



FRESNO'S CHAFFEE ZOO CORPORATION  
**BOARD OF DIRECTORS MEETING**  
*AGENDA*

THURSDAY, MARCH 10, 2022 5:30 PM

zoom.com <https://us06web.zoom.us/j/81181071865?pwd=c09CR1g3YVVXTmZXNmYzRWMvRFewUT09>  
Meeting ID 811 8107 1865 Passcode 380548

**Directors Present**

Mr. Oliver Baines  
Ms. Laura Clark  
Dr. Ed Gonzalez, Vice Chair  
Ms. Wilma Tom Hashimoto  
Mr. Babatunde Ilori  
Mr. Kyle Kirkland, Chair  
Mr. Ethan Smith  
Ms. Julie Vance, Secretary

**Directors Absent**

Mr. Rion Morgenstern, Treasurer  
Mr. Ross Parnagian  
Ms. Emilia Reyes

**Advisors Present**

Mr. Jon Forrest Dohlin, Chief Executive Officer  
Mr. Doug Larsen, Fishman, Larsen & Callister  
Ms. Patty McLane, Docent President

**Zoo Staff Present**

Ms. Nora Crow, Chief Financial Officer  
Mr. Steven Gonzales-Warkentin, Chief of Staff  
Ms. Laura Martina, Chief People Officer  
Dr. Shannon Nodolf, Chief Veterinarian  
Mr. Terry Skoda, Chief Development Officer  
Mr. Dean Watanabe, Chief Mission Officer

**Item 01: Call to Order & Roll Call**

Mr. Kirkland called the meeting to order at 5:33 PM. Mr. Gonzales-Warkentin took roll and established that a quorum was present. The Board then proceeded with business.

**Item 02: Public Comment**

Mr. Kirkland asked if any members of the public wished to offer comment on items outside the evening's agenda. With no public comments offered, he proceeded with the meeting.



**Item 03: Approve Minutes**

Mr. Kirkland called the Director’s attention to the draft minutes from the January 6, 2022 Board meeting and asked if the members had additions or revisions. With none offered, Ms. Hashimoto made a motion to accept the minutes as presented and Dr. Gonzalez seconded. The motion passed unanimously.

**Item 04: Chair Report**

Mr. Kirkland stated that he had no specific comments to offer at this time.

**Item 05: CEO Report**

Mr. Dohlin gave an update on current construction projects stating that the Zooplex was on target for an opening in April. He added that the Zoo recently held its first ever Black History Month celebration featuring local Black artists sponsored by Golden Charter Academy and SSA Group and that the event was well-attended and well-received. Mr. Dohlin also said that the Zoo recently signed a memorandum of understanding with Fresno State focused on building partnerships between the organizations.

Mr. Dohlin then stated that he and Zoo Authority Board Chair, Michelle Roman, presented a request to the County Board of Supervisors that the renewal/extension of Measure Z be placed on the June 2022 ballot. He reported that the Supervisors voted unanimously in favor of the request and praised the Zoo’s work with Measure Z funds.

Mr. Dohlin then stated that the Zoo was completing its Purpose Planning process and would present the Strategic, Business and Master plans at the next Board meeting. Mr. Dohlin also stated that the Zoo was reviewing a proposal to incorporate Playland into the Zoo’s existing footprint. Finally, Mr. Dohlin stated that the Zoo’s attendance for January and February were the best in the Zoo’s history.

Mr. Dohlin then asked Ms. Martina to report on the Employee Engagement Survey. Ms. Martina stated that the Zoo had engaged Global Aspect, a company that performs similar surveys at zoos and aquariums throughout the United States. She said that staff and docents were asked to complete the survey, resulting in 85% participation. Ms. Martina stated that the overall feedback was positive and added that Fresno Chaffee Zoo’s ratings identified guest satisfaction and employee engagement in the meaningful work as top priorities. Ms. Martina concluded that communication and employee recognition were identified as areas of opportunity.

**Item 06: Approve Finance Committee Items**

Mr. Crow gave a brief overview of the year-to-date financials through December 2021. Mr. Kirkland stated that the Finance Committee had approved recommending the financial report to the Board for approval. After discussion, Mr. Baines made a motion to approve the year-to-date financial report and Ms. Vance seconded. The motion passed unanimously.

**Item 07: Approve Revised Investment Policy Statement**

Ms. Crow then introduced suggested revisions to the Zoo’s Investment Policy Statement for consideration and stated that the previous version of the Investment Policy Statement was adopted by the Board in 2018. She reviewed the proposed changes, specifically the added “Fund Purpose” section



outlining the purpose of the Zoo's various funds, and highlighted the addition of requiring a request for proposals for investment management services every five years. Mr. Kirkland stated that the Finance Committee discussed the policy at length and recommended that the Board approve the policy change.

After discussion, Dr. Gonzalez made the motion to accept the revised Investment Policy Statement as presented, and Mr. Baines seconded. The motion passed unanimously.

**Item 08: Approve Treasury Management Policy Statement**

Ms. Crow then presented a proposed Treasury Management Policy and stated that, if adopted, this proposed policy would allow management and the Finance Committee to manage the Zoo's cash flow more effectively. She explained that this policy provides authorization for management to utilize the margin line to supplement cash flow and repay the margin line as needed and make treasury management decisions. Mr. Kirkland stated that the Finance Committee approved recommending the policy to the Board for approval.

After discussion, Ms. Clark made the motion to accept the Treasury Management Policy Statement as presented and Ms. Hashimoto seconded. The motion passed unanimously.

**Item 09: Approve Allocation of Excess Cash Holdings**

Ms. Crow informed the Board that the Zoo holds excess cash in non-interest bearing/minimal interest-bearing accounts and proposed investing the excess cash in the Board Designated Endowment account. Mr. Kirkland stated that the Finance Committee approved recommending this item to the Board.

Mr. Smith made a motion to approve the allocation of excess cash holding as presented, and Ms. Vance seconded. The motion passed unanimously.

**Item 10: Receive Development Report**

Mr. Skoda reported that this year the Zoo has raised \$700,000 for the endowment and stated that membership and events sales were trending above budget. He reminded the Board that there were naming opportunities available for Kingdoms of Asia and asked that the Board forward names of potential donors.

**Item 11: Old Business**

Mr. Kirkland then asked if anyone had any old business to discuss. None was presented.

**Item 12: New Business**

Mr. Kirkland asked if anyone had any new business to discuss. Dr. Gonzalez asked for an update on Golden Charter Academy to be presented at the June Board Meeting.

**Item 13: Closed Session**

At 6:21 PM Mr. Kirkland announced that "Pursuant to Government Code 54957(b) the Board will go into closed session to discuss and evaluate the performance of the CEO. At the request of the Board, Mr.



Larsen was asked to stay for the closed session. The public was asked to leave the meeting and the Board met in private.

At approximately 7:34 PM, the Board returned from closed session. Mr. Kirkland announced “we are again in open session. We met and evaluated the performance of the CEO.”

**Item 14: CEO Compensation**

Mr. Kirkland stated that the Compensation Committee reviewed Mr. Dohlin’s accomplishments over the previous year and concluded that he had exceeded the Board’s performance expectations. Mr. Kirkland stated that the Committee reviewed comparable salary data from other zoos and non-profits and recommended paying Mr. Dohlin the 20% performance bonus referenced in his offer letter .

After discussion, Ms. Clark made a motion to approve the payment of the 20% performance bonus and Mr. Gonzalez seconded. The motion passed unanimously.

With no further business offered, Mr. Kirkland adjourned the meeting at 7:53 PM.