016**

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**Commented [CC1]:** Table of contents and references to page numbers will be adjusted after changes are approved.

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## INTRODUCTION

### PURPOSE

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

### OVERVIEW

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

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

**Commented [CC2]:** As per preference of ZC Counsel Larsen, references to 'the Zoo Corp.' should now be "ZooCorp".

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

### Notes:

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

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

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

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

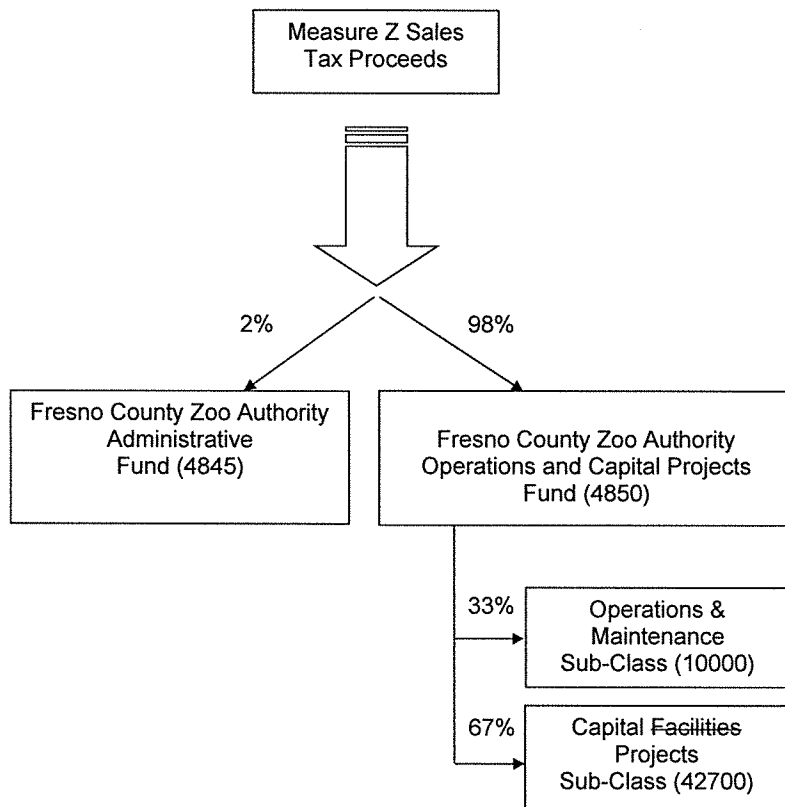
4) As per the AGREEMENT BETWEEN FRESNO COUNTY ZOO AUTHORITY AND THE COUNTY OF FRESNO FOR PROFESSIONAL AND TECHNICAL SERVICES (#05-237),<sup>3</sup> dated June 14, 2005, the County of Fresno Auditor-Controller/Treasurer-Tax Collector or his/her designee serves as Treasurer for the Authority.

<sup>1</sup> See Appendix IV, Document A

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

<sup>3</sup> See Appendix IV, Document B

## Exhibit 1 – Financial Management System Overview



## FINANCIAL MANAGEMENT SYSTEM

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

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

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

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

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<sup>4</sup> Appendix IV, Document C

## SECTION 1

### ZOO AUTHORITY POLICIES AND ADMINISTRATIVE PROCEDURES

#### I. Authority Annual Budget and Control Policies:

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

The Authority shall adopt an annual budget of its own administrative expenditures each fiscal year (July 1 to June 30). The adoption of the annual budget will be done during an Authority public meeting not later than one day prior to the start of the next fiscal year. The Authority's proposed annual budget will be available for public inspection at least fifteen days prior to the meeting. The Authority is not required to adhere to the specific requirements of the County Budget Act.

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

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

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

#### II. Contracted Staff Responsibilities

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

Commented [CC3]: New, added reference

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

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

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

<sup>5</sup>Appendix IV, Document B

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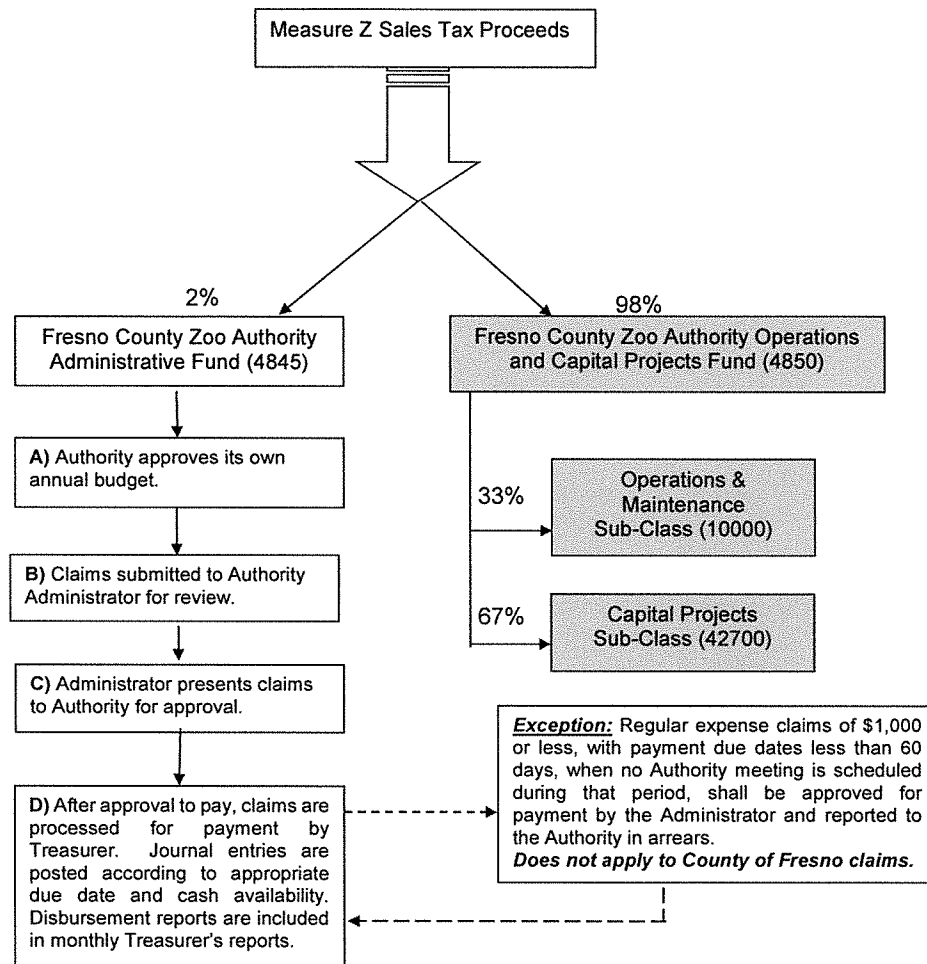
**B.** *Responsibilities of Authority Administrator (or Designated Coordinator):*

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

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

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

## Exhibit 2 – Zoo Authority Claims Approval Process Overview



### **III. Authority Financial Policies:**

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

### **IV. Authority Administrative Claims Approval Process/Procedures:**

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

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

#### ***A. Non Fresno-County Related Expenses***

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

*B. Fresno-County Related Expenses*

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

**Commented [CC4]:** New, will allow for adjustments when aggregating staff invoices from supporting departments, save staff time and returning at a subsequent meeting with small corrections.

**Commented [CC5]:** Clearer explanation for the timing of payment of staff invoices.

**Commented [CC6]:** New, allows for electronic signature



**V. Authority Purchasing Policies:**

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

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

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

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

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

**VI. Authority Contract Policies:**

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

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

**VII. Authority Financial Reporting and Audits:**

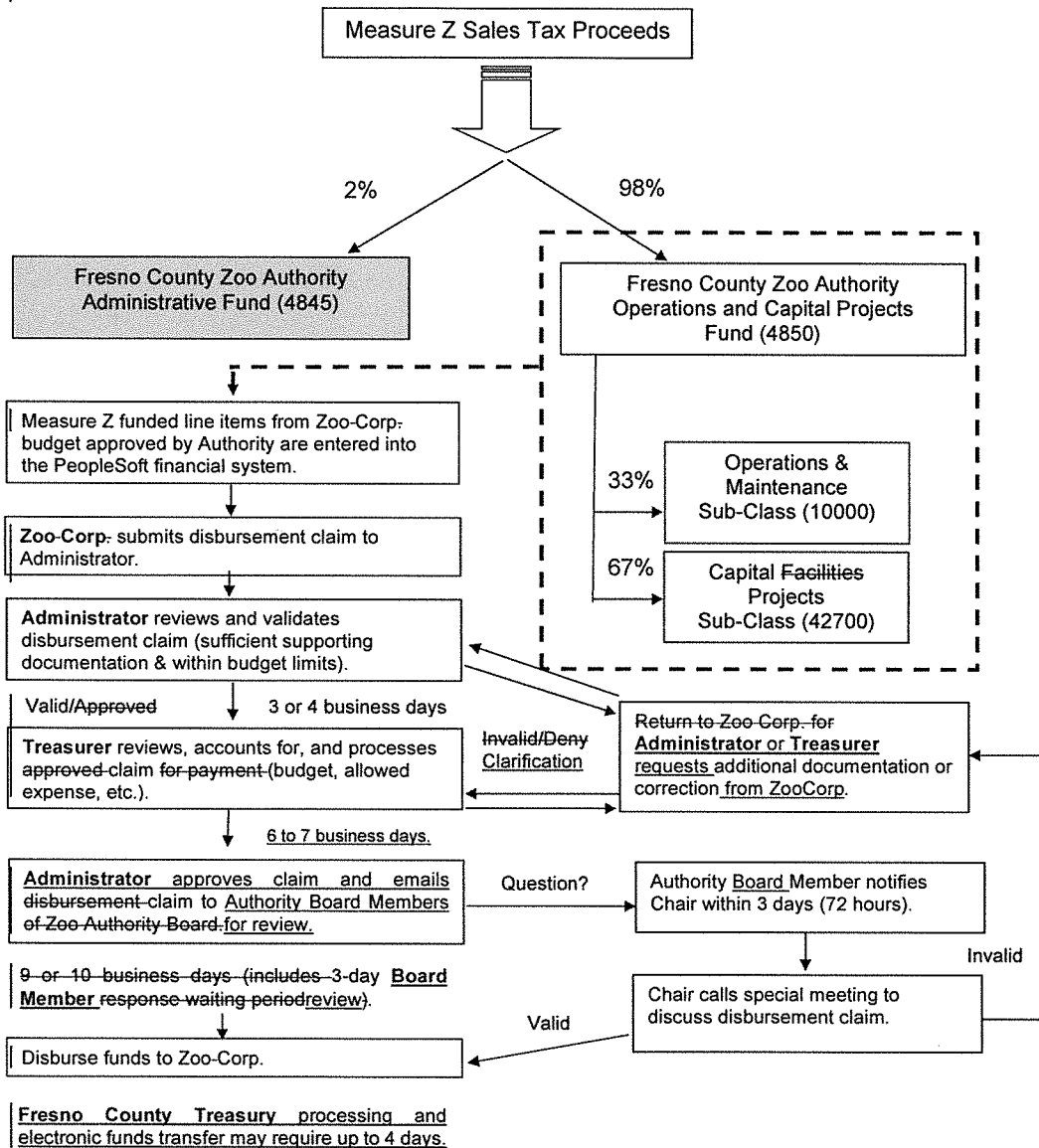
The office of the Auditor/Controller-Treasurer/Tax Collector will prepare the Authority's Financial Statements at the end of each fiscal year. These financial statements will be audited by an external certified public accountant or firm (independent auditor) as selected by the Authority Board or committee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

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***Inquiries Related to these Policies and Procedures:***

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

### Exhibit 3– Zoo Corporation Claims Approval Overview



## SECTION 2

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

#### I. Operations

##### A. Operations Budget

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

**Commented [CC7]:** See similar authorization language also in I.B.7, page 12, and I.B.13, page 13.

##### B. Disbursement of Measure Z Funds for Operations

- 1) ~~Zoo Corp-ZooCorp~~ shall submit a monthly operations claim separately for each month of the year within 60 days after the end of the month, with the exception of the first claim of ~~the ZooCorp's~~ fiscal year, which shall be submitted within 90 days after the end of the month of December. Expenditures submitted more than 6 months after expenses are incurred will require explanation before processing. In addition, expenditures submitted more than 12 months after expenses are incurred will require Authority Board action.
- 2) The Disbursement Claim template form at Exhibit 3 should(Appendix I) shall be used by Zoo Corp-ZooCorp. This template form may be modified as mutually agreed by the Authority and Zoo Corp-ZooCorp.
- 3) Reimbursement may shall only be requested for incurred expenses only, with the exception of - No prepaid expenses or deposits on goods/services will be reimbursed, unless previously authorized through an Authority Board action at a public meeting.
- 4) Each operations claim may shall only contain expenses incurred only during the current Zoo Corp-ZooCorp budget year (January 1-December 31). Reimbursement will not be processed for expenses incurred in prior years, unless authorized through an Authority Board action at a public meeting. The lone exception is the claim for December expenses, which will occur in the subsequent Zoo Corp budget year.
- 5) Claims submitted shall have supporting documentation for expenses, including copies of the general ledger and/or other financial reports extracted from ~~the Zoo Corp-ZooCorp~~ official accounting system, invoices and vendor contracts. Copies of invoices for payments of \$1,000 or more to vendors shall also be included. ~~Vendor invoices shall be properly itemized as requested by the Administrator and/or Treasurer.~~ Additional supporting documentation, including but not limited to

**Commented [CC8]:** Expanded.

**Commented [CC9]:** Same language as second sentence of Capital Disbursement para 1), page 16.

**Commented [CC10]:** Updated document name, referenced correct location, changed 'should' to 'shall' to conform with other paragraphs.

**Commented [CC11]:** 'May' conflicts with 'only', changed to conform with 'shall' in other paragraphs; corrected grammar.

**Commented [CC12]:** Rephrased to clarify exceptions. For example; Sea Lion Cove under water window and African Adventure roof hatch.)

**Commented [CC13]:** Same as above.

**Commented [CC14]:** Covered well enough in the first sentence, and in 9.b., page 12 and 13.

invoices below \$1,000, may be requested of the Zoo Corp. ZooCorp at the discretion of the Authority Board and/or staff.

6) In general, disbursements to Zoo Corp. ZooCorp will be equal to or greater than \$100,000 at a time.

**Commented [CC15]:** Expected, but not a requirement or ever an issue.

7) The Authority does not need to take action for each disbursement or release of funds sSubsequent to approval of the Zoo Corp. the ZooCorp Measure Z funded budget line items, the Authority does not need to take action for each disbursement or release of funds. The Administrator is granted standing authority to approve claims submitted by Zoo Corp. ZooCorp. The Treasurer is granted authority to disburse funds (initiate the cash transaction) in accordance with budget limits for Measure Z funded line items, when the Treasurer receives the approved claim from the Administrator. Except in the absence of the Administrator, the Treasurer will not accept claims directly from Zoo Corp. ZooCorp. While the Treasurer can receive claims, it should be noted that approval must still be provided by the Administrator before the claim can be processed.

**Commented [CC16]:** No need to say, the Procedures are all about Measure Z funds.

**Commented [CC17]:** Also covered in I.A.2, page 11, and I.B.13, page 13.

8) ~~Payment of the claims will be processed as expeditiously as possible, within a maximum ten (10) business days from receipt of a complete Administrator approved claim: six (6) days for Treasurer review, a 3-day Board response waiting period, and one (1) day for treasury processing and wire transfer, unless extraordinary circumstances require faster or slower processing of the request. Claim errors, omissions, and questioned costs will extend the review process commensurate with the extent of these issues.~~

**Commented [CC18]:** Updated, re-stated and included in 10 a-c

8) All disbursement claims shall be submitted to the attention of the Administrator, or in the absence of the Administrator, to the Treasurer. The disbursement request may be submitted as a "hard copy" (paper with an original ink signature) or emailed (preferred) from the ZooCorp Chief Financial Officer (CFO) an or authorized person (preferred). See Section V.B., page 16 for documentation of authorized persons.

**Commented [CC19]:** Added for clarity, and has always been the case.

a) Hard copy disbursement claims shall be sent to: County of Fresno, Department of Public Works and Planning, Attn: Zoo Authority Coordinator, 2220 Tulare Street, 6<sup>th</sup> Floor, Mail Stop #214, Fresno, CA 93721.

**Commented [CC20]:** This is the most general addressee and most accurate address possible at this time.

b) E-mailed disbursement claims shall be sent to the Authority Coordinator, and a copy emailed to the Treasurer.

9) Disbursement claims shall reference the Operations Fund as the source of the authorizing approved budget, (operations, capital facilities project). (See Appendix I Disbursement Claim Template Form.)

**Commented [CC21]:** Redundant with 'approved'.

**Commented [CC22]:** Form has been updated to include check boxes to identify Operations and Capital claims.

a) Any disbursement request that would exceed the monthly budgeted amount of a particular Measure Z funded line item shall include explanations by the Zoo Corp's ZooCorp management and details of variances of 25% or \$25,000 (whichever is less) per month.

~~Unless extraordinary circumstances require faster or slower processing of the request, total processing time from Administrator's receipt of a complete claim should not exceed 13 business days. Claims will be processed in the order received, although the Zoo Corp. may request that claims be processed in a particular order (e.g. largest to smallest). It should be noted that claims will not be processed concurrently; each claim will be processed to the point of Authority Board approval before a subsequent claim is processed.~~

**Commented [CC23]:** Re-stated and included 10 a-c

b) The Administrator will work directly with ZooCorp to ensure all required documentation to support the claim is provided, and to verify that the claim request is within approved budget

limits at the line item level. Through each step in the claim process, the Administrator, Treasurer and the Zoo Corp. ZooCorp CFO or designee will maintain communication by email to track the claim, anticipate and manage any problems, and minimize delays.

**Commented [CC24]:** Moved from stricken para 11) for better continuity.

**Commented [CC25]:** New, allows for Zoo Corp flexibility.

10) Payment of the claims will be processed as expeditiously as possible, within a maximum 16 business days from receipt of a complete claim to the Administrator: three days for Administrator review, six days for Treasurer review, three days for Board review, and up to four days for Fresno County Treasury processing and electronic funds transfer, unless extraordinary circumstances allow faster or require slower processing of the request.

**Commented [CC26]:** Underline to be added at doc clean-up.

**Commented [CC27]:** New. As per County Treasury 7/1/17. Also referenced on the bottom of page 10.

a) ~~Claim errors, omissions and questioned costs will extend the review process commensurate with the extent of these issues.~~ Requests for clarification or additional documentation may delay the review process until resolved.

**Commented [CC28]:** Makes the same point without being unnecessarily harsh. (See stricken para 8.)

b) Claims will be processed in the order received, although ZooCorp may request that claims be processed in a particular order (e.g. an Operations claim before a Capital claim).

c) Claims will not be processed concurrently; each claim will be processed to the point of Authority Board review before a subsequent claim is processed.

**Commented [CC29]:** Board member approval is not required, as per para 7, Page 12.

10) The Administrator will work directly with the Zoo Corp. to ensure all required documentation to support the claim is provided, and to verify that the claim request is within approved budget limits at the line item level. Disbursement claims submitted with incorrect, improper, or insufficient supporting documentation will be returned by email to the Zoo Corp. for revision and re-submittal, and the Treasurer notified.

**Commented [CC30]:** Moved to 9 b.

~~Zoo Corp. disbursement claims will be reviewed and approved, or returned to the Zoo Corp. by the Administrator within three business days, unless extraordinary circumstances require faster or slower processing of the request.~~

**Commented [CC31]:** See 9a and 10a. Redundant and unnecessarily harsh; this is a cooperative process.

11) Once approved After review, the Administrator will notify the Zoo Corp. CFO, and forward the claim by email to the Treasurer for payment processing review.

**Commented [CC32]:** Payment processing does not occur at this point. See 13c below.

12) The Treasurer will review the claim for accounting form to ensure disbursement is in compliance with the approved budget limits, and accounting principles generally accepted in the United States (GAAP).

If sufficient cash is not available to pay a valid disbursement claim, the Treasurer will seek direction from the Authority at the next regularly scheduled public meeting, or specially requested meeting, by presenting the claim and a recommendation to the Authority.

13) Upon the completion of review of a Zoo Corp. disbursement claim, the Treasurer will email the claim to the Administrator for approval. The Administrator will then forward the claim to all members of the Zoo Authority Board for review and notify the Zoo Corp. ZooCorp CFO.

**Commented [CC33]:** See also I.A.2, page 1, and I.B.7, Page 12.

a. Any Authority Board recipient member wishing to question or object to the claim must contact the Chair and Administrator, within 3 business days of the date and time of the claim email, and request a special meeting be arranged.

**Commented [CC34]:** The administrator has already approved the claim prior to forwarding to members for review. Same language as 13.B, page 18.

b. The Chair will notify the Authority Administrator to call a meeting for discussion and approval of the Zoo Corp. disbursement claim. The special meeting called by the Chair

**Commented [CC35]:** Wordiness.

shall be held as soon as it can be reasonably arranged for a quorum to be present at said meeting.

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

**Commented [CC36]:** Remove unneeded underline at doc clean-up

- e. ~~Claim approval by the Authority Board will be assumed by the Treasurer if no request for a special meeting is received by the expiration of the time frame specified in section 13a above. The Treasurer will then direct payment for the claim to be processed expeditiously. If no request for a special meeting is received by the Administrator from a Board member by the expiration of the time specified in 13a above, the Treasurer will then direct payment for the claim to be processed expeditiously.~~

**Commented [CC37]:** Revised text to remove "approval" by members. Review only, as per I.B.7, Page 12, and the same revision for Capital Projects on Page 18, Para 3c.

#### 14) Disbursement of Funds:

- a. The Treasurer will forward ~~wire~~ EFT confirmation or other record of disbursement to the Administrator and ~~the Zoo Corp.~~ ZooCorp. The Administrator will then post the claim to the Zoo Authority website.
- b. EFT fees will be charged at the current County of Fresno rate published in the annual Master Schedule of Fees. Disbursement claims requesting funds be wired or sent electronically will be honored at the current County of Fresno wire fee rate published in the annual master schedule of fees. For wire or EFT, the The disbursement claim must reference the appropriate banking information.

**Commented [CC38]:** Re-stated for clarity.

## II. Capital Projects

### A. Capital Projects Budget and Plan

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

**Commented [CC39]:** New, a more accurate description of actual practice. Derived from stricken language in para 3) below.

- 1) ~~For each capital project funding request the Zoo Corp.~~ZooCorp shall provide to the Administrator an agenda item of the proposed project for the Authority's consideration, including a summary of bid proposals, as well as a ZooCorp approved capital project estimated budget, and executed project contract(s) and/or proposals. These documents shall be provided to the Treasurer-Authority Board members and staff for review at least 30 days before requesting approval by the Zoo Authority Board. The budget shall include segregated line items (accounts) and related request amounts, that may be adjusted within the total budget. If a project budget includes a contingency line item, and contingency funds are later requested for reimbursement, an explanation of the expenditure will be noted on the Disbursement Claim form (Appendix I). Information on planned projects and related estimated costs shall be included in the budget request. Funding requests for project design or construction over \$30,000, and/or for projects with a contract that includes a Construction Manager at Risk shall follow the Authority's Retention Policy, adopted September 30, 2015. (See Appendix II, Definitions, Paragraph 3, and Requirements, Paragraph 1.) The Authority Board may request additional information from the ~~Zoo Corp.~~ZooCorp on the planned projects prior to funding.

**Commented [CC40]:** New. Adding language for what is already in practice. For at least the last 2 years, Board members have asked for a 30-day review of the agenda item and back-up for project funding requests. They have also requested information on bid proposals. Historically, the Zoo Corp has provided agenda items, and the ZA has approved projects with estimated budgets, draft agreements and proposals that the ZC Board has already approved. See page 16, para C.5) for requirements for Claim reimbursement where signed agreements are required.

**Commented [CC41]:** Now redundant.

**Commented [CC42]:** Or paragraph 2, if amendments to Retention Policy are not adopted 11/29/17.

- 2) ~~Budget.~~The budget amounts requested for a specific major project may be requested in one lump sum, but will only be approved at the discretion of the Authority Board. In the event that a budget is approved for an entire project which that will be constructed over a period of time exceeding one Authority fiscal year (July 1-June 30), any unexpended appropriations will be encumbered (rolled over) at year end. The encumbered appropriations will be available to pay for the project construction in progress for a period not to exceed two (2) fiscal years or 24 months, after which the Zoo Corp.ZooCorp may request approval of a re-appropriation of unspent funds for incomplete projects at an Authority Board meeting. The request shall include a presentation on the projects and progress to date.

- 3) ~~The Zoo Corp. shall present to the Authority Board an annual Capital Projects Plan in addition to capital projects budget requests. This plan should specify major planned projects and the estimated cost of each project for the budget year. The Projects Plan may be modified for large project changes at the request of the Zoo Corp.~~ZooCorp and approval of the Authority Board during the year. Upon review, the Board can elect to approve or modify the projects plan and the capital projects budget simultaneously. ZooCorp may present to the Authority Board an annual capital projects budget request, and/or at any meeting may request funds for specific capital projects. At the request of ZooCorp and with the approval of the Authority Board, a specific project budget may be modified for large project changes.

**Commented [CC43]:** Has not been the practice. Based on a Master Plan, specific project funding requests are made.

**Commented [CC44]:** Now covered in paragraph A above.

- 4) ~~When the Zoo Corp.~~ZooCorp capital projects budgets and a Projects Plan have been approved by the Authority, and as long as all other funding criteria as specified in the Bylaws, financial procedures, and claim supporting documentation requirements are met, the Authority adopts a policy of a standing authorization, delegating final claim approval authority to the Administrator (or designated Coordinator) and approving the Treasurer to release funds to the Zoo Corp.ZooCorp in accordance with the Administrator's signed approval and Board approved budget limits.

**Commented [CC45]:** A more accurate description of actual practice.

**Commented [CC46]:** See also II.C.7, page 16 and II.C.13, page 18

### B. Capital Projects Policy

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

**C. Disbursement of Measure Z Funds for Capital Projects**

~~Section I.B (Operations claims procedures 1 through 16) presented at pages 11 through 13, shall apply to disbursement of Measure Z funds for Capital Projects, with the following substitutions to procedures 1, 7, 9, 11, 13 and 16d. Procedures for the disbursement of funds for Capital Projects claims are similar but not identical to Operations claims. Differences are found below in paragraphs 1, 5, 9a, 10, 13 and 14c.~~

**Commented [CC47]:** To improve clarity, procedures here no longer refer back to Operations claims. The full process is repeated, (as seen in much of the underlined text inserted on the following pages) but includes differences specific to Capital Projects claims.

- 1) ~~The ZooCorp may submit capital claims on an as-needed basis, usually within 60 days after the end of a month, with the exception of the first claim of the ZooCorp's fiscal year, which shall be submitted within 90 days after the end of the month of December. Expenditures submitted more than 6 months after incurrence expenses are incurred will require explanation before processing. In addition, expenditures submitted more than 12 months after incurrence after expenses are incurred will require formal Zoo Authority Board action for approval.~~
- 2) ~~The Disbursement Claim template form at Exhibit 3 should~~ shall be used by Zoo Corp. ZooCorp. This ~~template form~~ may be modified as mutually agreed by the Authority and Zoo Corp. ZooCorp.
- 3) Reimbursement ~~may~~ shall only be requested for incurred expenses only. No prepaid expenses or deposits on goods/services will be reimbursed, unless authorized through an Authority Board action at a public meeting.
- 4) Each Capital claim ~~may~~ shall only contain expenses incurred only during the current Zoo Corp. ZooCorp budget year (January 1-December 31). Reimbursement will not be processed for expenses incurred in prior years, unless authorized through an Authority Board action at a public meeting. The lone exception is the claim for December expenses, which will occur in the subsequent Zoo Corp budget year.
- 5) Claims submitted shall have supporting documentation for expenses, including copies of the general ledger and/or other financial reports extracted from the ~~Zoo Corp.~~ ZooCorp official accounting system, invoices, and ~~vendor signed contracts or signed proposals~~. Copies of invoices for payments of \$1,000 or more ~~to vendors shall also be included. Vendor invoices shall be properly itemized as requested by the Administrator and/or Treasurer. Additional supporting documentation, including but not limited to invoices below \$1,000, may be requested of the Zoo Corp. ZooCorp at the discretion of the Authority Board and/or staff.~~
- 6) In general, disbursements to ~~Zoo Corp. ZooCorp~~ will be equal to or greater than \$100,000 at a time.
- 7) ~~Subsequent to approval of the Zoo Corp. Measure Z capital projects budget and plan, the Authority Board does not need to take action for each disbursement or release of funds s~~Subsequent to approval of the Zoo Corp. Measure Z capital projects budget. The Administrator is granted standing authority to approve claims submitted by the Zoo Corp. ZooCorp based on the approved project budget, project plan, and the Authority's capital projects policy Capital Projects Policy. The Treasurer is granted authority to disburse funds (initiate the cash transaction) in accordance with project budget limits for Measure Z funded line items when ~~it the Treasurer receives the approved~~

**Commented [CC48]:** Consistency with Operations para 1) page 11.

**Commented [CC49]:** Consistency and grammar.

**Commented [CC50]:** Same as above.

**Commented [CC51]:** New, reflects actual practice. See para A.1), page 15.

**Commented [CC52]:** Invoices are FROM architects and contractors.

**Commented [CC53]:** Covered well enough in the first sentence, and this has never been an issue.

**Commented [CC54]:** Expected, but not a requirement and has never been an issue.

**Commented [CC55]:** See paragraph A3, page 15.

**Commented [CC56]:** No need to say; the Procedures are all about Measure Z funds.

**Commented [CC57]:** See B. on page 15 and Appendix III



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

**Commented [CC58]:** Mr. Larson had been concerned that this was proposed to be deleted at the June 28, 2017 meeting. Same as Operations Para 7 on Page 12.

- 8) All disbursement claims shall be submitted to the attention of the Administrator, or in the absence of the Administrator, to the Treasurer. The disbursement request may be submitted as a "hard copy" (paper with an original ink signature) or emailed (preferred) from the ZooCorp CFO or authorized person See Section V.B., page 18 for documentation of authorized persons.

a) Hard copy Disbursement Claims shall be sent to: County of Fresno, Department of Public Works and Planning, Attn: Zoo Authority Coordinator, 2220 Tulare Street, 6th Floor, Mail Stop #214, Fresno, CA 93721.

**Commented [CC59]:** This is the most general addressee and most accurate address possible at this time.

b) E-mailed disbursement claims shall be sent to the Authority Coordinator, and a copy emailed to the Treasurer.

- 9) Disbursement claims shall reference the Capital Projects Fund as the source of the approved budget. (See Appendix I Disbursement Claim Form.)

**Commented [CC60]:** Form has been updated to include a check box to identify Capital claims.

a. The Administrator will work directly with ZooCorp to ensure all required documentation to support the claim is provided, and to verify that the claim request is within approved budget limits at the line item level. Through each step in the claim process, the Administrator, Treasurer and the ZooCorp Chief Financial Officer (CFO) or designee will maintain communication by email to track the claim, anticipate and manage any problems, and minimize delays.

**Commented [CC61]:** New, allows for Zoo Corp flexibility.

~~9) Unless extraordinary circumstances require faster or slower processing of the request, total processing time from Administrator's receipt of a complete claim should not exceed 15 business days.~~

**Commented [CC62]:** Merged with para 10).

- 9)10) Payment of the claims will be processed as expeditiously as possible, within a maximum ~~15~~18 business days from receipt of a complete claim to the Administrator: four days for Administrator review, seven days for Treasurer review, a three-day for Board response waiting period review, and ~~one day~~ up to four days for Fresno County Treasury processing and wire electronic funds transfer, unless extraordinary circumstances allow faster or require slower processing of the request.

**Commented [CC63]:** New. As per County Treasury 7/1/17.

a) Requests for clarification or additional documentation may delay the review process until resolved.

**Commented [CC64]:** Makes the same point without being unnecessarily harsh. This is a cooperative process.

b) Claims will be reviewed in the order received, although ZooCorp may request that claims be processed in a particular order (e.g. an Operations claim before a Capital claim).

c) Claims will not be reviewed concurrently; each claim will be processed to the point of Authority Board review before a subsequent claim is processed.

- 11) After review, the Administrator will notify the ZooCorp CFO, and forward the claim by email to the Treasurer for review.

12) The Treasurer will review the claim for accounting form to ensure disbursement is in compliance with the approved budget limits, and accounting principles generally accepted in the United States (GAAP).

If sufficient cash is not available to pay a valid disbursement claim, the Treasurer will seek direction from the Authority at the next regularly scheduled public meeting, or specially requested meeting, by presenting the claim and a recommendation to the Authority.

11) Zoo Corp. disbursement claims will be reviewed and approved, or returned to the Zoo Corp. by the Administrator within four business days, unless extraordinary circumstances require faster or slower processing of the request.

Commented [CC65]: See para 10)

13) Payment of the claim will be processed as expeditiously as possible, within a maximum eleven business days from receipt of a complete Administrator approved claim seven days for Treasurer review, a 3 day Board response waiting period, and one day for treasury processing and wire transfer, unless extraordinary circumstances require faster or slower processing of the request.

Commented [CC66]: See para 10).

13) Upon the completion of review of a claim, the Treasurer will email the claim to the Administrator for approval. The Administrator will then forward the claim to all members of the Zoo Authority Board for review and notify the Zoo Corp CFO. If a project budget included a contingency line item and contingency funds were requested for reimbursement, an explanation of the expenditure will be noted on the Disbursement Claim form.

Commented [CC67]: See also II.A.4, page 15 and II.C.7, page 16.

a. Any Authority Board member wishing to question or object to the claim must contact the Chair and Administrator, within 3 business days of the date and time of the claim email, and request a special meeting be arranged.

b. The Chair will notify the Authority Administrator to call a meeting for discussion and approval of the claim. The special meeting called by the Chair shall be held as soon as it can be reasonably arranged for a quorum to be present at said meeting.

Commented [CC68]: The administrator has already approved the claim prior to forwarding to members for review. See also 13.B, page 13 .

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

c. If no request from a Board member for a special meeting is received by the Administrator by the expiration of the time specified in 13a above, the Administrator will then direct the Treasurer to process payment of the claim expeditiously.

Commented [CC69]: See also Page 14, I.B.13c.

14) Disbursement of Funds:

a. The Treasurer will forward the EFT confirmation or other record of disbursement to the Administrator and ZooCorp. The Administrator will then post the claim to the Zoo Authority website.

b. The EFT fees will be charged at the current County of Fresno rate published in the annual Master Schedule of Fees. The disbursement claim must reference the appropriate banking information.

a.c. As per AGREEMENT<sup>6</sup>, when funds are received by the Zoo Corp. ZooCorp for capital claims projects that include contracts with retention, confirmation of the deposit of funds into an escrow account shall be provided to the Administrator within 3 days of disbursement.

<sup>8</sup>See Appendix IV, Document D

Commented [CC70]: Correct footnote placement will be made after approval of revisions.

### III. Authority Staff Accounting Records and Reporting:

- A. At time of approval, Measure Z funded line items (estimated expenditures and/or disbursements), and estimated sales tax revenue information from the ~~Zoo Corp-ZooCorp~~ budgets will be loaded into the County's PeopleSoft financial system.
- B. ~~Zoo Corp-ZooCorp~~ disbursements will be tracked against those Measure Z related line items.
- C. At each Board meeting staff will present monthly reports to the Authority regarding Measure Z funds and disbursements to ~~Zoo Corp-ZooCorp~~.
- D. Records of all claims paid will be kept in accordance with the County of Fresno's records retention policies and may be maintained as paper records ("hard copy") or scanned and maintained electronically ("soft copy") for audit purposes and future reference.
- E. Each uniquely identifiable Capital Project will be assigned a project number in PeopleSoft ~~which that~~ will be used to track the project budget as well as transactions to date and to facilitate project level reporting to the Board, ~~Zoo Corp-ZooCorp~~, or public.

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

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

Commented [CC71]: Not needed; no other mention.

### V. Additional Documentation:

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

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

- A. ~~The Zoo Corp.~~ZooCorp shall provide the Authority with audited financial statements and an audit report for each fiscal year. The audit of these financial statements shall be performed by an external certified public accountant or firm (Independent Auditor) and shall be conducted in accordance with auditing standards generally accepted in the United States of America. As a specific requirement of the Authority, the audited financial statements shall disclose "separately" (on a Measure Z Tax footnote) all financial activity related to the revenue and expenditures of Measure Z funds by ~~the Zoo Corp.~~ZooCorp. Operations expenses should be segregated by account name, while capital project expenses should be segregated by both account name and project.
- B. ~~The Zoo Corp.~~ ZooCorp shall also provide to the Authority with an "Independent Accountant's Report on Applied Agreed-Upon Procedures" to be performed by ~~the Zoo Corp's~~ZooCorp's external auditor. As part of these Agreed-Upon Procedures, the ~~Zoo Corp's~~ external auditor must at a minimum, perform the following procedures: (1) review all (100%) reimbursements to ~~the Zoo Corp.~~ZooCorp for Measure Z funded expense line items paid by "all other entities or third parties (other than the Authority)", for purposes of determining if any operating and/or capital project expenses reimbursed by the Authority (Measure Z funds) were also reimbursed by a different entity or third party, and (2) review a sample (at least 75% population coverage) of Measure Z claims submitted by ~~the Zoo Corp.~~ for operations and capital projects, to determine if Measure Z-funded expenses were accounted for separately by ~~the Zoo Corp.~~
- C. ~~Both the audit report (along with the related financial statements) as well the "Independent Accountant's Report on Agreed-Upon Procedures" issued by the independent auditor shall be presented to the Zoo Authority Board and the general public at an Authority publicly noticed meeting, no later than June 30th of the year following the end of the Zoo Corp's fiscal year. Notice of this presentation shall be communicated to the Authority Administrator by the Zoo Corp. at least 25 days prior to the report presentation date to allow sufficient time for the Authority to communicate it to the public via its website at least 15 days prior to the meeting. The audit report, related financial statements, and the "Independent Accountant's Report on Agreed-Upon Procedures" issued by the independent auditor shall be received by the Authority no later than June 30 of the year following the end of the ZooCorp fiscal year. As Authority or ZooCorp business warrants, the Authority may choose to hear the report presentation by June 30, or at their next meeting. At least 15 days prior to the meeting, ZooCorp shall provide a copy of the audit presentation for the Authority's meeting agenda, and the Administrator will post a notice of the presentation to the Authority's website.~~
- D. The Zoo Corp shall maintain inventory of all capital improvements purchased with Measure Z capital projects funds regardless of whether the improvements are capitalized or not. ~~The Zoo Corp.~~ZooCorp's management shall present an annual report of capital assets inventory including additions and deletions. The inventory report shall cover a full calendar year (January-December) utilizing the accrual basis of accounting, and should be certified/attested to by ~~the Zoo Corp's~~ external auditor (in writing). The report shall be presented to the Authority Board during a regular public meeting by June 30th of each year, or its next scheduled meeting.

**Commented [CC72]:** New. This change would provide the Board with more scheduling flexibility, and is not without precedent. In 2013 the Authority met on May 29<sup>th</sup>, voted to hold the next meeting June 26<sup>th</sup>, cancelled that meeting due to the delay of various approvals for the African Adventure project, and held the next meeting on September 25<sup>th</sup>, when the Audit report was presented. . Also, the ZA Bylaws require meeting only 4 times a year, and do not specify in which months or quarterly.

**Commented [CC73]:** 15 days is sufficient.

**Commented [CC74]:** Has always been provided, not just presented.

**Inquiries of ~~Zoo Corp's~~ZooCorp's Financial Position:**

Questions related to the financial position of the ~~Zoo Corp~~ZooCorp should be directed to the organization directly.

| ***Inquiries Related to these Policies and Procedures:***

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

## **APPENDIX**

## Appendix I

### Disbursement Claim for Measure Z Funds

Please remit to:

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

★ ☐ Disburse via Wire Transfer

Receiving Bank ABA# \_\_\_\_\_

ABA # \_\_\_\_\_

Account # \_\_\_\_\_

Account Title \_\_\_\_\_

Disbursement Claim #: \_\_\_\_\_ Claim Submission Date: \_\_\_\_\_

☐ Operations

☐ Capital Projects

Commented [CC75]: New

Commented [CC76]: New

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

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

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

Commented [CC78]: New

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

\_\_\_\_\_  
Fresno County Zoo Authority  
Administrator/Coordinator  
Approval Signature

Commented [CC77]: New

## Disbursement Claim for Measure Z Funds

Disbursement Claim #: \_\_\_\_\_ Claim Submission Date: \_\_\_\_\_

### Request Details

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

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

**Commented [CC79]:** New with text box for ZooCorp explanation.

## Appendix II

### Retention Policy

Adopted September 30, 2015

#### Purpose

This Policy provides requirements for Agreements between the Fresno's Chaffee Zoo Corporation (Zoo Corp.) and any party acting as a Construction Manager at Risk, for construction of Measure Z funded capital projects, and the process for the disbursement of Measure Z funds and release of funds in escrow when there is agreement for security deposits in lieu of retention. In carrying out this Policy, the Authority and Zoo Corp., shall comply with California Public Contract Code §7201, as applicable.

#### Definitions

1. "Agreement" shall be defined herein as an executed contract.
2. "Retention" shall be defined as the percentage of the Measure Z funds retained by the ZooCorp for security purposes relating to work to be performed on claims reimbursed for Capital Projects over \$30,000, and/or for which there is a Construction Manager at Risk. Retention shall be no less than five percent (5%). If the Authority has approved a finding by the ZooCorp, on a project by project basis, during a properly noticed and normally scheduled public hearing and prior to bid, that a project is substantially complex and therefore requires a higher retention amount, Retention may be greater than 5%, but not more than ten percent (10%).
3. "Escrow Account" shall mean an account established at a financial institution or bank by ZooCorp for purposes of depositing and holding Retention funds paid by the Authority to ZooCorp, pending disbursement, to the Construction Manager at Risk.

#### Requirements

1. ZooCorp requests for funding for construction of Capital Projects over \$30,000 (and/or for which there is a Construction Manager at Risk) shall be received for staff and Board member review at least 30 days before the Board meeting at which the funding request will be made, and shall include an Agreement stating the requirement for Retention and its terms.
2. Requests for funding for the design of Capital Projects over \$30,000 shall be received for staff and Board member review at least 30 days before the Board meeting at which the funding request will be made, and shall include an Agreement.

#### Procedures for Payment of Invoices by the Authority

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

(continued)



## **Appendix II**

*Page 2*

### ZooCorp's Deposit of Funds Received from Authority

Not later than two (2) business days from its receipt of funds from the Authority for reimbursement of project invoices, ZooCorp shall deposit Retention funds in the appropriate Escrow Account. Within 1 business day of deposit of funds in the Escrow Account, ZooCorp shall send proof of deposit of the funds to the Authority.

### Certification to the Authority

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

### Authority Consent to Distribution of Escrow Funds

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

## **Appendix III**

### **Measure Z Capital Projects Policy**

**Adopted June 24, 2009**

#### **Purpose**

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

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

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

OR

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

OR

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

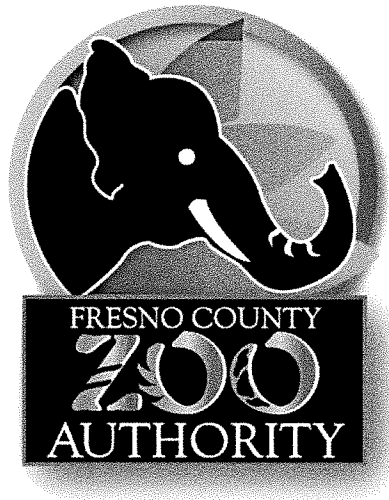
## Appendix IV

### Referenced Documents

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

Field Code Changed

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



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

**Adopted  
November 11, 2005**

**Last Revised  
June 29, 2017**

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# INTRODUCTION

## PURPOSE

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

## OVERVIEW

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

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

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

## Notes:

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

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

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

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

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

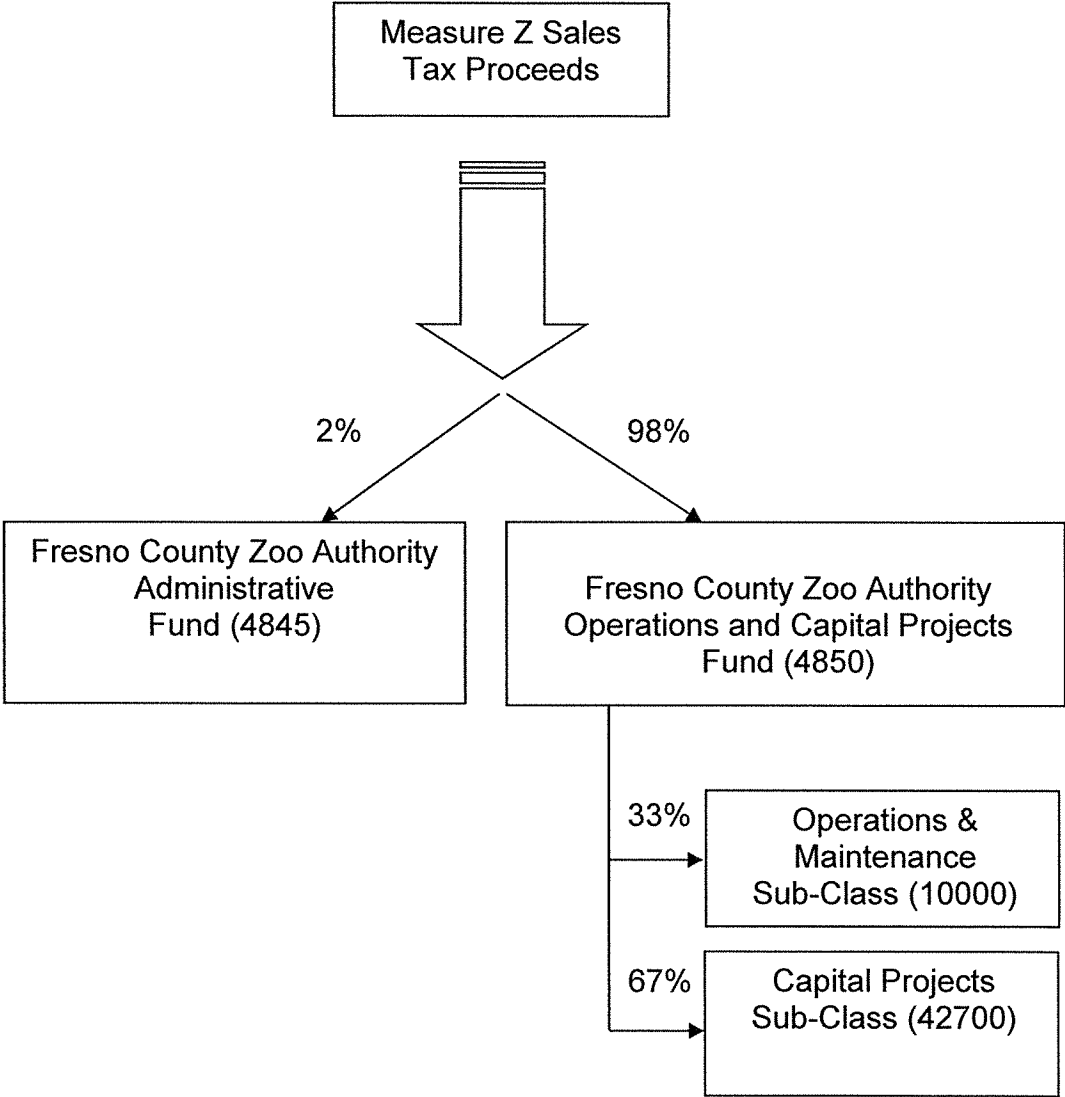
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<sup>1</sup> See Appendix IV, Document A

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

<sup>3</sup> See Appendix IV, Document B

**Exhibit 1 – Financial Management System Overview**



## FINANCIAL MANAGEMENT SYSTEM

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

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

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

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

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<sup>4</sup> Appendix IV, Document C



## SECTION 1

### ZOO AUTHORITY POLICIES AND ADMINISTRATIVE PROCEDURES

#### I. Authority Annual Budget and Control Policies:

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

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

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

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

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

#### II. Contracted Staff Responsibilities

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

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

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

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

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<sup>5</sup>Appendix IV, Document B

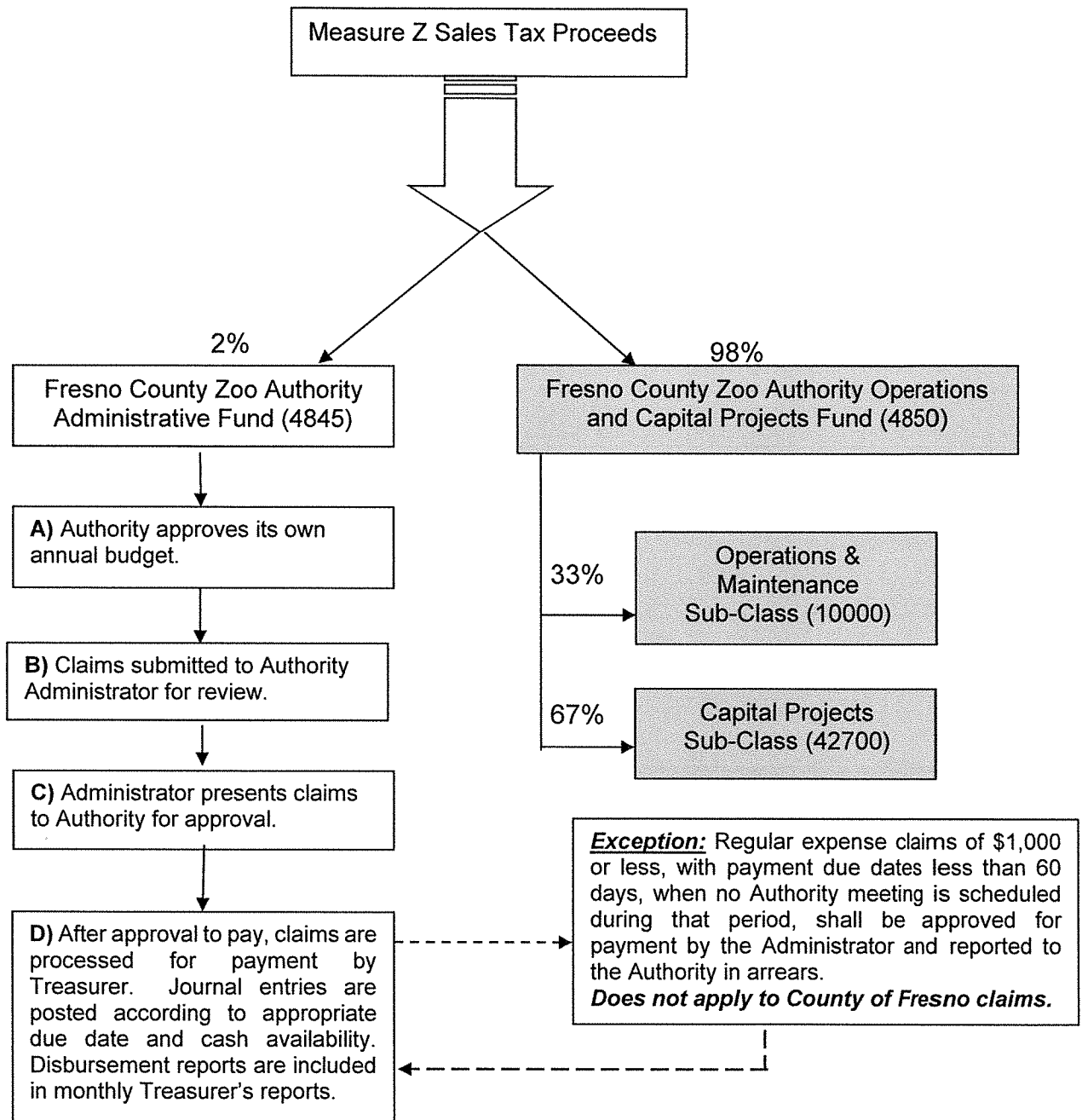
**B.**      *Responsibilities of Authority Administrator (or Designated Coordinator):*

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

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

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

## Exhibit 2 – Zoo Authority Claims Approval Process Overview



### **III. Authority Financial Policies:**

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

### **IV. Authority Administrative Claims Approval Process/Procedures:**

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

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

#### *A. Non Fresno-County Related Expenses*

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

*B. Fresno-County Related Expenses*

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

## **V. Authority Purchasing Policies:**

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

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

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

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

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

## **VI. Authority Contract Policies:**

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

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

## **VII. Authority Financial Reporting and Audits:**

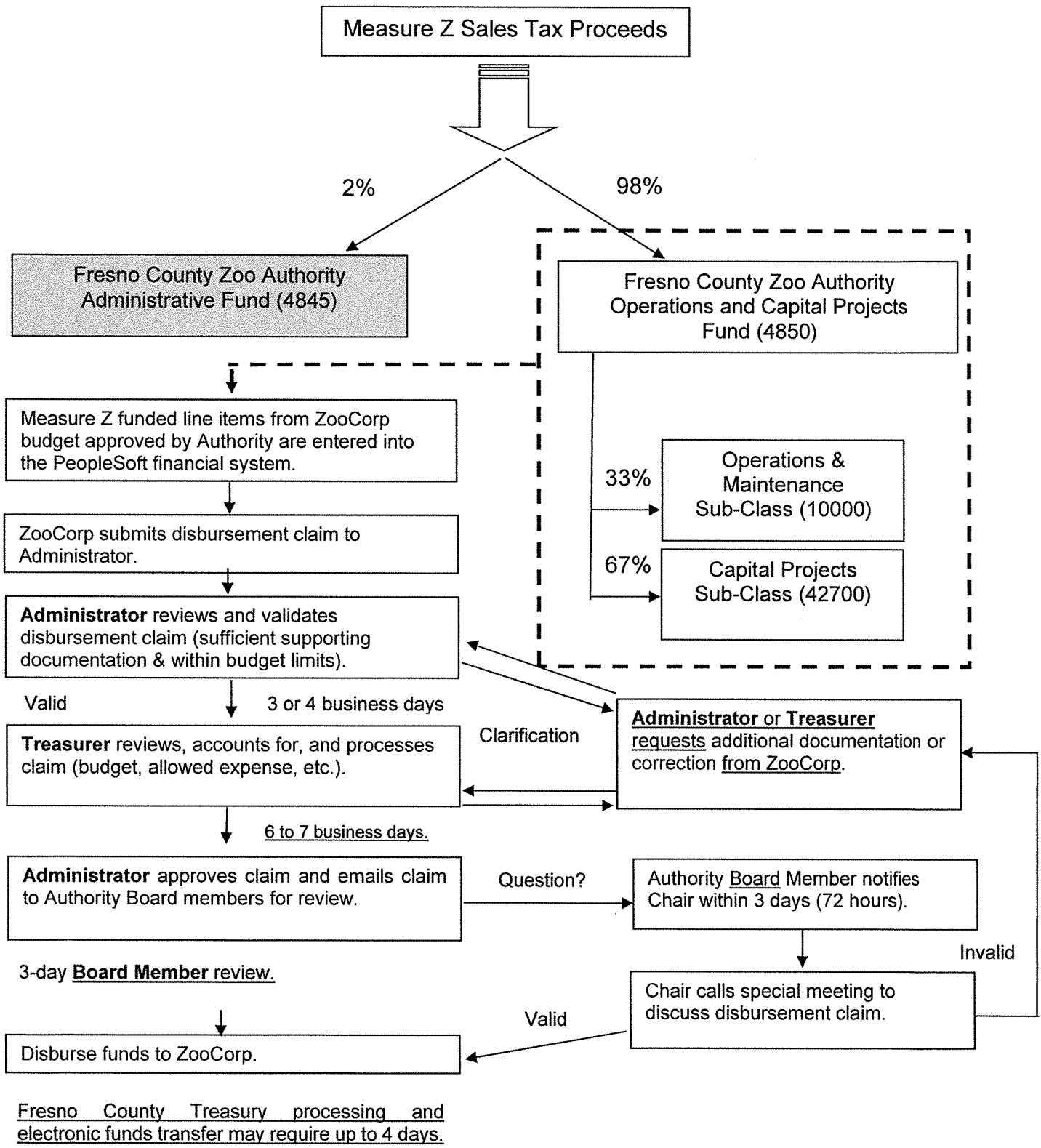
The office of the Auditor/Controller–Treasurer/Tax Collector will prepare the Authority’s Financial Statements at the end of each fiscal year. These financial statements will be audited by an external certified public accountant or firm (independent auditor) as selected by the Authority Board or committee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

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### ***Inquiries Related to these Policies and Procedures:***

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

### Exhibit 3– Zoo Corporation Claims Approval Overview



## SECTION 2

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

#### I. Operations

##### A. *Operations Budget*

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

##### B. *Disbursement of Measure Z Funds for Operations*

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



- 7) The Authority does not need to take action for each disbursement or release of funds subsequent to approval of the ZooCorp budget line items. The Administrator is granted standing authority to approve claims submitted by ZooCorp. The Treasurer is granted authority to disburse funds (initiate the cash transaction) in accordance with budget limits, when the Treasurer receives the approved claim from the Administrator. Except in the absence of the Administrator, the Treasurer will not accept claims directly from ZooCorp. While the Treasurer can *receive* claims, it should be noted that *approval* must still be provided by the Administrator before the claim can be processed.
- 8) All disbursement claims shall be submitted to the attention of the Administrator, or in the absence of the Administrator, to the Treasurer. The disbursement request may be submitted as a “hard copy” (paper with an original ink signature) or emailed (preferred) from the ZooCorp Chief Financial Officer (CFO) or authorized person. See Section V.B., page 16 for documentation of authorized persons.
- a) Hard copy disbursement claims shall be sent to: County of Fresno, Department of Public Works and Planning, Attn: Zoo Authority Coordinator, 2220 Tulare Street, 6<sup>th</sup> Floor, Mail Stop #214, Fresno, CA 93721.
  - b) E-mailed disbursement claims shall be sent to the Authority Coordinator, and a copy emailed to the Treasurer.
- 9) Disbursement claims shall reference the Operations Fund as the source of the approved budget. (See Appendix I Disbursement Claim Form.)
- a) Any disbursement request that would exceed the monthly budgeted amount of a particular Measure Z funded line item shall include explanations by ZooCorp management and details of variances of 25% or \$25,000 (whichever is less).
  - b) The Administrator will work directly with ZooCorp to ensure all required documentation to support the claim is provided, and to verify that the claim request is within approved budget limits at the line item level. Through each step in the claim process, the Administrator, Treasurer and ZooCorp CFO or designee will maintain communication by email to track the claim, anticipate and manage any problems, and minimize delays.
- 10) Payment of the claims will be processed as expeditiously as possible, within a maximum 16 business days from receipt of a complete claim to the Administrator: three days for Administrator review, six days for Treasurer review, three days for Board review, and up to four days for Fresno County Treasury processing and electronic funds transfer, unless extraordinary circumstances allow faster or require slower processing of the request.
- a) Requests for clarification or additional documentation may delay the review process until resolved.
  - b) Claims will be processed in the order received, although ZooCorp may request that claims be processed in a particular order (e.g. an Operations claim before a Capital claim).
  - c) Claims will not be processed concurrently; each claim will be processed to the point of Authority Board review before a subsequent claim is processed.

- 11) After review, the Administrator will notify the ZooCorp CFO, and forward the claim to the Treasurer for review.
- 12) The Treasurer will review the claim for accounting form to ensure disbursement is in compliance with the approved budget limits, and accounting principles generally accepted in the United States (GAAP).

If sufficient cash is not available to pay a valid disbursement claim, the Treasurer will seek direction from the Authority at the next regularly scheduled public meeting, or specially requested meeting, by presenting the claim and a recommendation to the Authority.

- 13) Upon the completion of review of a claim, the Treasurer will email the claim to the Administrator for approval. The Administrator will then forward the claim to all members of the Zoo Authority Board for review and notify the ZooCorp CFO.

- a. Any Authority Board member wishing to question or object to the claim must contact the Chair and Administrator, within 3 business days of the date and time of the claim email, and request a special meeting be arranged.
- b. The Chair will notify the Authority Administrator to call a meeting for discussion of the claim. The special meeting called by the Chair shall be held as soon as it can be reasonably arranged for a quorum to be present at said meeting.

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

- c. If no request for a special meeting is received by the Administrator from a Board member by the expiration of the time specified in 13a above, the Treasurer will then direct payment for the claim to be processed expeditiously.

14) Disbursement of Funds:

- a. The Treasurer will forward EFT confirmation or other record of disbursement to the Administrator and ZooCorp. The Administrator will then post the claim to the Zoo Authority website.
- b. EFT fees will be charged at the current County of Fresno rate published in the annual Master Schedule of Fees. The disbursement claim must reference the appropriate banking information.

## **II. Capital Projects**

### **A. *Capital Projects Budget and Plan***

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

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

### **B. *Capital Projects Policy***

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

C. *Disbursement of Measure Z Funds for Capital Projects*

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

- 1) The ZooCorp may submit capital claims on an as-needed basis, usually within 60 days after the end of a month, with the exception of the first claim of the ZooCorp's fiscal year, which shall be submitted within 90 days after the end of the month of December. Expenditures submitted more than 6 months after expenses are incurred will require explanation before processing. In addition, expenditures submitted more than 12 months after expenses are incurred will require formal Zoo Authority Board action.]
- 2) The Disbursement Claim form shall be used by ZooCorp. This form may be modified as mutually agreed by the Authority and ZooCorp.
- 3) Reimbursement shall be requested for incurred expenses only. No prepaid expenses or deposits on goods/services will be reimbursed, unless authorized through an Authority Board action at a public meeting.
- 4) Each Capital claim shall contain expenses incurred only during the current ZooCorp budget year (January 1-December 31). Reimbursement will not be processed for expenses incurred in prior years, unless authorized through an Authority Board action at a public meeting. The lone exception is the claim for December expenses, which will occur in the subsequent Zoo Corp budget year.
- 5) Claims submitted shall have supporting documentation for expenses, including copies of the general ledger and/or other financial reports extracted from ZooCorp official accounting system, invoices, and signed contracts or signed proposals. Copies of invoices of \$1,000 or more shall also be included. Additional supporting documentation, including but not limited to invoices below \$1,000, may be requested of ZooCorp at the discretion of the Authority Board and/or staff.
- 6) In general, disbursements to ZooCorp will be equal to or greater than \$100,000 at a time.
- 7) The Authority Board does not need to take action for each disbursement or release of funds subsequent to approval of the project budget. The Administrator is granted standing authority to approve claims submitted by ZooCorp based on the approved project budget, and the Authority's Capital Projects Policy. The Treasurer is granted authority to disburse funds (initiate the cash transaction) in accordance with project budget limits for line items when the Treasurer receives the approved claim from the Administrator. Except in the absence of the Administrator, the Treasurer will not accept claims directly from ZooCorp. While the Treasurer can *receive* claims, it should be noted that *approval* must still be provided by the Administrator before the claim can be processed.
- 8) All disbursement claims shall be submitted to the attention of the Administrator, or in the absence of the Administrator, to the Treasurer. The disbursement request may be submitted as a "hard copy" (paper with an original ink signature) or emailed (preferred) from the ZooCorp CFO or authorized person See Section V.B., page 18 for documentation of authorized persons.
  - a) Hard copy Disbursement Claims shall be sent to: County of Fresno, Department of Public Works and Planning, Attn: Zoo Authority Coordinator, 2220 Tulare Street, 6th Floor, Mail Stop #214, Fresno, CA 93721.

- b) E-mailed disbursement claims shall be sent to the Authority Coordinator, and a copy emailed to the Treasurer.
- 9) Disbursement claims shall reference the Capital Projects Fund as the source of the approved budget. (See Appendix I Disbursement Claim Form.)
- a. The Administrator will work directly with ZooCorp to ensure all required documentation to support the claim is provided, and to verify that the claim request is within approved budget limits at the line item level. Through each step in the claim process, the Administrator, Treasurer and the ZooCorp Chief Financial Officer (CFO) or designee will maintain communication by email to track the claim, anticipate and manage any problems, and minimize delays.
- 10) Payment of the claims will be processed as expeditiously as possible, within a maximum of 18 business days from receipt of a complete claim to the Administrator: four days for Administrator review, seven days for Treasurer review, three days for Board review, and up to four days for Fresno County Treasury processing and electronic funds transfer, unless extraordinary circumstances allow faster or require slower processing of the request.
- a) Requests for clarification or additional documentation may delay the review process until resolved.
  - b) Claims will be reviewed in the order received, although ZooCorp may request that claims be processed in a particular order (e.g. an Operations claim before a Capital claim).
  - c) Claims will not be reviewed concurrently; each claim will be processed to the point of Authority Board review before a subsequent claim is processed.
- 11) After review, the Administrator will notify the ZooCorp CFO, and forward the claim by email to the Treasurer for review.
- 12) The Treasurer will review the claim for accounting form to ensure disbursement is in compliance with the approved budget limits, and accounting principles generally accepted in the United States (GAAP).
- If sufficient cash is not available to pay a valid disbursement claim, the Treasurer will seek direction from the Authority at the next regularly scheduled public meeting, or specially requested meeting, by presenting the claim and a recommendation to the Authority.
- 13) Upon the completion of review of a claim, the Treasurer will email the claim to the Administrator for approval. The Administrator will then forward the claim to all members of the Zoo Authority Board for review and notify the Zoo Corp CFO. If a project budget included a contingency line item and contingency funds were requested for reimbursement, an explanation of the expenditure will be noted on the Disbursement Claim form.
- a. Any Authority Board member wishing to question or object to the claim must contact the Chair and Administrator, within 3 business days of the date and time of the claim email, and request a special meeting be arranged.

- b. The Chair will notify the Authority Administrator to call a meeting for discussion and approval of the claim. The special meeting called by the Chair shall be held as soon as it can be reasonably arranged for a quorum to be present at said meeting.

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

- c. If no request from a Board member for a special meeting is received by the Administrator by the expiration of the time specified in 13a above, the Administrator will then direct the Treasurer to process payment of the claim expeditiously.

14) Disbursement of Funds:

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

**III. Authority Staff Accounting Records and Reporting:**

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

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

- A. To ensure expenses for claims submitted are not also being reimbursed by a third party (such as the City of Fresno), ZooCorp must track expenses for a single project to be reimbursed by multiple entities on separate general ledger accounts (i.e., Improvements-Measure Z, separate from Improvements-City of Fresno).

<sup>6</sup> See Appendix IV, Document D

- B. At least on a monthly basis, ZooCorp shall provide a financial report including variance analysis against budget to the Authority. This report shall consist at a minimum of a Profit & Loss Statement and shall specifically identify Measure Z funded expenditures line items, and shall include explanations and details of any line item variances. ZooCorp shall have a representative at each of the Authority Board meetings who shall be prepared to answer questions from the Board and/or public related to its financial report.
- C. In accordance with Authority requests or other agreements, ZooCorp will generate reports of disbursed amounts tracking the expenditures, categories, level of expenditures, and amounts available for future spending.

**V. Additional Documentation:**

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

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

- A. ZooCorp shall provide the Authority with audited financial statements and an audit report for each fiscal year. The audit of these financial statements shall be performed by an external certified public accountant or firm (Independent Auditor) and shall be conducted in accordance with auditing standards generally accepted in the United States of America. As a specific requirement of the Authority, the audited financial statements shall disclose "separately" (on a Measure Z Tax footnote) all financial activity related to the revenue and expenditures of Measure Z funds by ZooCorp. Operations expenses should be segregated by account name, while capital project expenses should be segregated by both account name and project.
- B. ZooCorp shall also provide to the Authority with an "Independent Accountant's Report on Agreed-Upon Procedures" to be performed by ZooCorp external auditor. As part of these Agreed-Upon Procedures, the external auditor must at a minimum, perform the following procedures: (1) review all (100%) reimbursements to ZooCorp for Measure Z funded expense line items paid by "all other entities or third parties (other than the Authority)", for purposes of determining if any operating and/or capital project expenses reimbursed by the Authority (Measure Z funds) were also reimbursed by a different entity or third party, and (2) review a sample (at least 75% population coverage) of Measure Z claims submitted for operations and capital projects, to determine if Measure Z-funded expenses were accounted for separately.
- C. The audit report, related financial statements, and the "Independent Accountant's Report on Agreed-Upon Procedures" issued by the independent auditor shall be received by the Authority no later than June 30th of the year following the end of the ZooCorp fiscal year. As Authority or ZooCorp business warrants, the Authority may choose to hear the report presentation by June 30th, or at their next meeting. At least 15 days prior to the meeting, ZooCorp shall provide a copy of the audit presentation for the Authority's meeting agenda, and the Administrator will post a notice of the presentation to the Authority's website.

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

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***Inquiries of ZooCorp's Financial Position:***

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

***Inquiries Related to these Policies and Procedures:***

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



# APPENDIX

## Appendix I

### Disbursement Claim for Measure Z Funds

Please remit to:

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



\_\_\_\_ Disburse via Wire Transfer

Receiving Bank ABA# \_\_\_\_\_

ABA # \_\_\_\_\_

Account # \_\_\_\_\_

Account Title \_\_\_\_\_

Disbursement Claim #: \_\_\_\_\_ Claim Submission Date: \_\_\_\_\_

☐ Operations ☐ Capital Projects

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

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

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

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

\_\_\_\_\_  
Fresno County Zoo Authority  
Administrator/Coordinator  
Approval Signature

## Disbursement Claim for Measure Z Funds

Disbursement Claim #: \_\_\_\_\_ Claim Submission Date: \_\_\_\_\_

### Request Details

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

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

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## Appendix II

### Retention Policy

Adopted September 30, 2015

#### Purpose

This Policy provides requirements for Agreements between the Fresno's Chaffee Zoo Corporation (Zoo Corp.) and any party acting as a Construction Manager at Risk, for construction of Measure Z funded capital projects, and the process for the disbursement of Measure Z funds and release of funds in escrow when there is agreement for security deposits in lieu of retention. In carrying out this Policy, the Authority and Zoo Corp., shall comply with California Public Contract Code §7201, as applicable.

#### Definitions

1. "Agreement" shall be defined herein as an executed contract.
2. "Retention" shall be defined as the percentage of the Measure Z funds retained by the ZooCorp for security purposes relating to work to be performed on claims reimbursed for Capital Projects over \$30,000, and/or for which there is a Construction Manager at Risk. Retention shall be no less than five percent (5%). If the Authority has approved a finding by the ZooCorp, on a project by project basis, during a properly noticed and normally scheduled public hearing and prior to bid, that a project is substantially complex and therefore requires a higher retention amount, Retention may be greater than 5%, but not more than ten percent (10%).
3. "Escrow Account" shall mean an account established at a financial institution or bank by ZooCorp for purposes of depositing and holding Retention funds paid by the Authority to ZooCorp, pending disbursement, to the Construction Manager at Risk.

#### Requirements

1. ZooCorp requests for funding for construction of Capital Projects over \$30,000 (and/or for which there is a Construction Manager at Risk) shall be received for staff and Board member review at least 30 days before the Board meeting at which the funding request will be made, and shall include an Agreement stating the requirement for Retention and its terms.
2. Requests for funding for the design of Capital Projects over \$30,000 shall be received for staff and Board member review at least 30 days before the Board meeting at which the funding request will be made, and shall include an Agreement.

#### Procedures for Payment of Invoices by the Authority

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

(continued)

## **Appendix II**

*Page 2*

### ZooCorp's Deposit of Funds Received from Authority

Not later than two (2) business days from its receipt of funds from the Authority for reimbursement of project invoices, ZooCorp shall deposit Retention funds in the appropriate Escrow Account. Within 1 business day of deposit of funds in the Escrow Account, ZooCorp shall send proof of deposit of the funds to the Authority.

### Certification to the Authority

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

### Authority Consent to Distribution of Escrow Funds

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

## **Appendix III**

### **Measure Z Capital Projects Policy**

**Adopted June 24, 2009**

#### **Purpose**

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

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

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

OR

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

OR

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

## Appendix IV

### Referenced Documents

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

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

## 2017 Zoo Authority Adopted Meeting Calendar

<b>January</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 <b>25</b> 26 27 28 29 30 31	<b>February</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28	<b>March</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
<b>April</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 <b>26</b> 27 28 29 30	<b>May</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 <b>31</b>	<b>June</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 <b>28</b> 29 30
<b>July</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 <b>26</b> 27 28 29 30 31	<b>August</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 <b>30</b> 31	<b>September</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 <b>27</b> 28 29 30
<b>October</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 <b>25</b> 26 27 28 29 30 31	<b>November</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 <b>29</b> 30	<b>December</b> Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 <b>27</b> 28 29 30 31

### Holidays and Observances

Jan 2 New Year's Day observed  
Jan 16 Martin Luther King Day  
Feb 20 Presidents' Day  
Mar 31 Cesar Chavez Day

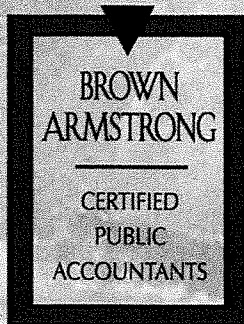
Apr 16 Easter Sunday  
May 29 Memorial Day  
Jul 4 Independence Day  
Sep 4 Labor Day

Nov 10 Veterans Day, observed  
Nov 23 Thanksgiving Day  
Nov 24 County Holiday  
Dec 25 Christmas Day



## 2018 Zoo Authority Proposed Meeting Calendar

<b>January</b>							<b>February</b>							<b>March</b>						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6					1	2	3				1	2	3	
7	8	9	10	11	12	13	4	5	6	7	8	9	10	4	5	6	7	8	9	10
14	15	16	17	18	19	20	11	12	13	14	15	16	17	11	12	13	14	15	16	17
21	22	23	24	25	26	27	18	19	20	21	22	23	24	18	19	20	21	22	23	24
28	29	30	31				25	26	27	28				25	26	27	28	29	30	31
<b>April</b>							<b>May</b>							<b>June</b>						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7			1	2	3	4	5					1	2	
8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9
15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16
22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23
29	30						27	28	29	30	31			24	25	26	27	28	29	30
<b>July</b>							<b>August</b>							<b>September</b>						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7				1	2	3	4							1
8	9	10	11	12	13	14	5	6	7	8	9	10	11	2	3	4	5	6	7	8
15	16	17	18	19	20	21	12	13	14	15	16	17	18	9	10	11	12	13	14	15
22	23	24	25	26	27	28	19	20	21	22	23	24	25	16	17	18	19	20	21	22
29	30	31					26	27	28	29	30	31		23	24	25	26	27	28	29
														30						
<b>October</b>							<b>November</b>							<b>December</b>						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6					1	2	3							1
7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8
14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22
28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29
														30	31					
<b>Holidays and Observances</b>																				
Jan 1	New Year's Day						April 1	Easter Sunday						Nov 12	Veterans Day, observed					
Jan 15	Martin Luther King Day						May 28	Memorial Day						Nov 22	Thanksgiving Day					
Feb 19	Presidents' Day						July 4	Independence Day						Nov 23	County Holiday					
Mar 30	Cesar Chavez Day, observed						Sept 3	Labor Day						Dec 25	Christmas Day					



# BROWN ARMSTRONG

*Certified Public Accountants*

To the Board of Directors  
Fresno County Zoo Authority  
Fresno, California

## **BAKERSFIELD OFFICE (MAIN OFFICE)**

4200 TRUXTUN AVENUE  
SUITE 300

BAKERSFIELD, CA 93309

TEL 661.324.4971

FAX 661.324.4997

EMAIL [info@bacpas.com](mailto:info@bacpas.com)

## **FRESNO OFFICE**

7673 N. INGRAM AVENUE  
SUITE 101

FRESNO, CA 93711

TEL 559.476.3592

FAX 559.476.3593

## **LAGUNA HILLS OFFICE**

23272 MILL CREEK DRIVE  
SUITE 255

LAGUNA HILLS, CA 92563

TEL 949.652.5422

## **STOCKTON OFFICE**

5250 CLAREMONT AVENUE  
SUITE 150

STOCKTON, CA 95207

TEL 209.451.4833

We have audited the financial statements of the governmental activities, the business-type activities, and the aggregate remaining fund information of Fresno County Zoo Authority (the Authority) for the year ended June 30, 2017. Professional standards require that we provide you with information about our responsibilities under auditing standards generally accepted in the United States of America and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated May 18, 2017. Professional standards also require that we communicate to you the following information related to our audit.

### **Significant Audit Findings**

#### *Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Authority are described in Note 1 to the financial statements. In the current year, management adopted Governmental Accounting Standards Board (GASB) Statement No. 77, *Tax Abatement Disclosures*; GASB Statement No. 78, *Pensions Provided through Certain Multiple-Employer Defined Benefit Pension Plans*; GASB Statement No. 79, *Certain External Investment Pools and Pool Participants*; GASB Statement No. 80, *Blending Requirements for Certain Component Units*; and GASB Statement No. 82, *Pension Issues – an amendment of GASB Statements No. 67, No. 68, and No. 73*. We noted no transactions entered into by the Authority during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. There were no sensitive estimates affecting the Authority's financial statements.

The financial statement disclosures are neutral, consistent, and clear.

#### *Difficulties Encountered in Performing the Audit*

We encountered no significant difficulties in dealing with management in performing and completing our audit.

#### *Corrected and Uncorrected Misstatements*

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. We did not identify any misstatements.

#### *Disagreements with Management*

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

#### *Management Representations*

We have requested certain representations from management that are included in the management representation letter dated October 27, 2017.

#### *Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Authority's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

#### *Other Audit Findings or Issues*

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Authority's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

#### **Other Matters**

We applied certain limited procedures to management's discussion and budgetary comparison information, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

#### **Restriction on Use**

This information is intended solely for the information and use of the Board of Directors and management of the Fresno County Zoo Authority and is not intended to be, and should not be, used by anyone other than these specified parties.

BROWN ARMSTRONG  
ACCOUNTANCY CORPORATION

*Brown Armstrong*  
*Accountancy Corporation*

Bakersfield, California  
October 27, 2017



894 West Belmont Avenue

*Fresno's Chaffee Zoo Corporation*



Fresno, California 93728

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**FRESNO'S CHAFFEE ZOO CORPORATION**

**Agenda for the Nominating Committee Meeting of the Board of Directors  
Wednesday, September 20, 2017 at 4:00 pm  
Fresno Chaffee Zoo Education Building**

1. Call to order 4:00 pm
2. Roll Call: Directors Richards, Nokes, Saladino, Valentino, Vacant, CEO-Barton
3. Chair Report.
4. Review, Discuss and Consider Board Nominations.
5. New Business
  - A) Schedule Next Meeting Date
6. Public Comment.

This time is set-aside for the public to comment on any item within the jurisdiction of the Board, but not appearing on the agenda. Items presented under public comment may not be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public is invited to comment at the time the item is called for consideration by the Board. Any person addressing the Board under public comment will be limited to a 3-minute presentation to insure that all interested parties have an opportunity to speak. Please state your name.
7. Nominating Committee questions and comments.
8. Adjournment.



894 West Belmont Avenue

*Fresno's Chaffee Zoo Corporation*



Fresno, California 93728

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**FRESNO'S CHAFFEE ZOO CORPORATION**

**Agenda for the Finance Committee Meeting of the Board of Directors  
Wednesday, September 20, 2017 at 5:00 pm  
Fresno Chaffee Zoo Education Building**

1. Call to order 5:00 pm
2. Roll Call: Directors Saladino, Dougherty, Rainwater, Valentino, Dr. Chen, CEO-Barton
3. Review, Discuss and Consider minutes from the July 19, 2017 meeting.
4. Chair Report.
5. CEO Report.
  - A) Ideas to increase revenue for 2018
6. Review, Discuss and Consider 2017 August Financial Statement.
7. Review, Discuss and Consider Project Contingency Report:
8. Review, Discuss and Consider Asia Project:
9. Review, Discuss and Consider Belmont Temporary Parking Lot:
10. Review, Discuss and Consider Warthog Construction:
11. Old Business
  - A) Playland/Storyland Discussion - J. Valentino
  - B) Investment Review Study - Dr. Chen/J. Valentino
12. New Business
  - A) Next meeting: October 25, 2017
13. Public Comment.

This time is set-aside for the public to comment on any item within the jurisdiction of the Board, but not appearing on the agenda. Items presented under public comment may not be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public is invited to comment at the time the item is called for consideration by the Board. Any person addressing the Board under public comment will be limited to a 3-minute presentation to insure that all interested parties have an opportunity to speak. Please state your name.
14. Finance Committee questions and comments.
15. Adjournment.



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**FRESNO'S CHAFFEE ZOO CORPORATION**

**Agenda for the Meeting of the Board of Directors**

**Wednesday, September 20, 2017 6:00 pm**

**Fresno Chaffee Zoo Education Building - Fresno, CA**

1. Call to order – 6:00 p.m.:
2. Roll Call:
3. Review, Discuss and Consider July 19, 2017 Minutes:
4. Chair Report:
5. CEO Report:
6. Presentation from Zoo Operations Officer, Lisa Condoian
7. Presentation from Deputy Director, Amos Morris
  - African Elephant Update
8. Review, Discuss and Consider Standing and Ad Hoc Committee Reports and/or Action Items:
  - a. Audit
  - b. Bylaws
  - c. Nominating
  - d. Finance
9. Review, Discuss and Consider August 2017 Financial Report:
10. Review, Discuss and Consider Project Contingency Report:
11. Review, Discuss and Consider Asia Project:
12. Review, Discuss and Consider Belmont Temporary Parking Lot:
13. Review, Discuss and Consider Warthog Construction:
14. Review, Discuss and Consider Authorizing new CFO and Deputy Director as Signatories of the FCZ Corporation:
15. New Business:
  - Confirm November 15, 2017 Board Meeting
16. **Public Comment:**

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17. Board questions and comments:
18. Adjournment:



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**FRESNO'S CHAFFEE ZOO CORPORATION**

**Agenda for the Finance Committee Meeting of the Board of Directors  
Wednesday, October 25, 2017 at 4:00 pm  
Fresno Chaffee Zoo Education Building**

1. Call to order 4:00 pm
2. Roll Call: Directors Saladino, Dougherty, Rainwater, Valentino, Dr. Chen, CEO-Barton
3. Review, Discuss and Consider minutes from the September 20, 2017 meeting.
4. Presentation from Regency on 3<sup>rd</sup> Quarter Investment Results.
5. Chair Report.
6. Review, Discuss and Consider 2017 September Financial Statement.
7. Review, Discuss and Consider 2018 Budget
8. New Business
  - A) Next meeting: November 15, 2017
9. Public Comment.

This time is set-aside for the public to comment on any item within the jurisdiction of the Board, but not appearing on the agenda. Items presented under public comment may not be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public is invited to comment at the time the item is called for consideration by the Board. Any person addressing the Board under public comment will be limited to a 3-minute presentation to insure that all interested parties have an opportunity to speak. Please state your name.
10. Finance Committee questions and comments.
11. Adjournment.



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*Fresno's Chaffee Zoo Corporation*



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**FRESNO'S CHAFFEE ZOO CORPORATION**

**Agenda for the Finance Committee Meeting of the Board of Directors  
Wednesday, November 15, 2017 at 4:00 pm  
Fresno Chaffee Zoo Education Building**

1. Call to order 4:00 pm
2. Roll Call: Directors Saladino, Dougherty, Rainwater, Valentino, Dr. Chen, CEO-Barton, CFO-Treatch
3. Review, Discuss and Consider minutes from the October 25, 2017 meeting.
4. Chair Report.
5. Review, Discuss and Consider 2017 October Financial Statement.
6. Review, Discuss and Consider 2018 Budget.
7. Review, Discuss, and Consider 2018 Budget Submission Timeline.
8. Review, Discuss, and Consider Wilderness Falls Contingency List.
9. Review, Discuss, and Consider 2018 Finance Committee Meeting Dates.
10. Old Business
  - A) Investment Study/Policy Update
11. New Business
12. Public Comment.

This time is set-aside for the public to comment on any item within the jurisdiction of the Board, but not appearing on the agenda. Items presented under public comment may not be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public is invited to comment at the time the item is called for consideration by the Board. Any person addressing the Board under public comment will be limited to a 3-minute presentation to insure that all interested parties have an opportunity to speak. Please state your name.
13. Finance Committee questions and comments.
14. Adjournment.





*Fresno's Chaffee Zoo Corporation*



894 West Belmont Avenue

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**FRESNO'S CHAFFEE ZOO CORPORATION**

**Agenda for the Meeting of the Board of Directors**

**Wednesday, November 15, 2017 5:30 pm**

**Fresno Chaffee Zoo Education Building - Fresno, CA**

1. Call to order – 5:30 p.m.:
2. Roll Call:
3. Review, Discuss and Consider September 20, 2017 Minutes:
4. Chair Report:
5. CEO Report:
6. Presentation from Baker Peterson & Franklin CPA
  - 401k Audit Report
7. Presentation from Zoo Operations Officer, Lisa Condoian
8. Presentation from Playland/Storyland
9. Review, Discuss and Consider Standing and Ad Hoc Committee Reports and/or Action Items:
  - a. Audit
  - b. Bylaws
  - c. Nominating
  - d. Finance
  - e. 401k
10. Review, Discuss and Consider October 2017 Financial Report:
11. Review, Discuss and Consider Project Contingency Report:
12. Review, Discuss and Consider Belmont Temporary Parking:
13. Review, Discuss and Consider 2018 Budget:
14. Review, Discuss and Consider 2018 Board Meeting Dates:
15. New Business:
16. Old Business:
17. Closed Session: Conference with Real Property Negotiators:

Property: 705 W. Belmont, Fresno, CA  
ZooCorp Negotiators: John Valentino, Tom Richards, Dirk Poeschel  
Negotiating Party: Mohamed Nassr Trustee Abdula Nabeel Ali  
Under negotiation: Price and terms of payment
18. **Public Comment:**

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# *Fresno's Chaffee Zoo Corporation*



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the public is invited to comment at the time the item is called for consideration by the Board.  
Any person addressing the Board under public comment will be limited to a 3-minute presentation  
to insure that all interested parties have an opportunity to speak. Please state your name.

**19. Board questions and comments:**

**20. Adjournment:**