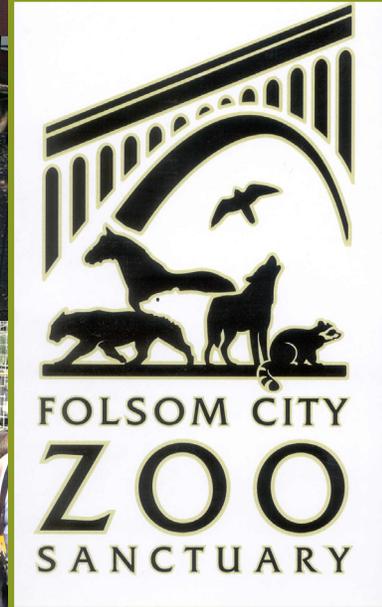


*Teaching Responsible Behavior Toward All Animals.*



# Folsom City Zoo Sanctuary Master Plan

CITY OF FOLSOM PARKS & RECREATION DEPARTMENT

Updated February 27, 2007

## Acknowledgements

*The following persons and organizations were involved in the development of this Master Plan:*

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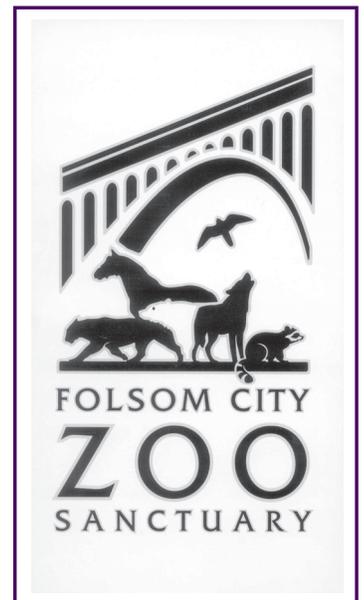
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## Introduction

This Master Plan combines a variety of ideas, goals, principles and dreams into a tangible and functional document. The plan identifies specific objectives, establishes priorities, and provides general guidelines for future development, renovation and enhancement of the Zoo Sanctuary grounds. Since every change has an effect on the zoo as a whole, a major purpose of this plan is to see that all new improvements are consistent with long-range objectives. The concepts presented herein are not intended as detailed “blueprints” for construction; rather, they lay a basic foundation upon which to build. This Master Plan will be reviewed periodically in order to stay up-to-date with the changing needs of the growing Folsom community. ❖



An orphaned hummingbird baby receives a meal of nectar.



Orinoco, a squirrel monkey, was just two weeks old when he arrived at the zoo in 1997 from a local research facility. He was turned over to the zoo's care since he'd been rejected at birth by his mother.



Mel, the zoo's Whites Dumpy Tree Frog, is native to Australia.

## Background

The creation of the Folsom City Zoo Sanctuary [FCZS] was largely due to the efforts of Gordon Brong, Folsom's Superintendent of Parks in the late 1950's. The zoo began when a ranger from the State Department of Fish and Game brought an injured deer to Gordon's home at City Park. A second injured deer soon joined the first, and City Park's reputation as a haven for injured wildlife was established.

The zoo's collection expanded in response to a growing desire and the need for adequate facilities became urgent. The City, local service clubs and private donors joined in a community effort and in 1963, the Folsom City Zoo opened on a two acre site at its current location in Folsom City Lion's Park. Under Gordon's direction, the animal collection continued to grow in population and diversity of species, until his retirement in January 1982.

After Gordon retired, an immediate priority for new Head Keeper, Terry Jenkins, was to revitalize the zoo facility and its operation, as well as to reevaluate, formalize and institutionalize the existing philosophy. Under her direction, a comprehensive improvement program began with help from the Friends of the Folsom Zoo Sanctuary (Friends). Friends is a non-profit support organization founded in 1981. The need for a Master Plan became apparent as the City and the Friends began to coordinate their efforts.

The first master plan, an "in-house" effort, was adopted in 1984. It was revisited in 1987 to expand some of the initial design concepts and to guide development of



Gordon Brong, Folsom's Superintendent of Parks, and Jerry, one of the early Folsom Zoo residents.

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additional land designated for the zoo in 1984. The next master plan update was completed in 1992. The updated master plan articulated in this current document will guide the zoo for the next five to ten years.

The word “Sanctuary” was added to the zoo’s name in 2002. The purpose of this addition was to illustrate and solidify to the public and our potential donor base the lifetime commitment that is made to FCZS animals.

Today the zoo is recognized as one of the City’s finest resources and a local/regional tourist attraction. ❖



Black bear Fisher was deemed a public safety risk as a result of learning to take food from people as a cub. He came to live at the zoo in December 1992.

The National Park Service occasionally called upon Fisher to test “bear-proof” food cannisters intended for U.S. parks and campgrounds.



Red fox Jasper and his three littermates were deemed “surplus” by the entertainment industry. They found refuge at the zoo in 2001.



Mountain lion Juniper and her brother, Bristlecone, came to the zoo in 1990 as orphaned kittens.

## FCZS Accomplishments 2003-2007

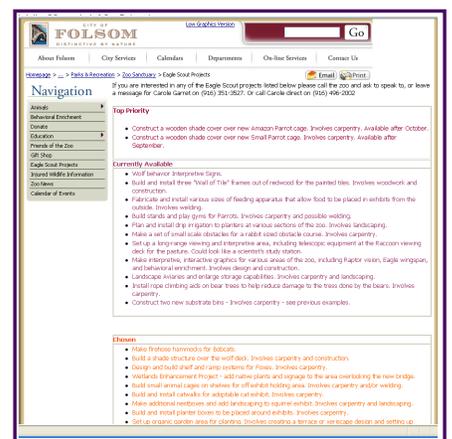
In the last five years, significant progress and changes occurred at the zoo. Since January 2003, the zoo has made substantial progress in the areas of marketing, staff development, enrichment, special events, construction projects, technology, volunteer programs and animal care.

Specific examples include:

1. Launched zoo website: [www.folsomzoo.com](http://www.folsomzoo.com) on the City's web page.
2. Hosted 40<sup>th</sup> Birthday Celebration (largest single day attendance ever in zoo history).
3. Took over operation of the gift shop from the Friends. Updated inventory and improved operation with all revenue going to the General Fund.
4. Bear Exhibit Phase 2 ribbon cutting and holiday party for the animals.
5. Rescue Me Event: animal adoptions and public education (2004, 2005 and 2006).
6. Tiger arrival (February 2004).
7. Macaque exhibit renovation.
8. Construction of ADA accessible ramp and bridge across the ravine to enable visitor access to the far side of the zoo.



9. Recycling program improvements including receiving recycling grants which provided containers in the zoo, partnership with Progressive Employment volunteers for recyclable goods, toner cartridge and cell phone recycling programs.
10. Won 2004 California Parks and Recreation Society (CPRS) Award of Excellence for the zoo brochure in the category: *Agency Showcase Award – Single Focus Brochure*.
11. Launched Rec Trac on July 1, 2004, which permits accurate tracking of all zoo programs, entries, revenues and donations.
12. Completely revamped zoo Eagle Scout program. Added Eagle Scout page to zoo website. Numerous Eagle Scout projects brought to fruition such as: macaque shade structure, landscaping (and drip irrigation system) both inside and outside the zoo, creating a path to the train, erecting substrate bins, retaining wall and fence around classroom, fire hose hammocks for animals, goat climbing structure, portable lockout boxes for animals, repainting propane tanks, beautifying Amazon parrot area, new pig root boxes, building great horned owl exhibit, and turning pasture sheds into barns.
13. Increased volunteer program at zoo from approximately 100 to over 250 volunteers.
14. Remodeled donated trailer into offices for three zoo staff thereby improving working conditions.
15. Acquisition of bobcat tractor and sign production machine to improve zoo efficiencies and capabilities.



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16. Commenced construction of Phase Two of the new Canid Exhibit after receiving \$250,000 from the Friends and \$172,500 from the Bosack Kruger Charitable Foundation.
17. Completion of Operations Center Master Plan.
18. Completed Friends Funded Projects: tiger exhibit enhancement, new barn owl exhibit and addition to feral cat exhibit.
19. New directional signage throughout City and within zoo.
20. Installation of visual safety/security fence slats within perimeter fencing.
21. Asphalt sealing and re-keying of entire zoo.
22. Reorganization and improvement of zoo enrichment program (behavioral and environmental).
23. Implementation of animal training program (clicker training).
24. Date with your Dog event at Rodeo Park on October 9, 2005 with 300 attendees (canine and human combined).
25. Won 2005 CPRS Professional and Service Awards *Champion of the Community* award for zoo volunteer Roberta Ratcliff.
26. Increased entry fee on July 1, 2006.
27. Hosted a workshop for the Friends through the non-profit resource center in Sacramento focused on improving communication and partnership with the zoo. ❖



## Vision Statement

Continually refine and enhance the Folsom City Zoo Sanctuary (FCZS) to improve animal health and well-being, and improve public understanding, education and enjoyment.

## Mission Statement

Teaching Responsible Behavior Toward All Animals.

## Fundamental Principles

The FCZS demonstrates a commitment to educational and interpretive concepts, exhibits and programs that stress the intrinsic worth of every animal as an individual living being, as well as a representative of a species. Additionally, the importance of preservation of ecosystems through conservation and education is included in zoo programs. Educational emphasis is placed on animals that are indigenous to the Folsom area and greater Central Valley / Sierra Nevada environment. The following Operational Values further expand on these Fundamental Principles. They are used to guide zoo staff, the public and administrators on the important points which support the zoo's mission and vision statements. ❖



Macaque monkey Darwin arrived at the zoo in June 2005 from a research facility.



Zoo Docent Dee Fitzsimmons guides a group of elementary school students through the Zoo Sanctuary.

## Operational Values

1. The FCZS shall exhibit primarily North American native species, particularly species that inhabit or have historically inhabited, the Folsom area.
2. Teaching and promoting responsible behavior toward all animals; encouraging consideration of and empathy towards the rights of animals with all animals receiving the same high standards of care and quality of habitat.
3. Protection and housing of disadvantaged animals such as rejected or confiscated wild pets, injured, surplus, or otherwise non-releasable wildlife, threatened and endangered species.
4. Interpretive and educational messages promoting wildlife rehabilitation efforts.
5. Rescue of local wildlife by zoo personnel, in cooperation with government agencies and wildlife rehabilitation groups.
6. No animal shall be exhibited unless its basic requirements for physical and psychological well-being can be met. Every practical effort shall be made to enhance each animal's quality of life through enrichment and training programs.
7. Exhibit enclosures shall depict naturalistic habitats whenever practical.
8. Captive propagation of exhibit animals shall be permitted only when determined to be in the animal's best interest, as in species preservation programs or maintenance of social groups. Animals shall not be bred for the purpose of gaining publicity or attracting visitors.



Pictured at top is Tallulah, a Black-tailed deer.

Above, wolf hybrid Lincoln came to live at the zoo in 1991. A wolf hybrid is the offspring of a dog and a wolf, or the subsequent offspring.

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9. Animals may be neutered for medical reasons, to prevent reproduction, or to otherwise improve the quality of life for the neutered individual or other members of a captive group.
10. Acting in the best interests of the animals. For example: No animal shall be released, sold, transported, traded, or euthanized unless such action is determined to be in the best interests of the animal. Every exhibit animal shall be allowed to die of natural causes/old age, except where euthanasia is determined to be medically appropriate.
11. The zoo shall adhere to *Federal Animal Welfare Regulations and Operating Standards* and similar guidelines of the Association of Zoos and Aquariums (AZA), The Association of Sanctuaries (TAOS) and the Association of Sanctuaries (ASA).
12. The zoo shall provide staff members with continuing education and training in techniques of proper husbandry and safety.
13. Except for major holidays, the FCZS shall be closed on Mondays to provide a day of rest for the animals.
14. A current copy of the FCZS Vision Statement, Mission Statement, Fundamental Principles, and accompanying Operational Values of policy shall be

permanently posted in a publicly accessible, easily visible location on zoo grounds. ❖



Mountain lion Willow and black bear Tahoe engage in some serious “power-napping” while on exhibit.

## Goals / Objectives / Strategies

### Goals – Introduction

**T**he Zoo Master Plan guides all plans, programs and projects, establishing the general direction for their implementation.

The goals address six key areas of Zoo Sanctuary development and operations:

1. **Facilities:** Plan for the long-term renovation and development of zoo facilities and programs.
2. **Animal Collection:** Maintain the animal collection within the adopted financial resources of the zoo budget.
3. **Fiscal Operations:** Maximize zoo revenue while minimizing zoo operational costs.
4. **Community Involvement:** Involve the community in the implementation of the zoo master plan.
5. **Safety:** Maximize visitor, staff and animal safety.
6. **Education:** Maximize visitor educational opportunities and staff and animal training opportunities.

These goals provide the long-term operational framework and serve as the foundation of the plan. The goals are broad statements of purpose that do not provide details but give overall guidance. Objectives are more specific descriptions of the goal, while strategies provide a bridge between general goals and actual implementation of the plan. ❖

## Goal Implementation Strategies

### Goal 1.0 – Facilities

*Plan for the long-term renovation and development of zoo facilities and programs.*

#### **Objective 1.1**

**Develop tools to plan, design, implement and maintain the Zoo Sanctuary in the most efficient and cost-effective manner.**

#### **Strategies:**

- 1.1.1 Develop and regularly update the Zoo Master Plan identifying existing and future needs, and offering specific recommendations for facilities and programs over the next five years.
- 1.1.2 Update the plan regularly (at a minimum every five years).

#### **Objective 1.2**

**Provide opportunities for all patrons to view and learn about zoo animals; design exhibits to promote keeper and animal safety, animal health and well-being, and cleaning efficiency.**

#### **Strategies:**

- 1.2.1 Develop and maintain a Facility Improvement Matrix to analyze all existing exhibits, and prioritize elements of visitor experience and safety, staff safety and animal needs (Appendix I).
- 1.2.2 Annually prioritize zoo improvements based on a variety of objective and subjective criteria, including safety, operations and maintenance efficiency, aesthetics, animal health and well-being and input from the public, volunteers and staff.
- 1.2.3 Develop detailed implementation information on each recommended improvement including cost estimates and potential for environmental impacts.
- 1.2.4 Develop plans and specifications and implement priorities as financially feasible during annual budget process.
- 1.2.5 Identify opportunities for long-term facility growth and enhancement when policy direction is provided.
- 1.2.6 Update matrices every two years.

### **Objective 1.3**

**Develop and implement exhibits that minimize ongoing maintenance and operational costs.**

#### **Strategies:**

- 1.3.1 Develop and implement interactive, dynamic children's educational displays.
- 1.3.2 Develop and implement a Zoo Sanctuary Botanical Master Plan, based on native and drought tolerant plants, low water use irrigation and volunteer planting and maintenance.
- 1.3.3 Develop and implement a Zoo Sanctuary art installation plan.
- 1.3.4 Develop and implement concepts such as a fossilized "Jurassic Zoo" exhibit featuring skeletons of extinct or endangered North American native animal species.
- 1.3.5 Design and engineer mechanical equipment appropriate for the captive animal environment (i.e. pools, waterfalls, pumps, strainers).

### **Objective 1.4**

**Improve patron "creature comforts."**

#### **Strategies:**

- 1.4.1 Increase shaded viewing and resting areas.
- 1.4.2 Increase misters in patron gathering areas to mitigate summer heat.
- 1.4.3 Increase seating areas.
- 1.4.4 Analyze opportunity for development of a family restroom within the facility.
- 1.4.5 Develop a night lighting master plan and cost estimate for future implementation.

*See Facility Master Plan chapter for recommended improvements and Implementation Plan.*

## Goal 2.0 – Animal Collection

*Maintain the animal collection within the adopted financial resources of the zoo budget.*

### **Objective 2.1**

**Maximize the interest and variety of the animal collection, and maintain appropriate numbers of species in accordance with captive animal care regulations.**

#### **Strategies:**

- 2.1.1 Maintain zoo collection at 90 permanent animals plus or minus five due to animal age / health issues and transition requirements.
- 2.1.2 Identify and maintain the requisite number of animals for species exhibited to provide a healthy captive living environment, valuable public interpretive experience and the most cost effective exhibit operation feasible.

### **Objective 2.2**

**Exhibit temporary animals to increase zoo interest and attendance while not increasing the permanent collection and operational costs.**

#### **Strategies:**

- 2.2.1 Foster animals prior to them being adopted either into homes (domestics) or into other sanctuaries (exotics) (no more than 10% more animals than total zoo collection).
- 2.2.2 Display rotating public service exhibits (no more than 10% more animals than total zoo collection).



The Zoo Sanctuary's partnership with Sacramento County Animal Care & Regulation helps find forever homes for shelter cats and educates the public about the plight of stray cats.

### Goal 3.0 – Fiscal Operations

*Maximize zoo revenue while minimizing zoo operational costs.*

#### **Objective 3.1**

**Develop a coordinated marketing plan to increase Zoo Sanctuary attendance and revenue.**

##### **Strategies:**

- 3.1.1 Improve zoo directional signage in Folsom.
- 3.1.2 Enhance Zoo Sanctuary content on the City’s webpage.
- 3.1.3 Develop and distribute a zoo map at the front gate.
- 3.1.4 Conduct annual special events such as the Growl, Howl and Wine or other evening zoo events.

#### **Objective 3.2**

**Maximize Zoo Sanctuary advertising opportunities.**

##### **Strategies:**

- 3.2.1 Identify additional regional marketing and advertising opportunities similar to Folsom El Dorado Hills Style magazine and the Highway 50 reader board.
- 3.2.2 Research additional web-based advertising and partnered links to the Zoo Sanctuary.
- 3.2.3 Increase advertising at regional sites outside of Folsom (such as the airport).
- 3.2.4 Research opportunities for partnerships with regional tourism organizations.
- 3.2.5 Establish corporate partners to reciprocal audiences such as “Build a Bear.”
- 3.2.6 Provide advertised presentations inside zoo to increase customer value of entrance fee.

One of the Zoo Sanctuary ads displayed on the Hwy. 50 Reader Board.



### **Objective 3.3**

**Decrease the General Fund subsidy to the Zoo Sanctuary.**

#### **Strategies:**

- 3.3.1 Analyze the zoo entrance fee at a minimum of every other year for cost recovery and market tolerance compared to other facilities of similar size and local recreation and entertainment competitors.
- 3.3.2 Identify and pursue regional, state, federal and private funding programs for the purposes of facility enhancements or educational program improvements. Examples include education department grants, recycling grants, conservation, habitat restoration and wetland grants.
- 3.3.3 Identify and pursue other methods to fund staff (for example: education department grants to fund staff time).
- 3.3.4 Identify and implement ways to improve zoo efficiency without increasing staffing.
- 3.3.5 Increase donation opportunities for zoo visitors and sponsors (for example: alternatives to Wishing Wolf and increase Eagle Scout project donations).
- 3.3.6 Maximize opportunities for material and service donations to supplement operational costs.
- 3.3.7 Evaluate all education department programs and tours and increase fees with a goal of 125%+ cost recovery.
- 3.3.8 Identify opportunities to increase zoo annual front gate attendance during the fall slow season (for example: easy to organize zoo events such as Working Dogs and Chicken Appreciation Day).
- 3.3.9 Partner with local and Parks and Recreation Department events and programs such as the Renaissance Fair, Gourd Festival and Library programs.
- 3.3.10 Evaluate internal food and beverage serving opportunities and capacity during busy season.

## Goal 4.0 – Community Involvement

*Involve the community in the implementation of the Zoo Master Plan.*

### Objective 4.1

**Encourage public participation through coordination with City staff.**

#### Strategies:

- 4.1.1 Provide comment box and post answers to frequently asked questions (FAQ) on a regular basis.
- 4.1.2 Conduct a semi-annual customer satisfaction survey.
- 4.1.3 Establish ongoing mutual partnerships with at least one local veterinarian, animal supply store and service organization.
- 4.1.4 Partner with the Georgia Murray Library to provide educational outreach and zoo/library related programming.
- 4.1.5 Conduct focus group workshops with children and parents to develop program ideas and suggestions for modifications.

### Objective 4.2

**Increase the number of volunteers and volunteer participation.**

#### Strategies:

- 4.2.1 Develop and implement marketing materials and advertisements to attract and retain volunteers.
- 4.2.2 Update volunteer information resource booklet yearly and distribute to volunteers.
- 4.2.3 Host monthly volunteer coordination meetings, emphasizing Zoo Sanctuary mission, training, facility enhancement objectives and customer service objectives.
- 4.2.4 Provide staff representation at each open Friends of the

Zoo Sanctuary meeting.



Zoo Docent Mary (in green) introduces a young friend to Lucy, the boa constrictor, at an environmental education event.

## Goal 5.0 – Safety

*Maximize visitor, staff and animal safety.*

### Objective 5.1

**Constantly monitor and correct safety issues as they arise.**

#### Strategies:

- 5.1.1 Implement the ADA accessibility plan.
- 5.1.2 Continue to monitor zoo visitor and staff safety incidents.\*
- 5.1.3 Continue to monitor animal safety incidents.\*
- 5.1.4 Maintain CPR and first aid training for all zoo staff.
- 5.1.5 Monitor safety-related work orders and ensure critical ones are resolved within seven days, moderate ones within 21 days and minor ones within 60 days.
- 5.1.6 Continue use of browsing goats for weed abatement and fire control.
- 5.1.7 Enhance the water distribution plan to provide for increased fire safety.



Browsing goats get down to business clearing weeds and brush.

*\* Safety incidences at the zoo are an extremely rare occurrence; however, it is critical to maintain public, staff and animal safety at all times.*

### Objective 5.2

**Develop a disaster / emergency plan.**

#### Strategies:

- 5.2.1 Train staff in emergency preparedness measures in the event of a major emergency.
- 5.2.2 Train and coordinate with other internal departments such as police, fire and public works.
- 5.2.3 Train and coordinate with external agencies such as Fish and Game and US Fish and Wildlife.

## Goal 6.0 – Education

*Maximize visitor, staff and animal educational opportunities.*

### **Objective 6.1**

**Improve and increase educational opportunities.**

#### **Strategies:**

- 6.1.1 Develop a comprehensive Zoo Sanctuary educational program with programs for children and adults.
- 6.1.2 Add two educational and interactive displays annually to the zoo.
- 6.1.3 Provide continuing education for staff and volunteers annually.
- 6.1.4 Continue to improve and enhance volunteer docent program.
- 6.1.5 Develop and cohost programs that are based on established partnerships with other wildlife/animal organizations and revenue sharing.
- 6.1.6 Reach the corporate community with educational outreach and programs. (i.e. corporate outings, employee picnics, etc.)
- 6.1.7 Create programs designed to educate youth about zoological/sanctuary/wildlife professions.
- 6.1.8 Provide web-based learning opportunities annually via zoo website.
- 6.1.9 Partner with the Georgia Murray Library to conduct programs. ❖



Laughter and learning are the hallmarks of Zoo-to-You outreach presentations made by FCZS staff throughout the greater Sacramento region.

## Facility Master Plan

**T**he Facility Master Plan section proposes improvements to zoo facilities that match the goals, objectives and strategies previously delineated. The collection count is staying essentially the same. The changes predominantly reflect improved facilities for current animals and new facilities and programs to foster revenue, increase patron interest and enhance notoriety.

### Site Description

#### Location

Situated 20 miles northeast of Sacramento, the City of Folsom is 100 miles from San Francisco and about 90 miles from Lake Tahoe. The Folsom City Zoo Sanctuary is located within Folsom City Lions Park, at 403 Stafford Street.

#### Climate

Folsom enjoys a warm Mediterranean climate: clear and sunny throughout most of the year, with occasional ground fog and rain in the winter months. Brilliantly clear days are also characteristic of winter. Folsom is less arid than most parts of the Sacramento and San Joaquin Valleys, receiving approximately 24 inches of rainfall annually. Temperatures are moderate, with less daily and seasonal variation than the eastern slope of the Sierra Nevada Range, but with greater fluctuation than coastal areas to the west.

#### Topography

The zoo's topography presents a number of design challenges as well as opportunities. While the site is fairly level near the entrance, most areas vary from gently sloping hillside to steeper ravine terrain. Surface runoff flows north via a natural drainage channel in the center of the site, ultimately flowing into the American River.

#### Size

At present, approximately three acres have been developed. The zoo's total size is 5.16 acres.

## Vegetation

The undeveloped area contains native oak woodland (Blue Oak and Interior Live Oak) and riparian vegetation in a relatively natural condition. This land will be developed with great care so as to preserve the site's natural character.

## Visitor Facilities

### Parking

The Folsom City Zoo Sanctuary currently uses the parking lot located in the center of Folsom City Lions Park. Parking is generally adequate on weekdays; however, on busy weekends and during special events, the use of overflow parking at City Hall and along Stafford Street is often necessary. When the lot is



used for other events, it can greatly impact the parking situation and inhibits visitor access to the zoo. The new library will also share the parking areas. The park parking lot is being renovated as part of the FY 06/07 CIP

### Eating Areas

The outdoor education area called "The Wild Place" provides shaded tables. Larger groups may rent a covered pavilion located in Folsom City Lions Park or utilize their additional picnic tables.

### Security

Zoo facilities are protected by an alarm and an eight foot chain link fence which



surrounds the zoo per USDA requirements and is subject to inspection during annual USDA visits. At night, the zoo grounds are patrolled by livestock guarding dogs.

Zoo guard dog Harrison is a Maremma-Abruzzese, a breed of European descent known for their excellent livestock guarding skills. Here, Harrison takes a break from his duties with Black tailed deer pal Jane Doe.

## Enclosure Design

A primary factor considered in the design of animal enclosures is animal health and well-being. Other factors include safety, aesthetics, flexibility, efficient maintenance, topography, vegetation and cost effectiveness. All enclosures provide healthful, pleasing and humane environments for animal residents as well as the basic physical needs of the animals. All enclosures also meet USDA regulations and Department of Fish and Wildlife standards such as: ready access to clean drinking water and shelter from sun and inclement weather. Secure night housing and/or holding areas are also provided.

All species have additional, less obvious needs. For instance, many mammals require areas of hard surface material for hoof or pad maintenance; birds of prey must have plenty of fresh, clean air to avoid respiratory problems; some reptiles need ultraviolet light in order to ensure normal development.

Not only does enclosure design meet an animal's physical requirements, but psychological and behavioral needs are considered. Like humans, animals need opportunities for mental stimulation. Species which normally live in groups become stressed without adequate social interaction. On the other hand, most animals need retreats into which they can escape from each other or from public view. Zoo habitats are enriched whenever possible with earth, rocks, vegetation, limbs or other furnishings which encourage natural behavior.



## **Safety**

Exhibits are designed for optimum safety for visitors, keepers and animals. Properly designed keeper access doors and shift cages ensure that animals remain in confinement, even in the event of keeper oversight. Properly designed exhibit structures increase safety.

Additionally, there is always a safety fence surrounding exhibits to separate visitors from animal enclosures and a perimeter fence surrounding the entire zoo grounds.

The FCZS operates in compliance with federal and state regulations pertaining to animal welfare record keeping and concurrent operating standards for the humane care, treatment, and transportation of animals.

Because the zoo is open to the public, it holds permits through the United States Department of Agriculture (USDA), U.S. Fish and Wildlife Services and the California Department of Fish and Game. These agencies regulate wild and domestic animal health and safety and the species the zoo can house. The zoo veterinarian verifies that we meet U.S. Fish and Wildlife minimum housing standards.

## **Aesthetics**

Exhibit designs consist of aesthetically pleasing caging, avoiding (or camouflaging) the presence of manufactured, human-oriented objects and materials within animal enclosures. For instance, simulated rockwork is used to conceal architectural features, behavioral enrichment devices and reinforce the illusion of a natural habitat. Barriers made of synthetic wood and dark-colored welded wire, and glass viewing panels all help to reduce visual obstructions. Dense backdrops of native vegetation screen adjacent exhibits and prevent cross-viewing between exhibits.



### **Flexibility**

Appropriately engineered exhibits offer increased flexibility. Heavy-duty enclosures are suitable for a variety of species, an obvious benefit for a small zoo involved in animal rescue.

When possible, large exhibits can be subdivided into several smaller enclosures. This permits protection of smaller or younger animals, isolation of aggressive individuals, and gradual, controlled introductions. Each subdivided enclosure has separate access to holding facilities.

### **Topography**

The zoo's sloping terrain is vulnerable to erosion. When possible, enclosures are designed to channel animal movement across slopes. The natural topography is also taken into account when constructing exhibits. For example, wolf packs feel threatened and therefore do not thrive when viewed from above by humans. The new wolf exhibit is designed so that visitors will view wolves from below the slope of the natural hillside.

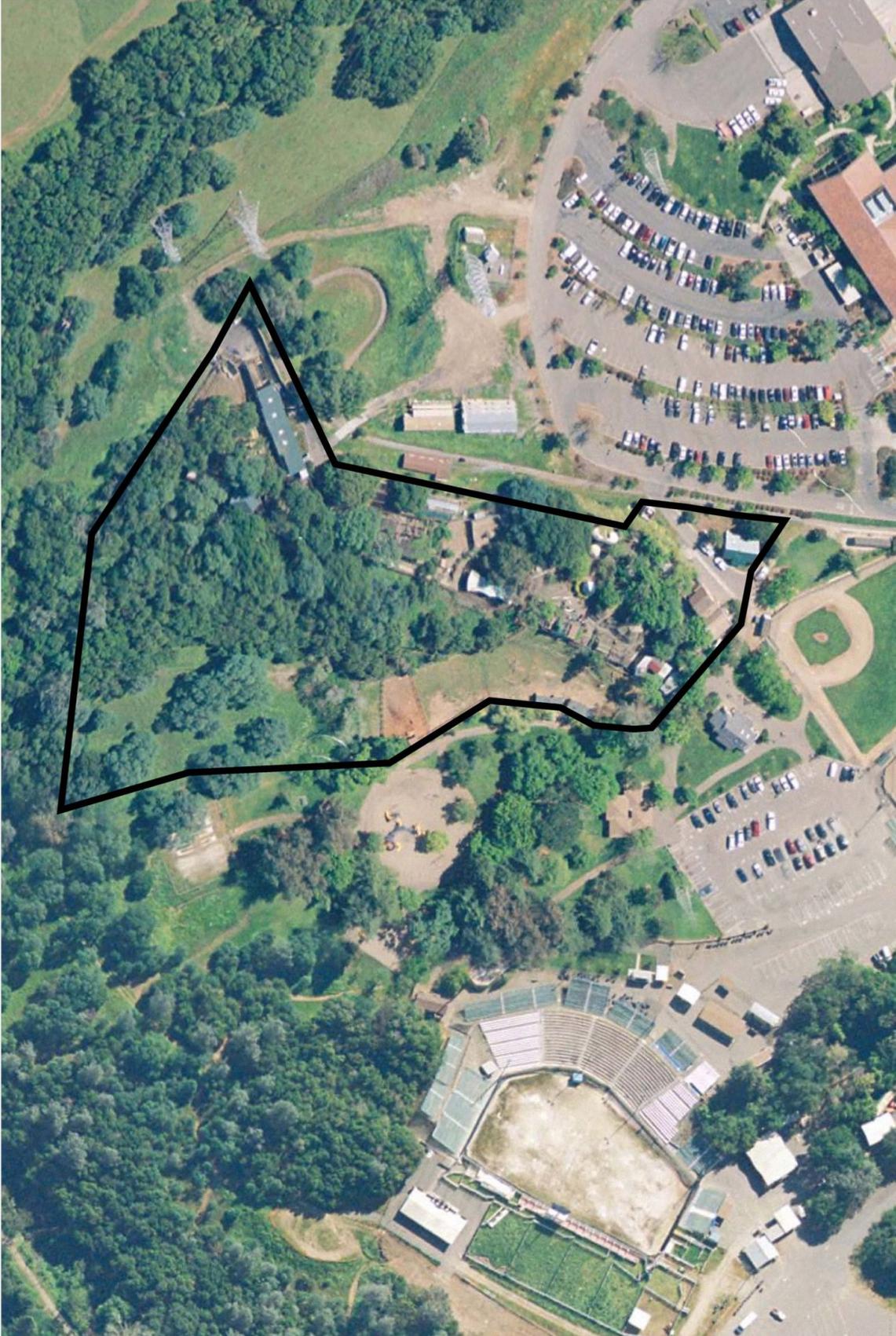
### **Vegetation**

Native oak trees are deceptively fragile and do not tolerate summer irrigation. Future planting designs utilize California natives and other drought-tolerant species in the vicinity of oaks in order to reduce the need for harmful (and expensive) irrigation.

Future development also must avoid unnecessary disturbance to soil around existing oaks, which can be seriously damaged or even killed by re-grading within their drip-lines. Concentrated animal activity frequently causes damage from soil compaction and chewing; all new enclosures must be designed to protect the trunks and root zones of oak trees.

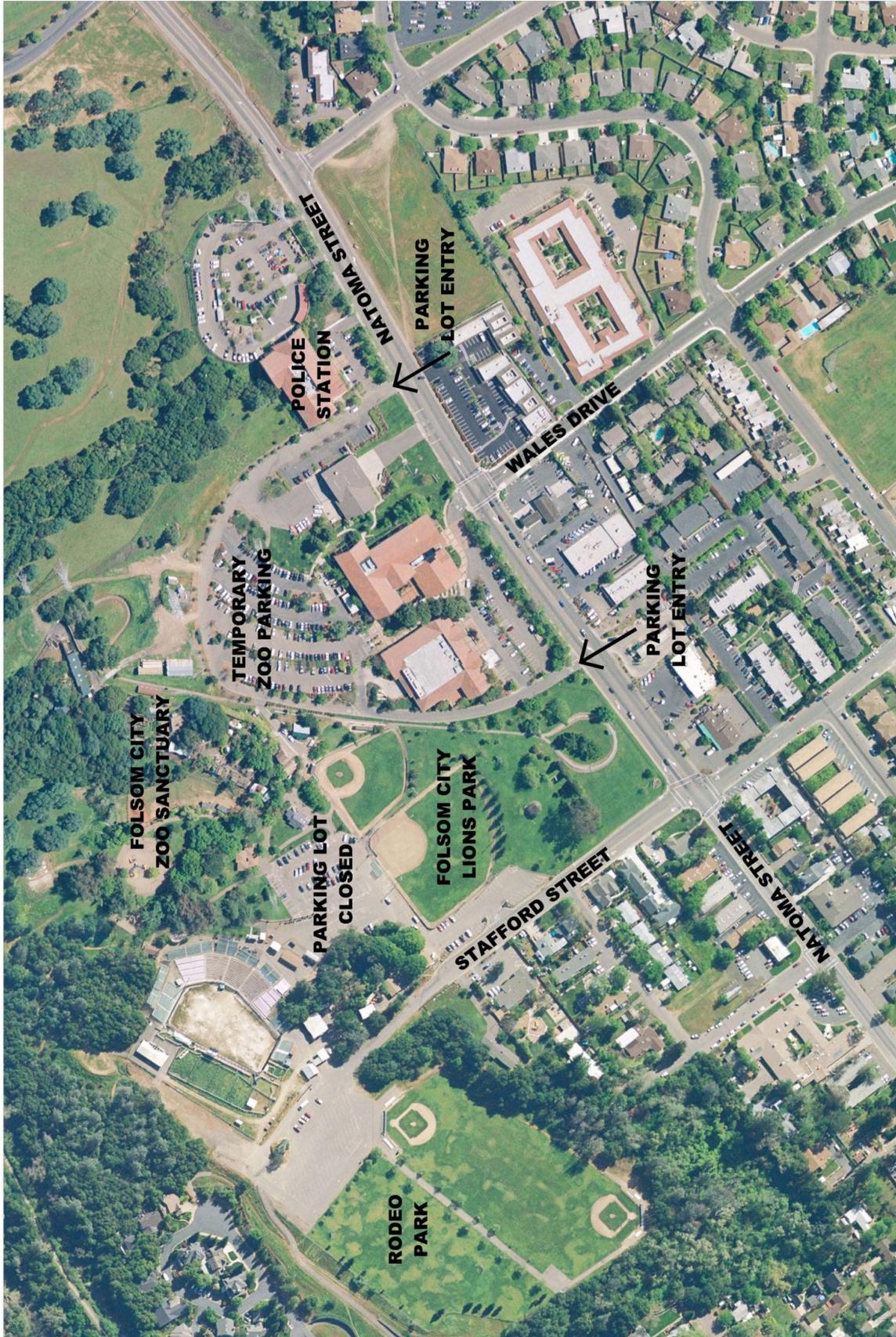
The use of plants in the zoo gives preference to native plants. While drip irrigation may be necessary to get them started, eventually natives may not need irrigation and therefore conserve water and costs and provide year round plants for viewing. ❖

# Aerial Photograph: FCZS Boundary



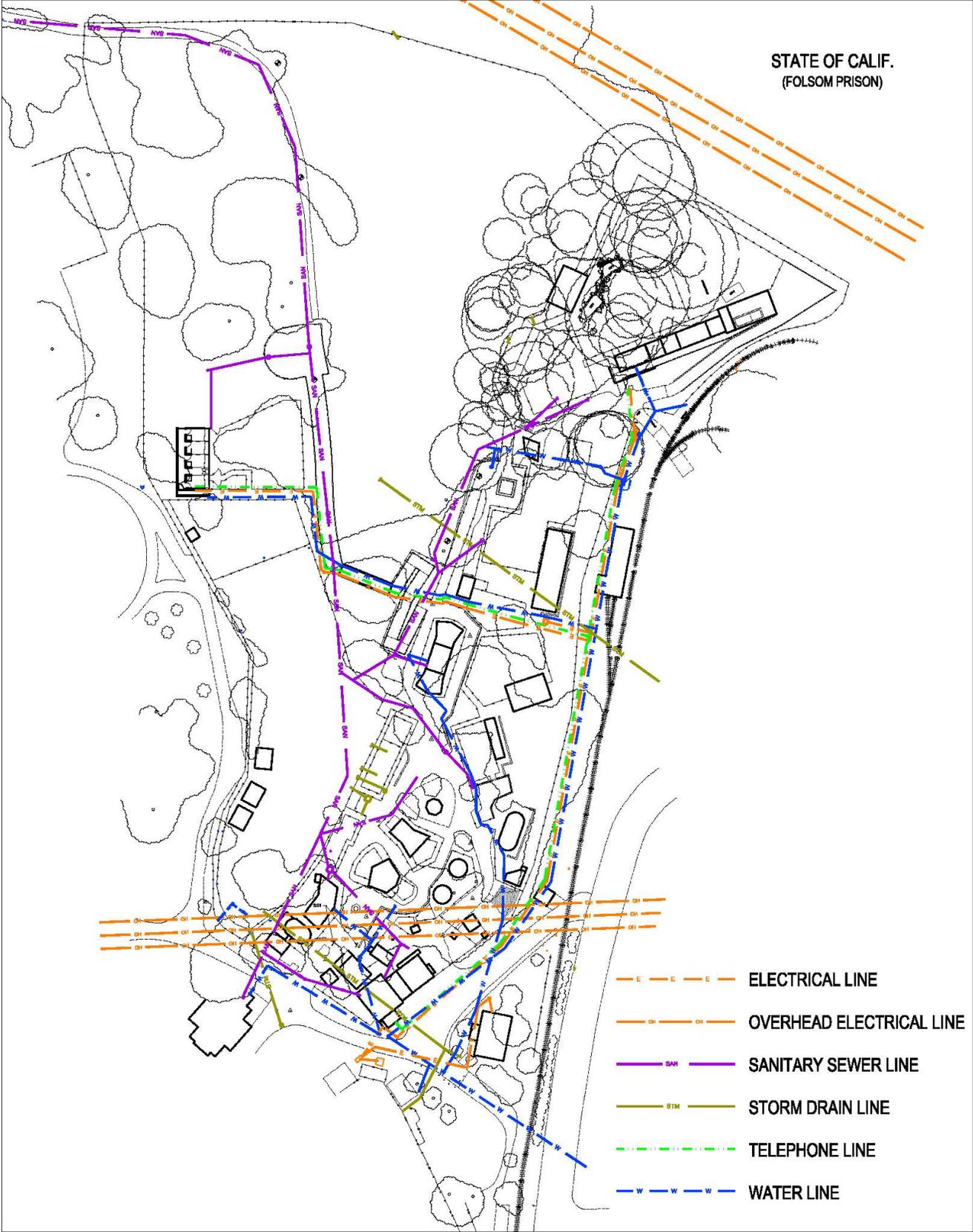
**FOLSOM CITY ZOO SANCTUARY**

# Aerial Photograph: FCZS and Surrounding Facilities



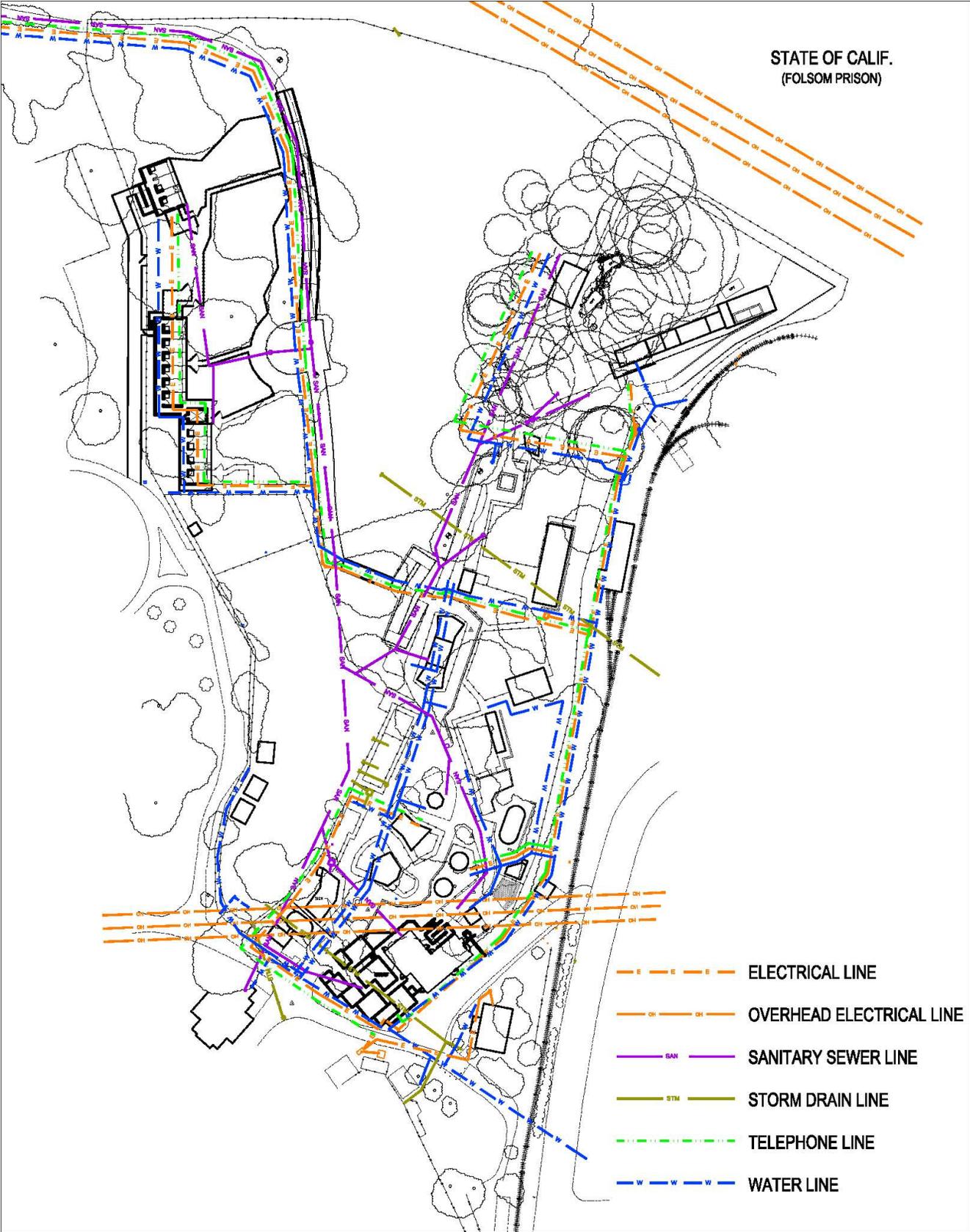
## FOLSOM CITY ZOO SANCTUARY

# Existing Utilities Plan



FOLSOM CITY ZOO SANCTUARY EXISTING UTILITIES

# Proposed Utilities Plan



FOLSOM CITY ZOO SANCTUARY PROPOSED UTILITIES

## Operations Center

The zoo's current main center of operations consists of a single small building containing administrative offices, an employee/volunteer restroom, a food preparation area, and a walk-in freezer and walk-in refrigerator. The walk-ins are used for perishable items. Non-perishable foods, as well as hay are kept in separate storage areas. Lumber, hardware and tools are kept in the garage. Holding facilities for veterinary care, isolation, medical treatment and other specialized animal care occurs in the small vet clinic.

The new operations center will consist of three separate buildings to be constructed over four development phases. The buildings will be organized in a "hacienda" concept around a central landscaped courtyard. The courtyard will be used by both zoo personnel and the general public and include a central question/answer area and information board including space for Friends of the Zoo Sanctuary information.

The current zoo operations center is 1,395 square feet. The new zoo operations center will be 5,185 square feet (*see map on following page*).

- Phase I:** This phase includes the kitchen, freezer, cold and dry storage areas, a record keeping room, emergency equipment storage, shower, changing room, mud room and laundry room.
- Phase II:** This phase consists of offices, meeting room, veterinary clinic and animal recovery area.
- Phase III:** This addition to the Phase I structure includes the ticket booth, gift shop, restroom and behavioral enrichment room.
- Phase IV:** This includes a separate building for storage and shop space. ❖

# Map – Operations Center Master Plan



**FOLSOM ZOO OPERATIONS AND ADMINISTRATION CENTER  
CONSTRUCTION PHASING PLAN**

PHASE 1		LEGEND	
	1,930 SF \$531,328	1.	TICKET BOOTH
		2.	GIFT SHOP
		3.	BEHAVIORAL ENRICHMENT
		4.	OFFICE
		5.	MEETING
		6.	RECEPTION
		7.	CLINIC
		8.	COURTYARD
		9.	KITCHEN
		10.	COLD ROOM
		11.	DRY FOOD STORAGE
		12.	FREEZER
		13.	OFFICE
		14.	MUD ROOM / LAUNDRY
		16.	SAFETY / EMERGENCY
		17.	CHANGE ROOM
		18.	LOCKERS
		19.	SHOWER / RESTROOM
		20.	ZOO RIGHT SHOP
		21.	HAY AND BEDDING STORAGE
		22.	MAIN YARD
		23.	TOILET
		24.	EXISTING CLASSROOM
		25.	ZOO ENTRANCE
		26.	25' PG&E EASEMENT
	PHASE 2 1,350 SF \$416,996		
	PHASE 3 805 SF \$269,959		
	PHASE 4 1,100 SF \$216,823		

## Wild Canid Exhibit

The remaining phases of the Wild Canid Exhibit will house wolf hybrids (Phase 2), wolves (Phase 3) and coyotes (Phase 4). It will provide covered nighthouses with heated floors in the den areas. It also includes an outdoor exhibit space and quarantine pen as an aid to preventing zoonotic contamination (see map on following page).

### The current canid exhibits provide a total square footage of:

Nighthouses – 985 sf.

Exhibit space – 3,120 sf.

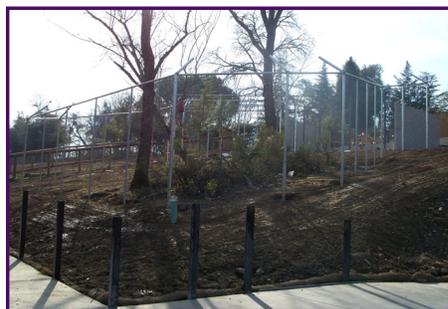
### The new canid exhibits will provide a total of:

Nighthouses – 4,275 sf.

Exhibit space: 16,000 sf. ❖



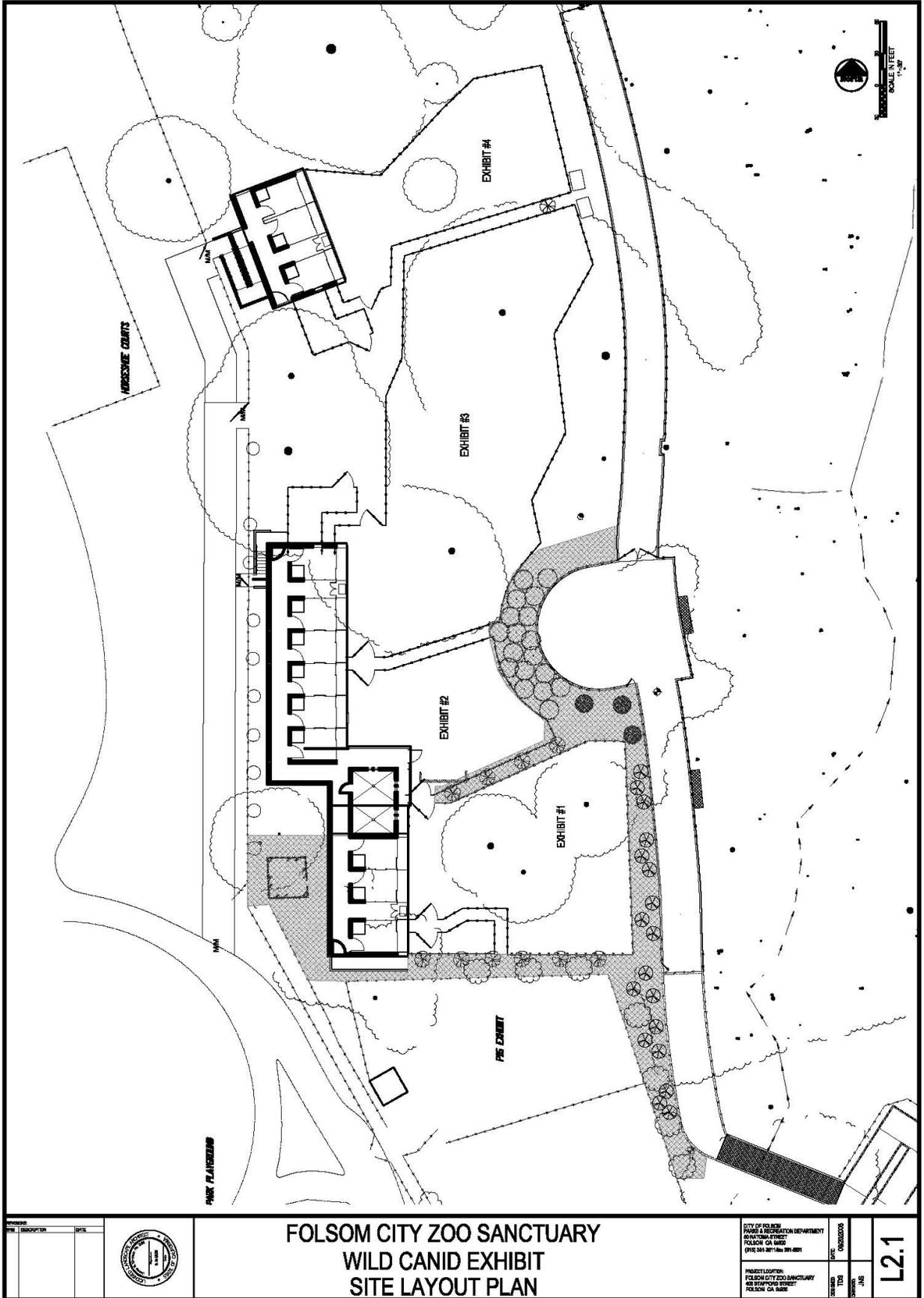
Long-time zoo volunteer Roberta Ratcliff gets up close and personal with Gray wolf Redbud.



Top left: construction on the Wild Canid Exhibit started in winter of 2006. The off-exhibit area and dens for the hybrids takes shape in this photo.

At left, a view of the Canid Exhibit from the public walkway inside the zoo.

# Wild Canid Exhibit Master Plan



# Existing and Proposed Facilities Plan



**FOLSOM CITY ZOO SANCTUARY**  
**EXISTING AND PROPOSED MASTER PLAN FACILITIES**

## Descriptions of New Facilities

The following numbers correspond to the proposed facility numbers on the map found on page 32.

### **28. Zoo Wright Shop / Vehicle Storage Area**

The original Operations Center Master Plan portrayed a Zoo Wright Shop (maintenance building) located where the current Miner's Shack is built. Instead of demolishing and rebuilding that exhibit, the maintenance shop will be relocated to the rear service area adjacent to the classroom. This is also the ideal place for bobcat tractor and gator storage.

**Estimated Cost:** \$120,000

**Priority:** Medium

**Potential Funding Options/Resources:** Zoo Trust

### **29. Small Mammals (i.e., Prairie Dogs)**

Currently, the zoo houses ferrets, which are used in outreach as a small mammal representative. Their current exhibit will be demolished when the Zoo Operations Center Phase I is constructed. The ferrets will be housed in the Education Center from then on. At that point, the zoo will research another small mammal suitable for outreach and exhibition. A small exhibit will be provided for them adjacent to the Miner's Shack. Eagle Scouts will build this exhibit.



**Estimated Cost:** \$25,000

**Priority:** Low

**Potential Funding Options/Resources:** Eagle Scouts

### **30. Interactive Art and Demonstration Garden**

Once the fox and hybrid exhibits are demolished, this area lends itself well to a demonstration garden containing butterfly and hummingbird attracting plants and various behavioral enrichment herbs. Interspersed among the plants will be interactive art to touch and explore and various seating/resting arrangements. This is not an ideal area for an animal exhibit because it is surrounded by visitor walkways on all sides.



**Estimated Cost:** \$50,000

**Priority:** Low

**Potential Funding Options/Resources:** Staff/Volunteers, Eagle Scouts, Grants

### **31. Children's Zoo Program Area**

A portion of the pasture near the front of the zoo will be graded and cross-fenced to provide a children's zoo program area. When no programs are occurring, this area will be left open for the pasture animals to utilize or used by staff to train pasture animals. During supervised program times, patrons will pay an additional fee at the front gate and enter this area through the separate pasture entrance (across from the snack bar) to spend time closer to select pasture animals.

**Estimated Cost:** \$50,000

**Priority:** Medium

**Potential Funding Options/Resources:** Eagle Scouts, Zoo Trust, Grants

### **32. Carousel**

A specialized carousel will be added to the Folsom City Lions Park Complex. The carousel will be fenced to prevent vandalism when not in use. Instead of typical carousel animals, its animals will be replicas of appropriate zoo animals. The carousel will only be used when staffed and will serve as a revenue generator for the zoo.

**Estimated Cost:** \$40,000 plus carousel cost

**Priority:** Low

**Potential Funding Options/Resources:** Grants

### **33. Rotating Public Service Exhibits**

After the tigers move, the side of the old tiger exhibit without the pools will be utilized for rotating public service exhibits. The zoo is frequently asked to temporarily foster animals for various public service agencies. As time and budgets allow, this is an efficient way to increase attendance at very little cost to the zoo and increase media focus. An example would be feral piglets in need of a temporary home for approximately a month. When not in use, the otters will have access to this side of the exhibit.

**Estimated Cost:** Low (will be handled within Operational Budget)

**Priority:** Low

**Potential Funding Options/Resources:** Eagle Scouts

### **34. River Otters**

Once the tigers vacate their current home, river otters are an ideal animal to house in their old exhibit. They are water loving and active, would benefit from the two pools and the public would enjoy watching them play. They are large bodied enough that the 2 x 4 wire mesh enclosure fencing would work for them.



However, they are also small enough that this exhibit would be a reasonable size and would not require major renovation.

**Estimated Cost:** Low (will be handled within Operational Budget)

**Priority:** Low

**Potential Funding Options/Resources:** Eagle Scouts

### **35. Jurassic Zoo**

The expansion area will display replicas of fossilized specimens of animals that were native to North America prior to extinction such as a replica Tyrannosaurus Rex skeleton and Woolly Mammoth skeleton. Other animal skeletons will be included to illustrate size comparisons. A black bear skeleton will be displayed near a grizzly bear skeleton (now extinct in California). Flying skeletons will be hung from the trees to show size comparisons of a Golden Eagle, a California Condor (nearly extinct) and flying dinosaurs such as a Pterodactyl.



These exhibits will require minimal maintenance by staff but will generate additional visitors, interest and notoriety for the zoo.

**Estimated Cost:** up to \$75,000 (can be purchased in increments)

**Priority:** Medium

**Potential Funding Options/Resources:** Grants, Zoo Trust

### **36. Outdoor Amphitheatre**

One of the main drawbacks of the current zoo architecture is that there is no location for hosting large groups in a single theatre-like location. Incorporating the farthest portion of Folsom City Lions Park will fill this need. The topography in this area lends itself well to this plan providing existing trees as a natural backdrop. This area of the park is unused and currently houses idle horseshoe pits. There are several City sites to which these pits could be relocated and better utilized such as the new Seniors and Arts Center. The amphitheatre will be flexibly fenced and gated to be utilized by zoo staff for zoo events and also by other outside users without impacting the zoo. For example, the Renaissance Faire, the Library, the Seniors and Arts Center and the Parks and Recreation Department could all utilize it for their programming.

**Estimated Cost:** \$300,000

**Priority:** Low

**Potential Funding Options/Resources:** Grants, Zoo Trust, Park Impact Fees, Parks Renovation.

### **37. Tigers**

When the zoo is nearing build out and all phases of the Wild Canid Exhibit are complete, the tigers will benefit from a new, larger home at the far end of the zoo. It will resemble the current cougar exhibit.

**Estimated Cost:** \$1,500,000

**Priority:** Low

**Potential Funding Options/**

**Resources:** Friends of the Folsom Zoo Sanctuary, Grants, Donations.



### **38. Zip Line**

The natural topography and vegetation of the expansion area depicts an ideal location for a zip line from the bear deck to the far side of the ravine. A zip line is a high quality recreational experience encompassing a birds'-eye-view of the ravine without being obtrusive. A zip line entails an anchor suspended cable traversing across a valley. Participants lock in via full-body safety harness. The



harness attaches to a wheel mechanism that travels across a cable, enabling an individual to safely control the pace and stop to see a specific area for further investigation. This activity is a long proven mode of transportation across many adverse terrains including rainforests, canyons and rock climbing. It enables spectator access to inaccessible areas. The zip line will be ADA accessible and suitable for all ages. It will be

staffed when in use and will provide a tremendous revenue opportunity for the zoo and an exciting experience for visitors.

**Estimated Cost:** \$65,000

**Priority:** Low

**Potential Funding Options/Resources:** Grants, Zoo Trust

### 39. Overnight Programming

All overnight programming presently takes place on the bear deck. A designated location for overnighters will enable small groups to have a very special experience of sleeping in pup tents in the forest, near the bears, yet still be safely supervised by staff.

**Estimated Cost:** \$27,000

**Priority:** Low

**Potential Funding Options/**

**Resources:** Grants, Zoo Trust, Volunteers and CDC Crew



### 40. Birthday Party Area

The current birthday party area is located on the bear deck. However, this keeps regular visitors from utilizing this portion of the deck during parties. The newly designated area below the bear deck just for birthday parties is ideal and still close enough to the bear exhibit for party-goers to enjoy the experience of having a party with the bears.

**Estimated Cost:** \$27,000

**Priority:** Low

**Potential Funding Options/**

**Resources:** Grants, Zoo Trust



#### **41. Restrooms**

Currently there are no public restrooms at the far end of the zoo. All patrons must exit out of the zoo completely to utilize the park restrooms. This poses a difficulty for many visitors and program attendees, particularly young children. As the zoo nears build out, it will be a priority to add additional restroom facilities.

**Estimated Cost:** \$150,000

**Priority:** Low

**Potential Funding Options/Resources:** Grants, Zoo Trust

#### **42. Non-ADA Path Connection and ADA Ramp**

The connection would be an alternate route for non-disabled zip line users to follow to return to the top of the zip line. It consists of natural, landscaped steps constructed from earth and timber. It will only be open when the zip line is staffed.

**Estimated Cost:** \$313,000

**Priority:** Low

**Potential Funding Options/Resources:** Staff/Volunteers, Eagle Scouts, CDBG funds ❖



Future sight of the non-ADA path connection and ADA ramp (referenced in #42 above).

## List of Facility Improvement Matrices

(Current exhibits and areas as of February 2007)

The exhibit matrix (Appendix I) reflects a comprehensive evaluation of exhibit needs. A matrix was completed for each of the zoos current exhibits and non-exhibit areas as listed below. As new issues occur, they will be reevaluated against existing matrices. These matrices are a living, working portion of this plan and will be updated regularly. Cost estimates reflect current 2007 prices. Numbers in columns reflect the level of improvement.

Number 1 represents “Minor improvements” which consist of improvements under \$1,000 and will be handled within the zoo operating budget.

Number 2 represents “Moderate improvements” which are improvements from \$1,001 to 5,000.

Number 3 represents “Major improvements” which are \$5,001 and above.

Abbreviations used:

Vol = Volunteers

TW = Trades Workers

O & M = Operations and Maintenance

### Sample Exhibit Matrix

Eagles	Potential Funding Options/Resources			Comments	Survival/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
	1	2	3							
<b>Visitor Area</b>										
Safety	X			Remove walkway rocks.	X					
Viewing Space	X			Lengthen eagle exhibit near squirrel side over current keeper walkway; use panels from hawks.	X			X		
Viewing Space		X		Adjust fence line to allow for keeper walkway behind squirrels instead.				X		\$ 4,500.00
Educational Signage	X			Update signage.	X					
Aesthetics	X			Add landscaping.		X				
Interaction Possibilities	X			Add wingspan display for children to compare with their arms.		X				
Miscellaneous										
<b>Keeper Area</b>										
Safety		X		Concrete back area behind exhibit.				X		\$ 2,500.00
Work Space	X			Re-route pool drain.				X		
Ease of Cleaning										
Aesthetics	X			Include in landscaping project: protective vines.		X				
Storage	X			Enlarge storage cabinet.		X				
Miscellaneous										
<b>Animal Area</b>										
Safety										
Living Space										
Enrichment Opportunities										
Other Specialized Needs	X			Add perches, especially for Cirrus.	X					
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence										
Keeper Safety Area	X			Add one.	X					
Night house	X			Provide hide area.				X		
Landscape	X			Include in landscaping project: plants inside exhibit.		X				
Miscellaneous	X			Add vines on trellis as visual barrier between eagles/squirrels.		X				
										Total \$ 7,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed  
Vol = Volunteers, TW = Trades Workers, O&M = Operations & Maintenance

### **Animal Exhibit Areas:**

Animals are grouped into manageable units defined as exhibit areas. For example, the classroom is considered one unit; however, the animals are caged separately in small enclosures within the same room.

- Amazon Parrots
- Aviaries: Ravens, Red-Tailed Hawks
- Barn Owl
- Bear
- Bobcats
- Classroom: Ball Python, Madagascar Hissing Cockroaches, Frog, Rosy Boa, Skink, Tarantula, Ferrets
- Cougars
- Coyotes
- Eagles
- Feral Cats
- Foxes
- Great Horned Owl
- Macaques
- Macaws
- Miner's Shack: Raccoon and Ringtail Cat
- Pasture: Horse, Sheep, Goat, Feral Pigs, Deer, Guard Dogs
- Rabbits/Chickens
- Raccoons
- Small Parrots
- Squirrel Monkeys
- Squirrels
- Tigers
- Wolf Hybrids
- Wolves

### **Non-Exhibit Areas:**

- Bear Viewing Deck
- "Bobcat" Viewing Deck for Pasture Animals
- Front Entry
- Quarantine/Isolation Area
- "Raccoon" Viewing Deck for Pasture Animals
- Visitor Walkways
- Wild Place Picnic Area
- Wolf Deck ❖



## **Implementation Plan**

### **Large Projects:**

The number one priority project at the zoo is the construction of Phase One of the Zoo Operations Center. The remaining phases of the Zoo Operations Center and the remaining phases of the Canid Exhibit cannot be built until additional funds are acquired.

### **Small Projects:**

Due to the changing nature of zoo projects and needs, projects are prioritized yearly during the annual budget process as donations and zoo trust funds become available. The following spreadsheet (page 44) lists proposed projects for the next three fiscal years. In the FY 07/08 budget document, available zoo trust funds (approximately \$125,000) will be spent on top priorities off of the matrices and other ongoing priorities. By FY 09/10, some of the new facilities will begin to be implemented. Portions of the ADA retrofit plan will be budgeted yearly from Community Development Block Grant funds.

### **Priorities are established based on:**

1. Safety – public (1), keepers (2) and animals (3)
2. Efficiency / Ability to decrease operational costs
3. Revenue Enhancement
4. Aesthetics
5. Convenience

Projects will continue to be selected yearly during the budget process based on the priorities above for small projects that fit within zoo trust parameters. As greater funds become available such as through grants, donations and bequeaths, larger projects will be reprioritized based on available funds, zoo needs and unique opportunities that arise. These priorities include renovation, enhancement and future development.

### **ADA Plan**

The terrain and vegetation of the FCZS create an attractive environment to spend time interacting with the animal residents. This unfortunately is also very restrictive on the location of exhibits and walkways. A majority of the existing zoo exhibits and visitor areas were developed before the passage of the Americans with Disabilities Act (ADA) in 1990. Arthur Tam & Associates (HY Architects) were retained to conduct an ADA assessment of the existing facilities, prepare conceptual plans to bring existing facilities into compliance, and construction cost estimates. An ADA Compliance Survey was completed in August 2006. Appendix II lists the preliminary cost estimates of the improvements required for compliance with the Americans with Disabilities Act.

### **Utilities: Water, Electricity, and Fire Control**

#### **Water and Electricity**

Water supplied by the City of Folsom will continue to be used for zoo needs. Utilities will be upgraded and installed as the ADA improvements are completed. During the ADA construction, sewer lines and electrical conduits will be added and improved. Electricity will eventually be available at every exhibit.

#### **Fire Control**

The site's relatively dry climate and abundant vegetation make prevention and control of fire a significant concern. Circulation routes will provide access for fire-fighting equipment and hydrants will be added as needed during each phase of development. The use of browsing goats will continue for weed abatement and fire control. A long-term objective is to have fire suppression sprinklers available at each exhibit as part of the water/electrical upgrades. During the ADA construction, water and phone lines for alarms or conduit will be supplied to each exhibit. ❖

## Implementation Plan

<b><u>Recommended Fiscal Year 07/08 Funding Priorities</u></b>		
Operations Center Phase One		Funded via Friends, Zoo Trust and State Grant
<u>Zoo Trust Funds</u>		<u>Community Development Block Grant Funds</u>
Park Planner Time Reimbursement	\$ 30,000.00	\$ 100,000.00
Cougar Roof Repairs	\$ 30,000.00	These funds will be utilized for Phase 1 of the ADA retrofit plan.
Pasture Terracing (partial)	\$ 25,000.00	
Gator Driver Covers (2)	\$ 4,500.00	
Staff/Volunteer Restroom Improvements	\$ 4,500.00	
4 Computers and 1 Printer Replacement	\$ 7,500.00	
Industrial Strength Pressure Washer	\$ 1,000.00	
Fence Slats	\$ 4,500.00	
Small Parrot Heat Lamps/Night Boxes	\$ 4,500.00	
Build Chicken Area on Far Side of Pasture	\$ 14,000.00	
<b>Total:</b>	<b>\$ 125,500.00</b>	<b>\$ 100,000.00</b>
<b><u>Recommended Fiscal Year 08/09 Funding Priorities</u></b>		
<u>Zoo Trust Funds</u>		<u>Community Development Block Grant Funds</u>
Park Planner Time Reimbursement	\$ 30,000.00	\$ 100,000.00
Macaque Canvas Roof	\$ 35,000.00	These funds will be utilized for Phase 2 of the ADA retrofit plan.
Install Permanent Clear Scale	\$ 10,000.00	
4 Computers and 1 Printer Replacement	\$ 7,750.00	
Bobcat night houses and heated floor slab	\$ 8,000.00	
Coyote Night House/Heated Floor Slab	\$ 8,000.00	
Improve Pasture Barns	\$ 15,000.00	
Fix Bear Deck Drainage Issues	\$ 4,500.00	
Rec Trac Time Tracking Software	\$ 5,000.00	
Bronze Animal Art	\$ 5,000.00	
<b>Total:</b>	<b>\$ 128,250.00</b>	<b>\$ 100,000.00</b>
<b><u>Recommended Fiscal Year 09/10 Funding Priorities</u></b>		
<u>Zoo Trust Funds</u>		<u>Community Development Block Grant Funds</u>
Park Planner Time Reimbursement	\$ 25,000.00	\$ 100,000.00
Modify front of Macaque Exhibit	\$ 4,500.00	These funds will be utilized for Phase 3 of the ADA retrofit plan.
Small Mammal Exhibit (ie Prairie Dogs) #29	\$ 25,000.00	
4 Computers and 1 Printer Replacement	\$ 8,000.00	
Children's Zoo Program Area #31	\$ 50,000.00	
Jurassic Zoo #35	\$ 12,000.00	
Bronze Animal Art	\$ 5,000.00	
<b>Total:</b>	<b>\$ 129,500.00</b>	<b>\$ 100,000.00</b>

## Operations & Maintenance

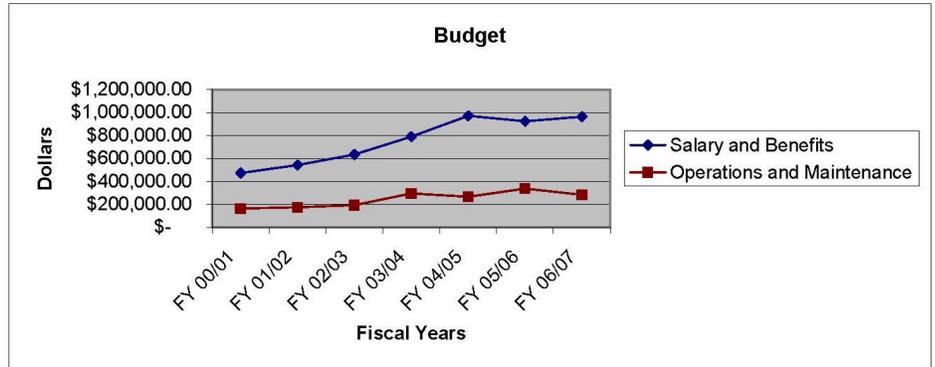
What follows is a summary of zoo operational issues, trends, costs, and objectives in the following areas:

- Budget
- Staffing
- Gate patronage
- Animal collection
- Zoo Trust revenue and capital expenses
- General Fund revenue
- Other zoo services
- Volunteer Programs
- Education

### **Budget (salary and benefits / operations and maintenance):**

In FY 01/02, a significant portion of the zoo's casual part-time salaries were moved into the permanent line item to transition from a part-time based operation to an operation staffed with permanent part-time and permanent full-time employees. From that point forward, the number of staff has remained relatively stable. Salaries and benefits have steadily increased due to factors controlled by the MOUs such as merit raises, cost of living adjustments and rising health care costs (approximately a 47% increase in total from FY 01 to FY 07 as shown in Figure 1). The salaries and benefits line shows a slight decrease after Superintendent, Terry Jenkins, retired. Yearly costs for salaries and benefits are anticipated to increase only for merit raises relative to the previous year. Annual operations and maintenance allocations are very consistent. The modest increase in FY 03/04 is mainly due to the City acquiring the gift shop and purchasing gift shop stock (which generated an increase in revenue), and increases needed to run revenue producing educational programs (approximately a \$100,000 increase in total).

**Figure 1**



One of the most effective methods to decrease expenses is to increase donations. In FY 05/06, the zoo received over \$426,000 worth of in-kind donations of goods and services ranging from volunteer hours, Eagle Scout projects and veterinary donations, to animal food and supplies from local businesses and gift registries. This is a 36% supplement to the FY 05/06 operating budget. These types of donations are not only typical but increase annually. Staff will continue to pursue the option of significantly increasing the number of volunteers (currently approximately 250) to double or even triple that amount with the intention of skilled, reliable volunteers being able to assist with regular zoo needs. For example, horticulture volunteers can manage and care for the zoo’s plant collection and help achieve the goal of becoming a certified Botanical Garden.

**Operational Objective:**

1. *Expand volunteer opportunities, donation/giving opportunities and sponsorship/partnership opportunities.*

**Staffing:**

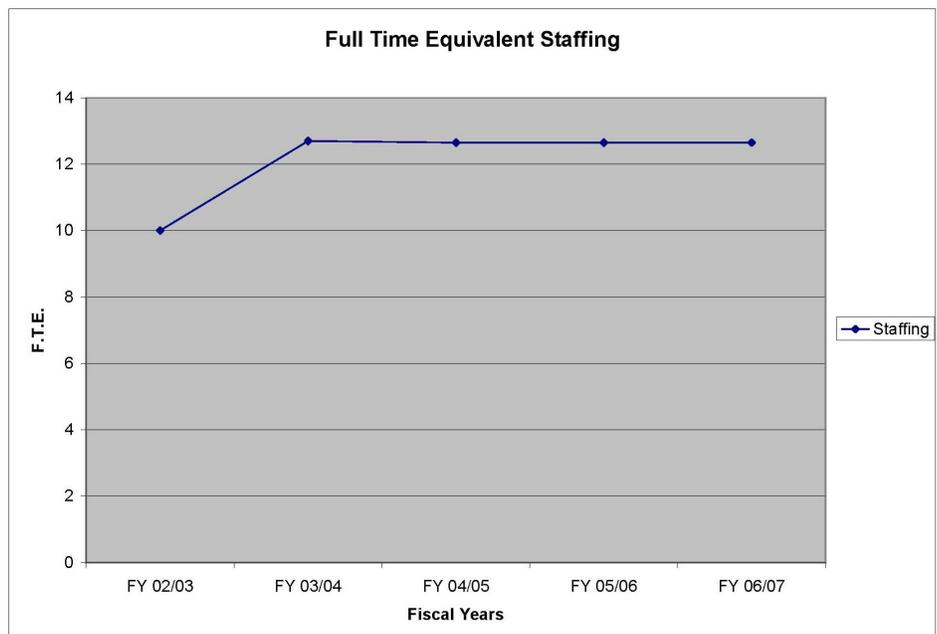
FCZS is owned and maintained by the City of Folsom and is operated as part of the Parks and Recreation Department, under the direction of the Parks and Recreation Director. Building Trades Workers assist in building maintenance and improvements. The Park Planning Division provides assistance related to new and renovated facilities. Additional assistance is provided as needed by the Parks Division such as assisting with California Department of Corrections (CDC) crew projects.

Regulations affect the management of zoological facilities. Zoos are periodically inspected and evaluated to verify compliance with professional standards. In view of this, the City of Folsom provides sufficient numbers of properly trained

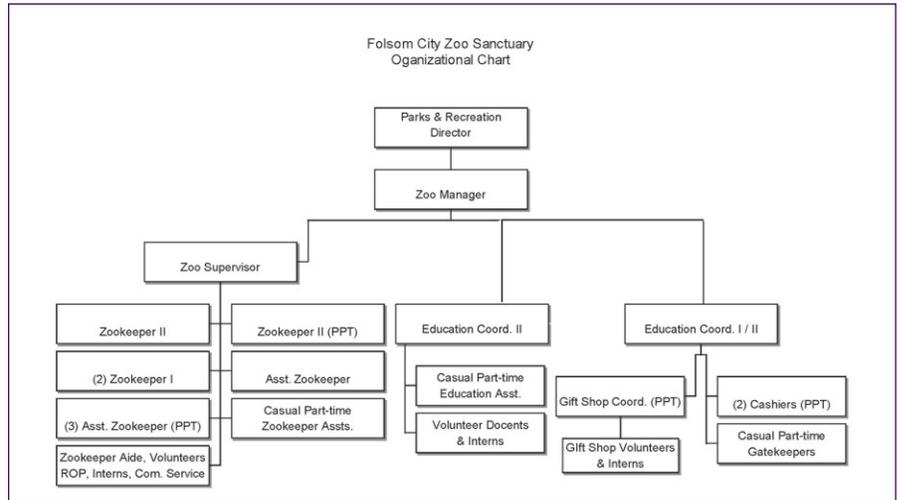
personnel to ensure efficient operation and management of the Folsom City Zoo Sanctuary.

As previously stated, the number of full-time equivalent (F.T.E.) staff has remained relatively constant (Figure 2). The jump in FY 03/04 reflects the addition of two positions: the gift shop coordinator position (which generates revenue), and a veterinary technician position (which saves veterinary service costs). These positions are paid at the Assistant Zookeeper level. Zookeeper I's are equivalent to the Maintenance Worker I classification. The City of Folsom classification study caused the Assistant Zookeeper positions to be flexibly staffed with the Zookeeper I positions. Therefore, following completion of a comprehensive checklist incorporating training, experience and interpersonal skills, Assistant Zookeepers may flex up to become Zookeeper I's. This takes multiple years to achieve. The positions of Education Coordinator I and Education Coordinator II are flexibly staffed as well. A current organizational chart follows.

**Figure 2**



As staffing changes occur, new options will be evaluated and proposed. For example, with the resignation in May 2006 of the Education Coordinator I, the zoo was able to make some adjustments which did not increase the full-time equivalent number of staff but better met zoo needs and decreased expenses.



The chart below represents the recent changes.

Previously Budgeted		New Allocation	
Education Coordinator I	0.6	Education Coordinator I	1.0
Gift Shop Coordinator	1.0	Gift Shop Coordinator	0.7
N27 Assistant Zookeeper	0.7	N27 Cashier	0.6
<b>Total:</b>	<b>2.3</b>		<b>2.3</b>

Most future adjustments are difficult to predict, as they are dependent on staff changes over time. For example, when staff retire, all options will be evaluated and recommendations made on the best way to improve operational efficiency.

**Operational Objective:**

*Evaluate and analyze methods to decrease salary and benefit costs.*

**Gate patronage:**

The FCZS offers a valuable educational and recreational resource for all citizens of the rapidly expanding Folsom community. In January 2000, Folsom’s population was at 44,058. In January 2005, Folsom’s population reached 60,740, an increase of 37% in just five years.

Gate fees were increased in July 1999, and again in July 2006. Gate patronage was decreasing until the staff reorganization in January 2003. Since then, gate patronage has been trending upwards (Figure 3) reflecting a 30% increase in gate revenue. Now over 110,000 people visit the FCZS each year, with attendance continuing to climb yearly. Increased marketing, improved gate staffing and the addition of the tigers in February 2004 all helped increase these numbers.

## *Teaching Responsible Behavior Toward All Animals.*

Besides visiting the zoo, these patrons frequent local businesses to shop, recreate and eat. As zoo surveys attest, the zoo is a region-wide destination bringing additional outside tax dollars into Folsom. Over the past two years, visitors who have signed the guest book have included national guests from: Oregon, Alaska, Nevada, Minnesota, North Carolina, Illinois, New Hampshire, Ohio, Missouri, and Kentucky and international visitors from: Norway, Guatemala, Canada, England, New Zealand, Scotland, Mexico, Spain and Brazil. Over 50% of zoo visitors are from the local region (Sacramento Metropolitan area).



Informal visitor surveys were conducted at the zoo in 2003 and 2004 to gather demographic information and to identify people's perceptions about the zoo. Additional comments were received on the suggestion board located at the zoo exit during 2005 and 2006.



The survey information revealed that most people visiting the zoo came from other cities besides Folsom. Families of 2-3 people attended the zoo mainly to provide entertainment for their children. (Children were 0-6 years old.) They became aware of the zoo by "word of mouth" or local newspapers and these visitors attend the zoo 1-2 times per year. Visitors greatly appreciated the convenient location of FCZS and the relatively low prices. Visitors responded that they most wanted enhanced exhibits at the zoo. Such information is very helpful as it allows administrators and planners to effectively fulfill the needs and desires of those who actually use the zoo.



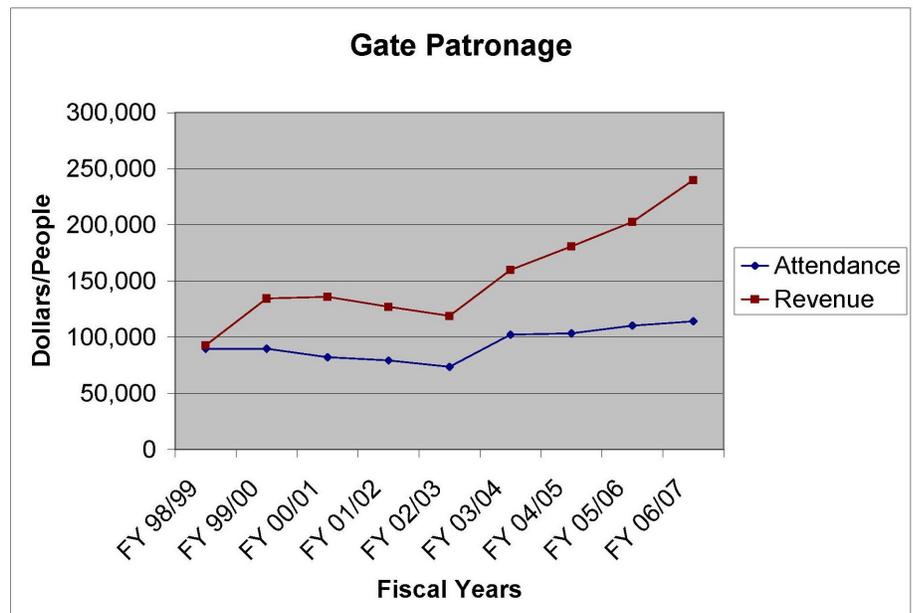
Recent advertising coupled with the population growth in the Sacramento area has reversed the downward trend of zoo attendance, but there is great opportunity to expand the current visitor numbers. Strategically, advertising has been the main focus to make Folsom residents aware of the zoo.

Future efforts include targeting 1) new residents (connect with Welcome Wagon/ Realtor/Mortgage Broker to distribute zoo publication.); 2) corporate partners (employee outings, team events); and 3) community groups such as senior communities, teen organizations/youth groups. The goal is to increase our reach to other demographic groups and penetrate our current markets at a greater level.

Today the zoo is recognized as one of the City's finest resources and a local/regional tourist attraction. This is due to recent improvements in programming, physical maintenance and the overall zoo experience which is extremely important for returning zoo visitors.

Zoo programs were listed in the top 20 programs of importance in the Folsom community by the 2006 Needs Assessment Executive Summary (Appendix III). The cost of the zoo was rated highly followed closely by facility quality and hours.

**Figure 3**



Attendance is estimated to continue to rise due to the addition of the new Georgia Murray Library to Folsom City Lions Park, increased marketing efforts, and the improvements to exhibits and addition of exhibits such as the static display areas. Revenue is estimated to continue to increase due to periodic fee adjustments and rising attendance. Zoo entry fees will be evaluated and compared to other facilities and recreation / leisure competition every two years. A recommendation will be made to consider a fee increase after significant improvements and additions have been made to the zoo and as the cost of operations increases over the next few years.

**Operational Objectives:**

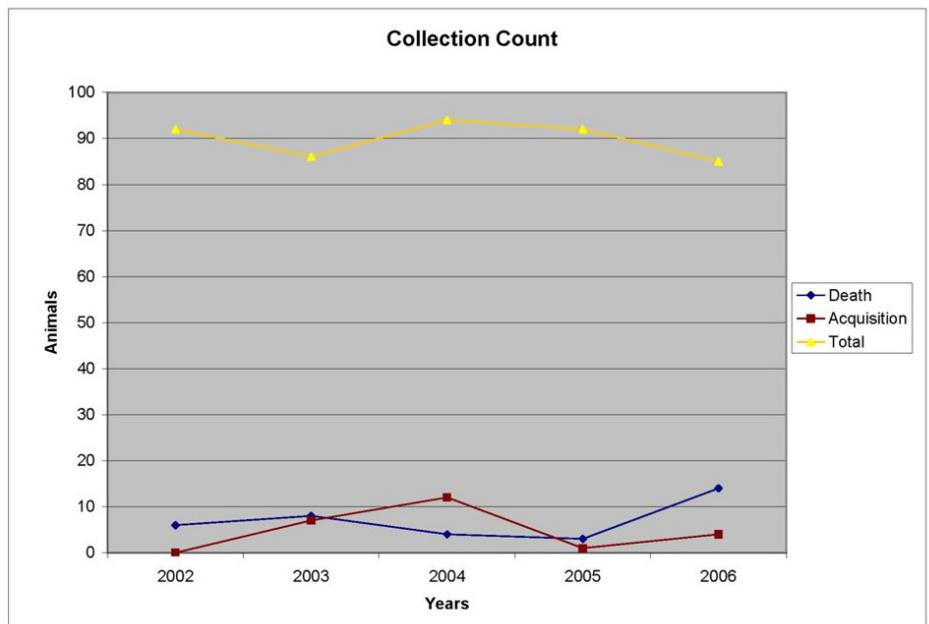
*Evaluate zoo entry fees compared to other facilities and recreation / leisure competitors.*

*Recommend zoo entry fee adjustments when supported by market competition, operational costs and facility improvements.*

**Animal Collection:**

The animal collection has essentially stayed the same over the last three years (Figure 4). The zoo has maintained approximately 90 animals plus or minus five due to animal health issues and transitional needs. Detailed records on each animal are available for review.

**Figure 4**



### **Collection Plan (Appendix IV)**

This document lists where the zoo collection count currently stands and an estimate of a future collection plan. However, this evolves annually as animal collections are dynamic due to transitions based on life cycles and health issues. Modifications to this plan will also occur yearly due to evolution in care techniques, vet care, medicine and public interest. New animals are always considered on a case-by-case basis. When an animal is offered to the zoo, we follow the following steps:

1) Determine if we have an opening. 99% of the time we do not have an opening and the answer is no. We are offered hundreds of animals per year and accept less than 1% of them. We put the people offering the animals in touch with other rescue organizations.



2) If we have an opening, we discuss whether accepting the offered animal would be in line with our Fundamental Principles, Operational Values and overall mission.



That's what we call teamwork!  
Staff from the Folsom Fire Department  
lend a hand as tigers Misty and Pouncer  
arrive at the zoo.

3) If it is, we discuss what is best for the current collection of animals and how the incoming animal would fit in with our

Collection Plan. Certain animals live in packs or troops and that interaction is important for the health and well-being of each individual. For example, primates are social animals and require fellow primates for socialization while certain types of snakes or insects must be housed alone.

4) If it seems like a good fit, we discuss the natural history of the incoming animal and how to best care for it and determine if we can meet its needs. We evaluate what is required to house, feed and care for the incoming animal.

5) We then evaluate the individual animal and require a veterinary exam be performed and determine if we are able, within our staff and budgetary requirements, to meet any extraordinary needs it has.

For example, we have had bison offered to the zoo. However, we have determined that it would not be in the best interest of the zoo or the bison to add them to our animal population, as we are not equipped to provide for their needs. The current wolf hybrids we have are doing quite well in their pack of two. However, as one of them gets older, we will likely need to accept a third to begin to integrate it into the pack so when one passes away, the remaining hybrid will not be left alone. Living alone for an extended period of time can cause costly health issues for many zoo animals.

As mentioned previously, evolution in care techniques also affect which animals are accepted in the collection. For example, the zoo has historically exhibited ferrets but two years ago, staff decided to phase ferrets out of the collection (through natural attrition) due to them being poor exhibit animals (inactive due to sleeping all day inside their night house), and costly health issues they experience as they age. In recent months, the zoo has reconsidered this plan due to significant leaps made in veterinary science over the last two years. Thanks to the develop-



ment of a new vaccine, ferrets are no longer experiencing the health issues of before and now will be included back in the zoo collection as outreach animals living in the classroom. They are stellar outreach animals and teach valuable messages about wild versus domestic animals (ferret status is debated). The FCZS is particularly well suited to focus on native species. Generally, local species are less costly to feed and maintain, and they require minimal shelter

## Teaching Responsible Behavior Toward All Animals.

because they have adapted to the local climate and habitat. The zoo's abundant native vegetation is ideal for creating naturalistic habitats for local species.

A local emphasis also helps reinforce the zoo's commitment to animal rescue and rehabilitation, as typically wild animals in need of rescue in the area surrounding the zoo are local species. Maintaining a collection of native species is particularly of interest to California residents as people enjoy learning about animals they might actually encounter in the wild. These encounters are due to development's encroachment into wild lands, displacement and other impacts on nature.

The collection is made up of mammals, birds, reptiles, and invertebrates. Although primarily native animals, exotic species are also included when



consistent with the zoo's objectives. A healthy balance dictates that the zoo remain at approximately 60% native, approximately 25% exotic and approximately 15% domestic.



The zoo and City Park both have free roaming fowl, which mainly consist of peafowl and chickens. These birds are quite a draw as some visitors state they visit simply to see these birds. Steps staff take to limit their numbers include: signage informing the public that it is illegal to abandon animals, collecting eggs to prevent population growth and adopting excess fowl out to good homes in accordance with division policy. City Park fowl will be relocated into the side of the zoo pasture discussed on the pasture renovation matrix.

**Operational Objective:**

*Maintain the collection at 90 animals plus or minus five over the next ten years.*

**Zoo Trust revenue and capital expenses:**

As stated in the Parks and Recreation Department User Fees and Charges Policy, “Admission fees less Gatekeeper wages are designated to the Zoo Trust to fund

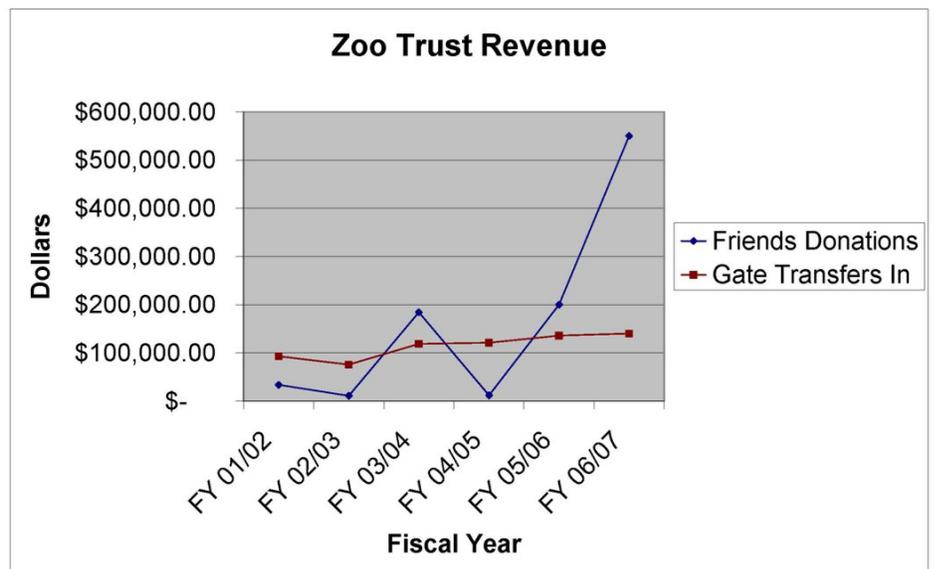


Zoo Capital Improvement Projects.”

While the financial policy also indicates that gift shop sales should go to the Zoo Trust, an internal Parks and Recreation Department decision was made in mid-2004 to deposit the gift shop revenue into the General Fund.

This occurred during the transition in staffing from casual part-time to permanent full-time for the gift shop coordinator position (the gift shop front counter operation is run entirely by volunteers). Capital expenditures vary based on approved annual requests. The Zoo Trust funds small capital projects, capital equipment as well as large capital projects (primarily exhibit renovations). Figure 5 charts “transfers in” from the revenue generated from the gate (minus the gatekeepers’ salary and benefits) compared to donations from the Friends of the Folsom City Zoo Sanctuary.

**Figure 5**



Over the next ten years, staff will continue to work with the Friends to partner in methods to increase donations, as this will be the primary method used to fund items listed on the matrices and new construction projects that benefit the animals. Staff will also continue to pursue grants, sponsorships and endowment opportunities to increase these funds. Additional revenue is generated for the Zoo Trust via the rental agreement for the live steam train in the park. This concessionaire agreement will be re-negotiated periodically to reflect changes in operational conditions. The Zoo Trust will continue to fund smaller projects and those that cannot be funded by the Friends.

**Operational Objectives:**

- Coordinate with the Friends of the Zoo to increase donations.*
- Continue to pursue grants, sponsorships and endowment opportunities.*
- Renegotiate live-steam train concession agreement on a regular basis.*

**General Fund revenue:**

Revenue to the General Fund includes ticket sales, in the amount of the permanent part-time gatekeepers’ salary and benefits, gift shop revenue and education department revenue (camps, classes, outreach, tours and programs). The

**Competition**

The nearest competitor is the Sacramento Zoo. It is located on approximately 15 acres and has 400 animals, approximately 100 of which are reptiles.

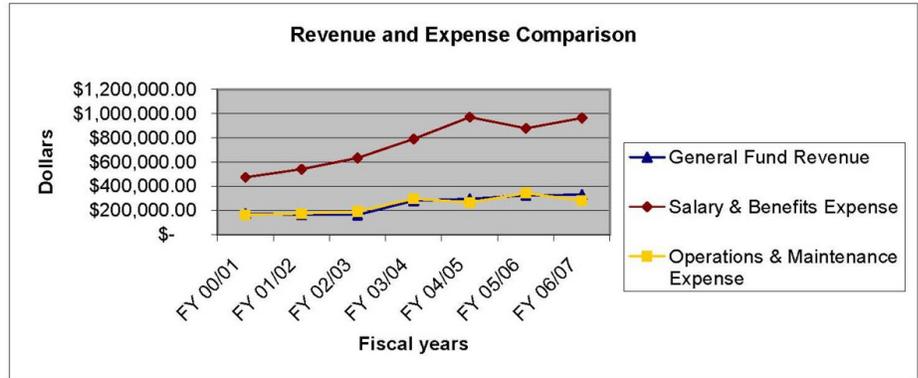
The Sacramento Zoo entrance fee is:  
General Admission – \$7.50 / weekdays  
\$8.50 / weekends and holidays  
Seniors – \$6.75 / \$7.25  
Children ages 3-12 – \$5.00 / \$5.50  
Ages 2 and under are free.

In comparison, the FCZS is located on five acres with approximately 90 animals.

The FCZS entrance fee is:  
Ages 13 and older – \$4  
Seniors (ages 55+) – \$3  
Children ages 5-12 – \$3  
Ages 4 and under are free.

revenue increase in Figure 6 signifies when zoo management changed and the City took over operation of the gift shop. This chart includes all ticket sales prior to the transfer to the Zoo Trust consistent with annual indicators shown on the Current Level of Service form.

**Figure 6**



Over the past six years, General Fund revenue has increased by an average of 14% each year, salary and benefit costs have increased by an average of 13% each year and operations and maintenance costs have increased by an average of 12% each year. Staff estimates there is still significant potential to increase revenue in the next five to ten years.

**Operational Objectives:**

1. Increase revenue to the General Fund from Gift Shop and education department programming increases.

**Other zoo services:**

In addition to operating the zoo, there are many services zoo employees perform that do not directly benefit the zoo but instead benefit the City and the community. If the zoo did not perform these duties, the City would incur additional costs for the following:

- Answering calls from the public (an average of 6-7 calls per week) regarding wildlife and domestic animals needing rescue, animals needing homes and referring them to the appropriate organizations.
- Rescuing wild animals (examples: bats in city hall, birds in city buildings, various animals at the prison, and wild animals in the community such as: beaver, river otter, raptors, raccoons and rattlesnakes).
- Assisting the Animal Control Officer with wild and domestic animal related duties (such as assisting with veterinary needs for injured wild life such as opossum, owls, squirrels, and deer).

- Accepting road-killed animals through Animal Control, Highway Patrol, local police departments, Department of Fish and Game, the prison and community phone calls thereby eliminating the need for disposal. Deer are used for the carcass-feeding program, which is a behavioral enrichment activity for carnivores.

**Operational Objective:**

*Continue and refine provision of these services.*

**Operational conclusions:**

- There has been actual growth in the zoo budget mainly due to part-time/full-time staffing transitions in FY 01/02, as well as health insurance and benefit cost increases. These costs are anticipated to continue to increase; therefore, staff is committed to novel solutions (such as increasing donations of goods and time) to provide for additional future needs.
- There is still significant potential to increase revenue to the General Fund.
- Gate patronage is increasing and is a source of economic tourism for the City.
- Full time equivalent staffing numbers have remained the same since FY 03/04 and are anticipated to stay the same overall. If increases are proposed in the budget process, they will be balanced with cost savings and revenue growth proposals.
- Zoo Trust revenue including donations from the Friends is expected to continue to increase.
- General Fund revenue including gift shop revenue, education department revenue, and Zoo Trust revenue from gatekeeper salaries and benefits is expected to continue to increase.
- The zoo will continue to provide additional cost saving services to the City and community.
- The zoo's budget is augmented by approximately a third due to donations of cash, goods and services, as well as volunteer work efforts. These increases in patronage, revenue, volunteerism and service and product donations will continue to trend upward on an annual basis.

## *Teaching Responsible Behavior Toward All Animals.*

- The Zoo Trust is effectively the only consistent City source of renovation and capital improvement funds for the zoo and significantly reduces requests from the General Fund for renovation and capital improvement projects.
- The zoo will focus on the following operational objectives:
  - Expand volunteer opportunities, donation/giving opportunities and sponsorship/partnership opportunities.
  - Evaluate and analyze methods to decrease salary and benefit costs.
  - Evaluate zoo entry fees compared to other facilities and recreation / leisure competitors.
  - Recommend zoo entry fee adjustments when supported by market competition, operational costs and facility improvements.
  - Maintain the collection at 90 animals plus or minus five over the next ten years.
  - Coordinate with the Friends to increase donations.
  - Continue to pursue grants, sponsorships and endowment opportunities.
  - Renegotiate live-steam train concession agreement on a regular basis.
  - Increase revenue to the General Fund from Gift Shop and education department programming increases.
  - Continue and refine provision of external zoo services.

## **Volunteer Programs:**

Trained volunteers work on a regularly scheduled basis in all areas of the zoo including gift shop volunteers, educational department docents and zookeeper aides who work alongside paid zookeepers assisting in animal care with every animal from rabbits to bears. These volunteers are essential to the zoo's operation. The zoo provides youth oriented opportunities to volunteer such as customer service hours and also senior service opportunities for the elderly in the community. Volunteers working with children or money are fingerprinted. All volunteers are checked in relation to Megan's Law and trained. Volunteers typically serve in the following categories: docents, zookeeper aides and volunteers.



Docents are volunteers who are trained by zoo staff to act as interpreters of information about animals, programs, goals and the zoo's mission. Through tours, outreach presentations and events, docents speak to thousands of children and adults each year. The training program involves zoo history and philosophy, individual animal histories and the basics of interpretation. Docents also help in several other ways such as with outreach and animal handling assistance.



Zookeeper Aides perform various tasks related to animal care and maintenance. These include activities such as cleaning, feeding, food preparation, as well as grounds maintenance and other labor-intensive work.



Gift shop volunteers are responsible for daily operations of the retail business such as greeting customers, operating the register, displaying merchandise, pricing inventory and completing accurate cash deposits. The gift shop will be

## Teaching Responsible Behavior Toward All Animals.

remodeled as part of the operations center phasing plan. In the interim, other opportunities to increase sales and profits while still using the space allotted, will be explored. Some of these opportunities include: 1) offering new product brands, 2) expanding line of custom promotional merchandise, 3) offering FCZS



merchandise via internet, 4) partnering with businesses and artisans in the community to represent their products, and 5) focusing traffic to the gift shop by linking zoo activities (zoo camp, special events and an educational “treasure hunt” type game). Other strategies include increasing order quantities and having vendors deliver on designated dates to utilize their storage since we have extremely limited storage and including the gift shop in zoo advertising.

Zoo programs stress care for the environment. Recycling containers are provided and their use encouraged. Volunteers collect donations weekly and utilize the funds generated to add art to the zoo. Volunteers are also encouraged to fundraise, participate in outreach programs, teach classes and serve in various capacities that achieve zoo objectives. Examples of other zoo volunteers include: volunteer horticulturists, Friends board members, service organizations such as the National Charity League, Eagle Scouts, Boy Scouts, Cub Scouts, Girl Scouts and Brownies, ROP (Regional Occupation Program) volunteers, developmentally disabled volunteers such as those from Progressive Employment and Easter Seals, community service workers meeting school service requirements, Alternative Sentencing

participants, corporate work parties such as groups from Intel, AT & T and Lyon’s Real Estate and other volunteer groups such as Singles in Service.

# Teaching Responsible Behavior Toward All Animals.

The Friends of the Folsom Zoo Sanctuary, Inc. (Friends) was incorporated in 1981 as a non-profit organization to assist with needs at the Zoo Sanctuary. Over the years, the Friends have funded a wide range of projects, from providing a one-year salary for an Education Coordinator, food for special animal diets, continuing education for staff, and animal enrichment items, as well as contributing significant capital funds for exhibit enhancement or new construction.

Their monies are acquired via:

- Membership fees  
(with a percentage of each membership fee contributed to the zoo trust)
- Donation boxes at local businesses
- Fundraisers
- Corporate donations and grants
- Private donations and grants
- Core programs  
(such as the *Paws, Claws, Hisses and Hooves Adoption Program*)



### **Education:**

The FCZS's foremost educational goal is to instill a sense of respect, understanding and appreciation for animals. As mentioned in the zoo's mission statement, visitors are encouraged to consider the human impact on animals and the environment. The zoo actively promotes responsible behavior toward all animals in its philosophy and operation.

The zoo's basic educational objective is reinforced and expanded through several different channels: signage, staff, tours, outreach programs, visitor information center, classes, research support and recycling.



Signs posted at exhibits offer specific information about the species as well as the names, photos and histories of the individual animals within each exhibit. Signage that includes personal histories distinguishes the FCZS from most other facilities. These distinct stories are part of the zoo's educational message. The zoo also offers interactive opportunities via hands-on displays, sculpture, artwork and interactive signage. For example, one sign portrays the Golden Eagle's wingspan and encourages visitors to spread their arms in comparison.

Zookeepers are a resource for the public and animal community. Keepers are available each day to answer questions. This further reinforces the intimate, friendly character of the zoo. Information is presented via keeper talks, career days and involvement in the animal welfare community. Similarly, volunteer docents are available on busier days with "spot talks" to answer questions and educate the public.

## *Teaching Responsible Behavior Toward All Animals.*

Throughout the year, the zoo hosts hundreds of public tours. Typically these tours last 45 to 90 minutes and are a source of revenue. The zoo provides educational on-site presentations to schools, service clubs and businesses among other organizations. The programs not only reinforce the mission of the zoo but additionally encourage individual and group involvement and educate on the individual animal, species and natural habitat. In addition to the continuing education programs for staff and volunteers which the zoo provides, it also provides an extensive education schedule for the public. These programs are advertised in the Parks and Recreation Department's activity guide and various other media.

A visitor information board is situated at the front gate and offers free educational materials, schedules for upcoming events, and tourist guides. ❖



# **Appendix I**



## **Facility Improvement Matrices**

## Amazon Parrots

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety										
Viewing Space										
Educational Signage	X			Update signage and move it closer to visitors.	X					
Aesthetics	X			Add greenery and improve limb configuration.	X	X				
Interaction Possibilities										
Miscellaneous										
<b>Keeper Area</b>										
Safety										
Work Space										
Ease of Cleaning										
Aesthetics	X			Concrete floor with drain (landscaping outside with lots of vines).		X		X		
Storage										
Miscellaneous	X			Add a door that a wheelbarrow can navigate into the exhibit.	X			X		
<b>Animal Area</b>										
Safety										
Living Space										
Enrichment Opportunities	X				X	X				
Other Specialized Needs	X			Need misters and visual barriers from public and each other.	X	X				
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence										
Keeper Safety Area										
Night house	X			Add appropriate hide options.	X	X				
Landscape										
Miscellaneous	X			Add areas to station and train.	X	X				
										Total

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

**Aviaries\***

Potential Funding Options/Resources:

Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
------------------	-----------------	---------	-----------	----------------	-----------------

	1	2	3	Comments
<b>Visitor Area</b>				
Safety				
Viewing Space				
Educational Signage	X			Update signage.
Aesthetics	X			Replace planter boxes with pots/vines.
Interaction Possibilities	X			Add interactive display illustrating raptor vision.
Miscellaneous				
<b>Keeper Area</b>				
Safety	X			Need double door system to prevent escape.
Work Space				
Ease of Cleaning				
Aesthetics	X			Add planter boxes and automatic waterers.
Storage	X			Increase storage capacity.
Miscellaneous				
<b>Animal Area</b>				
Living Space	X			Add shelves for nesting opportunities.
Enrichment Opportunities	X			Add feeding stations and logs.
Other Specialized Needs	X			Replace large, stained rocks.
<b>Overall Condition</b>				
USDA Requirements				
Caging				
Safety Fence	X			Replace older areas of safety fence.
Keeper Safety Area				
Night house	X			Provide hiding space for all birds.
Landscape	X			Add landscaping inside exhibits with automatic waterers.
Miscellaneous				

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Total

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\* This exhibit requires a complete demolition/renovation in the next 5-10 years. The above recommendations will be evaluated compared to the cost to remodel (\$50,000).

Remodel will resolve: Assure that water and mud from wolves cannot runoff into aviaries. Add drainage. Replace roof and wire. A centralized space with exhibits branched off of it.

Shift exhibit to the side of the walkway leading to the bridge. Provide off exhibit areas for all birds in central area with space to store food, tools, scales, handling equipment.

include with ADA plan: Build up safety area to limit puddles. Create larger exhibit space, possibly with walk thru ability for the public.



## Bears

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety										
Viewing Space										
Educational Signage	X			Update signage.		X				
Aesthetics	X			Add potted plants including non-toxic climbing vines.	X	X				
Interaction Possibilities	X			Landscape front. Keeper monitored feeding system.	X	X				
Miscellaneous	X			Add below exhibit, bear-mauled Volkswagon for education.	X	X				
<b>Keeper Area</b>	X			Fix hallway hose spigot to get normal water pressure.	X					
Safety		X		Evaluate engineering/motor of heavy quarantine slide door so it's lighter.				X		\$ 2,500.00
Work Space	X			Modify steps under bear deck so less slippery.						
Ease of Cleaning		X		Improve pool drainage of therapy pool.				X		\$ 5,000.00
Aesthetics	X									
Storage	X			Keep supply of long handled rakes for bear dens.	X					
Miscellaneous		X		Replace 3 Phase 1 winches with lever doors or electric winches.				X		\$ 4,500.00
<b>Animal Area</b>			X	Remove concrete floors from 2 outside dens.	X			X		\$ 15,000.00
Safety	X			Provide protection to oak trees from bears.	X					
Living Space			X	Install permanent floor scale in Phase 1 side lock out.	X	X		X		\$ 10,000.00
Enrichment Opportunities	X			Add metal rings / pulleys to hang things.	X	X		X		
Other Specialized Needs			X	Improve Phase 1 video surveillance.				X	X	\$ 15,000.00
<b>Overall Condition</b>			X	Add Bear Gymnasium.					X	\$ 12,000.00
USDA Requirements	X			Add drainage to back hallway to eliminate standing water.				X		
Caging	X			Add smaller wire in between quarantine doors where separate bears share a wall. Add more hot wire in between exhibits.				X		
Safety Fence	X			Stain.	X					
Keeper Safety Area										
Night house			X	Add skylights to 2 Phase 1 dens.				X		\$ 10,000.00
Landscape	X			Add more greenery/water system to all exhibits. Add resting platforms.	X					
Miscellaneous			X	Large freezer. 220 power outlet. Add additional work space for construction of enrichment items.				X	X	\$ 30,000.00
									Total	\$ 104,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*Future ideas: three video screens for back pool, therapy pool and one den.



**Classroom\***

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>	X			Update audiovisual system, add projector, improve TV system.	X					
Safety										
Viewing Space	X			Provide outside viewing area for reptiles on nice weather days. Add viewing window so visitors can watch keepers working in the animal room.*		X		X		
Educational Signage	X			Add identifying sign on the outside with open hours and Ticket Booth info.	X					
Aesthetics										
Interaction Possibilities			X	Add miniature log cabin (interactive storage Tuff Shed) on path to steam train to educate public about wild animal "proofing" their homes.						\$ 6,000.00
Miscellaneous	X			Add security screen door on back door to have it open in the heat.	X					
<b>Keeper Area</b>										
Safety	X			Add a lock to main door to animal room.	X					
Work Space	X			Replace double w/ single sink (space to clean dishes/furniture in animal room).	X			X		
Ease of Cleaning										
Aesthetics										
Storage	X			Add storage space for kennels and b.e. and daily supplies.	X	X				
Miscellaneous			X	Replace window with a door with a window into office.	X			X		\$ 5,000.00
<b>Animal Area</b>	X			Storage space needed for ferret bedding and heat discs.	X					
Safety										
Living Space	X			Add larger snake cage, shelf for insect tanks, appropriate frog housing.	X					
Enrichment Opportunities										
Other Specialized Needs	X			Remove all items on floor to provide more space for tables/chairs.	X					
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence										
Keeper Safety Area										
Night house										
Landscape										
Miscellaneous	X			Add benches/tables for outdoor use.	X	X				
									Total	\$ 11,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*Eventually all classroom animals will be housed in the new zoo operations center so that the public can view them from the outside.

## Cougars

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety										
Viewing Space										
Educational Signage	X			Update signage.	X					
Aesthetics	X			Add landscaping, especially in front.	X	X				
Interaction Possibilities	X			Provide taped cougar sounds as educational opportunity.		X				
Miscellaneous										
<b>Keeper Area</b>										
Safety										
Work Space										
Ease of Cleaning	X			Move cat walk so bobcat tractor can enter exhibit.	X					
Aesthetics	X			Add landscaping, improve ability to clean between wire/exhibit back. Add concrete for ease of cleaning.	X	X				
Storage	X			Add enclosed storage with shelves for tools and b.e./Rubbermaid shed.	X	X				
Miscellaneous										
<b>Animal Area</b>	X			Increase use of vertical space: add more catwalks, platforms large trees.		X				
Safety			X	Reinforce roof and catwalks.	X	X		X		\$ 30,000.00
Safety		X		Add retaining wall in dig wire areas.	X	X		X		\$ 4,500.00
Living Space			X	Add jungle gym area on current unused driveway and enlarge animal exhibit.		X	X	X	X	\$ 15,000.00
Enrichment Opportunities	X			Add eyebolts and storage. Lower hammocks; add plants.	X	X				
Other Specialized Needs		X		Add a lock-off den to the upper back as a separate living space.		X		X		\$ 4,500.00
<b>Overall Condition</b>										
USDA Requirements		X		Replace den pools with automatic waterers (add auto water to lockout).	X					\$ 2,000.00
Caging										
Safety Fence	X			Replace boards, sand and stain.	X					
Keeper Safety Area			X	Replace 2 fences w/ 1 fence, attach roof wire, add concrete between exhibit and keeper area.	X					\$ 20,000.00
Night house	X			Add lower wooden platforms.	X					
Landscape	X			Install irrigation from above, improve landscaping, add plants.	X	X		X		
Miscellaneous			X	Connect outside holding area with concrete pens.				X		\$ 25,000.00
									Total	\$ 101,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

## Coyotes

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	CDBG ADA	Projected Costs	
<b>Visitor Area</b>	X			Trim tree to improve customer viewing.	X							
Safety	X			Remove trip hazards, puddles and low tree branches.	X							
Viewing Space			X	Remove retaining wall so more of the public can view this exhibit.	X	X		X		X		
Educational Signage	X			Update signage.	X							
Aesthetics												
Interaction Possibilities												
Miscellaneous	X			Trim tree on small side.	X							
<b>Keeper Area</b>												
Safety			X	Add space for walking, replace walkway boards with Trex.	X			X	X		\$ 25,000.00	
Work Space	X			Remove rocks (tripping).		X						
Ease of Cleaning												
Aesthetics	X			Clear and landscape. Trim bushes. Paint and stain.	X							
Storage	X			Improve storage.	X	X						
Miscellaneous												
<b>Animal Area</b>	X			Fix board by small side pool bottom of exhibit.	X							
Safety	X			Trim tree that is pushing on cage roof wire. Add roofing/shade.	X							
Living Space			X	Add vertical space, dirt and enlarge exhibit to the front, enlarge animal habitat.		X	X	X	X		\$ 20,000.00	
Enrichment Opportunities	X			Add areas to hang things; add plants.	X							
Other Specialized Needs	X			Renovate holding pen /connect with a divider; enlarge height /length of lockout areas.	X			X				
<b>Overall Condition</b>	X			Add ramp/removable panel for wheelbarrow entry.	X							
USDA Requirements	X			Fix leaking pools/improve drainage.	X							
Caging	X			Paint and fix caging spots.	X							
Safety Fence	X			Replace old boards.	X							
Keeper Safety Area	X			Cleared, re-pave and cover piping.	X							
Night house			X	Add night house with heated floor slabs.				X	X		\$ 8,000.00	
Landscape	X			Add landscape and irrigation; insure adequate landscape buffer.				X	X			
Miscellaneous	X			Install large, free-swinging gate in safety fence for bringing in dirt.	X			X				
1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed												
											Total	\$ 53,000.00

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

# Eagles

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety	X			Remove walkway rocks.	X					
Viewing Space	X			Lengthen eagle exhibit near squirrel side over current keeper walkway; use panels from hawks.	X			X		
Viewing Space		X		Adjust fence line to allow for keeper walkway behind squirrels instead.				X		\$ 4,500.00
Educational Signage	X			Update signage.	X					
Aesthetics	X			Add landscaping.		X				
Interaction Possibilities	X			Add wingspan display for children to compare with their arms.		X				
Miscellaneous										
<b>Keeper Area</b>										
Safety		X		Concrete back area behind exhibit.				X		\$ 2,500.00
Work Space	X			Re-route pool drain.				X		
Ease of Cleaning										
Aesthetics	X			Include in landscaping project: protective vines.		X				
Storage	X			Enlarge storage cabinet.		X				
Miscellaneous										
<b>Animal Area</b>										
Safety										
Living Space										
Enrichment Opportunities										
Other Specialized Needs	X			Add perches, especially for Cirrus.	X					
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence										
Keeper Safety Area	X			Add one.	X					
Night house	X			Provide hide area.				X		
Landscape	X			Include in landscaping project: plants inside exhibit.		X				
Miscellaneous	X			Add vines on trellis as visual barrier between eagles/squirrels.		X				
									Total	\$ 7,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

## Feral Cats

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety										
Viewing Space										
Educational Signage	X			Add thorough signage.	X					
Aesthetics										
Interaction Possibilities	X			Add an area for visitors to interact with potential pets.	X					
Miscellaneous										
<b>Keeper Area</b>										
Safety										
Work Space										
Ease of Cleaning										
Aesthetics										
Storage										
Miscellaneous										
<b>Animal Area</b>										
Safety										
Living Space										
Enrichment Opportunities										
Other Specialized Needs	X			Keep grass healthy and growing.	X					
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence										
Keeper Safety Area										
Night house										
Landscape										
Miscellaneous										
									Total	

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

**Foxes\***

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety	X			Fill gaps at bottom of fences.	X					
Viewing Space										
Educational Signage	X			Update signage.	X					
Aesthetics										
Interaction Possibilities										
Miscellaneous	X			Add plants.	X	X				
<b>Keeper Area</b>	X			Add ramp/removable panel for wheelbarrow entry.	X					
Safety	X			Provide storage.	X					
Work Space	X			Improve lighting inside, update fixtures, add brighter lights.				X		
Ease of Cleaning	X			Update interior. Replace rotted plywood.	X	X				
Aesthetics	X			Re-stain, add wood.	X					
Storage	X			Improve/add shelves or cupboards.	X	X				
Miscellaneous	X			Install large, free-swinging gate in safety fence for bringing in dirt.	X	X				
<b>Animal Area</b>										
Safety	X			Replace shelves / add ramps.	X	X				
Living Space	X			Fill small side with dirt.	X					
Enrichment Opportunities	X			Modify interior to make more enrichment opportunities available.	X	X				
Other Specialized Needs	X			Replace lock offs w/ detachable, fabricated ones that rest on shelves.		X		X		
<b>Overall Condition</b>										
USDA Requirements	X			Seal interior floor / add ramps.	X					
Caging	X			Paint / stain.	X					
Safety Fence	X			Replace boards.	X					
Keeper Safety Area	X			Replace fence boards / remove trip hazard.	X					
Night house										
Landscape	X			Add irrigation.	X					
Miscellaneous										
										Total

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*This exhibit will eventually be demolished and the foxes will move to the old wolf exhibit (after it is modified to meet their needs).

**Great Horned Owl\***

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety										
Viewing Space		X		Improve ADA access. Add one way glass to portion of night box & along wall.	X					\$ 4,500.00
Educational Signage	X			Update signage.	X					
Aesthetics	X			Re-stain safety fences; Add potted plants.	X					
Interaction Possibilities										
Miscellaneous										
<b>Keeper Area</b>										
Safety		X		Improve entry into cage for keeper access. Change or move door.	X	X				\$ 4,500.00
Work Space										
Ease of Cleaning										
Aesthetics	X			Add landscaping around exhibit with misters.	X	X				
Storage	X			Add tool shed or permanent spot for tools.	X	X				
Miscellaneous										
<b>Animal Area</b>										
Safety	X			Add planters/terraces so dig wire cannot be exposed. Add muck buster to floor.	X					
Living Space	X			Add branches low to ground to provide ramps.	X					
Enrichment Opportunities	X			Add enrichment opportunities.	X					
Other Specialized Needs	X			Provide additional shielding from cougars.	X					
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence	X			Stain.	X					
Keeper Safety Area										
Night house										
Landscape	X			Add landscaping.	X	X				
Miscellaneous										
										<b>Total</b>
										<b>\$ 9,000.00</b>

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*This matrix refers to the exhibit next to the bears, which will soon become the Great Horned Owl Exhibit.



**Macaws\***

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety	X			Fill ditch along the edge of the asphalt from hosing runoff.	X					
Viewing Space	X			Increase viewing space.				X		
Educational Signage										
Aesthetics	X			Routinely maintain wood siding.	X					
Interaction Possibilities										
Miscellaneous										
<b>Keeper Area</b>										
Safety										
Work Space	X			Increase space.				X		
Ease of Cleaning	X			New outside area creates space to shift birds into when disinfecting.				X		
Aesthetics										
Storage	X			Add space to store crates for crate training.		X				
Miscellaneous	X			Add tool rack for hanging tools.	X					
<b>Animal Area</b>										
Safety		X		Existing inside caging needs to be re-powder coated or replaced.				X		\$ 3,000.00
Living Space	X			Add outside area and more perching spots.	X					
Enrichment Opportunities	X			Add anchors inside for perching.	X					
Other Specialized Needs	X			Move dish holders off doors for ease of entry.	X					
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence										
Keeper Safety Area	X			Increase space.				X		
Night house										
Landscape	X			Add additional plants inside and out.	X	X				
Miscellaneous										
									Total	\$ 3,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*This exhibit is receiving a new outdoor cage purchased from FY 05/06 funds. This will double their space by providing an outdoor exhibit area.

**Miner's Shack**

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>	X			Landscape exterior.	X					
Safety										
Viewing Space	X			Evaluate ability to add a video camera to track animal night movements and flat screen to play back for the public.	X	X				
Educational Signage	X			Update signage.	X					
Aesthetics		X		Replace laminated glass.	X	X				\$ 2,000.00
Interaction Possibilities		X		Install push-buttons to light up parts of house where animals are most likely to be seen with non-invasive spectrum of light.		X				\$ 4,500.00
Miscellaneous	X			Make new animal hiding boxes with one side having one way glass for visitor viewing.	X	X				
<b>Keeper Area</b>										
Safety										
Work Space	X			Add access to safety area (gate).	X	X		X		
Ease of Cleaning										
Aesthetics	X			Landscape interior.	X	X				
Storage	X			Add a storage area.	X	X				
Miscellaneous										
<b>Animal Area</b>	X			Add DG, dirt to exhibit.	X					
Safety	X			Replace warped / rotten and missing boards as well as wire.	X	X				
Living Space		X		Replace pool pump. Increase exhibit size. Add structures for vertical space uses.				X		\$ 4,500.00
Enrichment Opportunities	X			Add eye bolts for hanging items.	X					
Other Specialized Needs	X			Add heat source for geriatric animals.	X					
<b>Overall Condition</b>		X		Install professional pool pump.				X		\$ 3,000.00
USDA Requirements	X			Replace exhibit supports and other wood.	X	X				
Caging	X			Rebuild exhibit supports.	X	X				
Safety Fence	X			Add access gates.	X			X		
Keeper Safety Area										
Night house										
Landscape	X			Add landscaping with irrigation.	X	X				
Miscellaneous		X		Connect pool sump pump to drain so it can be gravity drained. Connect to sewer with ADA.				X		\$ 1,200.00
									<b>Total</b>	<b>\$ 15,200.00</b>

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

**Pasture**

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety										
Viewing Space	X			Cut back fig tree for better viewing from bobcat deck.	X					
Educational Signage	X			Update signage. Add signs about PMU horses.	X					
Aesthetics										
Interaction Possibilities	X			Evaluate ability to add a pasture observation deck behind the feral cat exhibit.	X					
Miscellaneous	X			Replace large wooden fence top board with narrower board to improve visibility.	X	X				
<b>Keeper Area</b>										
Safety	X			Make path between pasture/perimeter fence safer for walking/add DG. Trim plants.	X	X				
Work Space	X			Add walkway behind barns and add DG.	X	X				
Ease of Cleaning			X	Terrace entire pasture to make multiple flat areas, add retaining walls and add 5 large trees with heavy duty protection.				X		\$ 65,000.00
Aesthetics										
Storage	X			Increase storage opportunities.		X				
Miscellaneous										
<b>Animal Area</b>										
Safety	X			Add hitching post for the horse. Repair multiple areas of fencing that are coming apart.	X	X				
Living Space			X	Add concrete and gutter to three dirt floor stalls and cement curb behind barns to improve drainage. Make doors open in and out at least 90 degrees. Add eves to all barns. Add heat slab and lighting to one stall that can be closed at night. Add doors to the sheep and goat stalls that only they can fit through (not horse). Add three pig lock offs.				X		\$ 15,000.00
Enrichment Opportunities	X			Sink a pole into ground to hang enrichment.	X	X				
Other Specialized Needs	X			Realign existing fence along the edges of the asphalt walkway near the fence.	X	X				
<b>Overall Condition</b>	X			Add permanent feed station behind macaques.	X					
USDA Requirements	X			Add hay platforms that can be swept under daily.	X					
Caging										
Safety Fence	X			Paint wire and stain fences.	X					
Keeper Safety Area	X			Trim back bushes & vines.	X					
Night house										
Landscape	X			Add more grass, trees, sprinklers.	x	X				
Miscellaneous			X	Make far side of pasture separate exhibit for chickens. Plant two trees.				X		\$ 15,000.00
									Total	\$ 95,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

**Rabbits/Chickens\***

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety										
Viewing Space										
Educational Signage	X			Update all signage.	X					
Aesthetics										
Interaction Possibilities	X			Add story board similar to raccoons.	X					
Miscellaneous										
<b>Keeper Area</b>										
Safety										
Work Space										
Ease of Cleaning										
Aesthetics										
Storage										
Miscellaneous										
<b>Animal Area</b>	X			Provide and install new exhibit.	X	X				\$6,000
Safety										
Living Space	X			Provide digging opportunities and water feature.	X	X				
Enrichment Opportunities	X			Provide enrichment storage space.	X	X				
Other Specialized Needs										
<b>Overall Condition</b>										
USDA Requirements	X			Acquire permission to house rabbits and chickens together.	X					
Caging										
Safety Fence										
Keeper Safety Area										
Night house										
Landscape										
Miscellaneous	X			Have CDC work crews remove blackberry vines.						
<b>Total</b>										<b>\$6,000</b>

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*This exhibit will be built between the raccoon viewing deck and Lombard Street.

## Raccoons

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>	X			Add trees around front to replace fallen shade tree.	X	X				
Safety	X			Remove rocks (tripping), push back safety fence.	X					
Viewing Space	X			Keep weeds down.	X					
Educational Signage	X			Update signage.	X					
Aesthetics	X			Beautify safety area.	X	X				
Interaction Possibilities										
Miscellaneous										
<b>Keeper Area</b>										
Safety	X			Landscape, improve rocks/mud, improve latch on safety door.	X					
Work Space			X	Widen deck steps. Replace work area boards; widen work area at the same time coyote renovations are underway.	X			X		\$ 10,000.00
Ease of Cleaning										
Aesthetics	X			Landscape and stain.	X					
Storage	X			Add storage for tools, b.e. and kennels.	X	X		X		
Miscellaneous										
<b>Animal Area</b>	X			Add dirt, hanging platforms.	X					
Safety	X			Cover section of roof for rain protection/shade.	X					
Living Space			X	Add vertical space.		X		X		\$ 20,000.00
Enrichment Opportunities	X			Add multiple puzzle feeders that the public can view.						
Other Specialized Needs	X			Secure feeding boxes and sliding doors.	X					
<b>Overall Condition</b>										
USDA Requirements										
Caging	X			Paint and stain.	X					
Safety Fence	X			Replace old boards and stain.	X					
Keeper Safety Area	X			Clean up trip hazards, improve latches.	X	X				
Night house			X	Add one when deck is expanded.		X		X		\$ 6,000.00
Landscape	X			Landscape interior and exterior.	X	X		X		
Miscellaneous	X			Add raccoon "proofing" ideas at exhibit for homes.	X					
									Total	\$ 36,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

**Small Parrots\***

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety										
Viewing Space										
Educational Signage	X			Need signage.	X					
Aesthetics										
Interaction Possibilities										
Miscellaneous										
<b>Keeper Area</b>										
Safety										
Work Space										
Ease of Cleaning										
Aesthetics										
Storage	X			Kennel storage space needed. Possible locations in the B.E. shed.	X					
Miscellaneous										
<b>Animal Area</b>										
Safety	X			Animal safety will be increased when these parrots move outside.				X		
Living Space	X			Increase size.				X		
Enrichment Opportunities	X			Reinforced areas for hanging enrichment.						
Other Specialized Needs		X		Heat lamps and night boxes.				X		\$ 4,500.00
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence										
Keeper Safety Area										
Night house										
Landscape										
Miscellaneous										
									Total	\$ 4,500.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*These indoor classroom cages are being completely replaced with an outdoor cage purchased from FY 05/06 zoo trust funds.

**Squirrel Monkeys\***

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>	X			Add vines and improve landscaping.	X	X		X		
Safety	X			Remove ability for kids to climb on rock wall. Improve visibility.				X		
Viewing Space	X			Improve ability to see large corner of exhibit on far right.				X		
Educational Signage	X			Update signage. Include information about wild habitat.	X					
Aesthetics		X		Improve cage aesthetics with new paint and re-wire with zoo mesh.				X		\$ 2,000.00
Interaction Possibilities	X			Improve visibility with better wire or mesh and perching spots.						
Miscellaneous			X	Move and remodel entire nighthouse.						\$ 60,000.00
<b>Keeper Area</b>										
Safety	X			Trim branches.	X					
Work Space			X	Increase space so it is not so difficult to work around the doors.				X		
Ease of Cleaning	X			Make it hoseable with a drain.				X		
Aesthetics			X	Improve air circulation to decrease smell.				X		
Storage			X	Increase storage capacity for cleaning supplies, b.e., furnishings.		X		X		
Miscellaneous		X		Improve lockup so one can operate both doors from one space.				X		
<b>Animal Area</b>	X			Need one more chute/lock off than we have monkeys.				X		
Safety		X		Add a "safety door" (i.e., screen door) for ventilation.				X		
Living Space			X	Increase space / improve ability to disinfect.				X		
Enrichment Opportunities	X			Add more anchors inside for b.e., branches, feeders, swings.	X	X				
Other Specialized Needs			X	Add section dividers; multiple entries/exits; lixits.				X		
<b>Overall Condition</b>	X			Replace rattan with camouflage netting or green slats.				X		
USDA Requirements			X	Improve ability to thoroughly clean inside.				X		
Caging										
Safety Fence										
Keeper Safety Area			X	Increase size.				X		
Night house			X	Increase size. Add heat and air unit with thermostat and back up power.				X		
Landscape		X		Add more shrubs/trees in exhibit for hiding/aesthetics.	X	X				
Miscellaneous	X	X		Fix sticking door. Improve ability to lock out monkeys. Re-powder coat rusting wire.				X		
									Total	\$ 62,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*This exhibit needs to be renovated/moved prior to Zoo Operations Center construction. \$60,000 is budgeted from FY 04/05 Zoo Trust CIP funding.



# Tigers\*

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>			X	Add area with glass like the bear exhibit on side close to eagles.	X			X		\$ 20,000.00
Safety										
Viewing Space	X			Upgrade viewing space.	X					
Educational Signage	X			Update signage.	X					
Aesthetics	X			Landscape new side with plants.	X	X				
Interaction Possibilities	X			Add interactive enrichment opportunities.		X			X	
Miscellaneous	X			Add educational items for public to touch and compare.	X	X				
<b>Keeper Area</b>	X			Improve slide doors on existing building.	X			X		
Safety	X			Make rocks less slippery.	X					
Work Space			X	Increase size (move safety fence farther into zoo). Repair concrete low spots in front, improve drainage.					X	\$ 10,000.00
Ease of Cleaning										
Aesthetics	X			Remove cracks, especially in safety area so debris can't build up.	X					
Storage	X			Add shelves in shed / hooks for hanging.	X					
Miscellaneous	X			Improve function of swing doors to safety area.	X					
<b>Animal Area</b>			X	Raise wooden platform so it is more keeper accessible underneath.				X		\$ 15,000.00
Safety			X	Add squeeze chute.	X			X		\$ 7,000.00
Living Space	X			Add trees and grass and make it more natural. Fill in "pit" next to drain that collects debris.	X					
Enrichment Opportunities	X			Add more areas to hang things and other enrichment opportunities.		X				
Other Specialized Needs			X	Remove concrete (faux rocks) on old side. Replace with natural substrate. Improve electrical. Add hot water for cleaning. Repair pool pump system. Improve drainage. Add lixits for drinking water.	X			X		\$ 20,000.00
<b>Overall Condition</b>			X	Make doors easier to open/close. Add feeding system like coyotes.				X		\$ 10,000.00
USDA Requirements										
Caging										
Safety Fence	X			Replace old boards.	X					
Keeper Safety Area	X			Remove algae and debris.	X			X		
Night house			X	Improve night houses (rasise roof, add heat, lights, windows and drainage).					X	\$ 15,000.00
Landscape										
Miscellaneous	X			Add large, free-swinging gate in safety fence for wheelbarrows to bring in dirt.	X			X		
									Total	\$ 97,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*The tigers will one day be moved to a new exhibit at the end of the expansion area (see master plan).

**Wolf Hybrid\***

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety	X			Trim low hanging tree limbs.	X					
Viewing Space										
Educational Signage	X			Update signage.	X					
Aesthetics			X	Replace chain link with welded wire and paint black. Extend roof with awning to keep exhibit drier on large side of exhibit.				X		\$ 10,000.00
Interaction Possibilities	X			Add enrichment possibilities.	X					
Miscellaneous	X			Connect gutters.	X					
<b>Keeper Area</b>										
Safety										
Work Space	X			Improve space (move planter boxes) and tree.	X					
Ease of Cleaning	X			Remove rock wall through large side.	X					
Aesthetics	X			Add dog bed area and storage for bedding.	X			X		
Storage	X			Add storage.	X	X				
Miscellaneous	X			Add shelving for brushes and BE.	X	X				
<b>Animal Area</b>	X			Add ramp/removable panel for wheelbarrows to bring in dirt. Add large, free swinging gate in safety fence.						
Safety	X			Remove branches/roots.	X					
Living Space	X			Add water source on small side. Improve existing pool recirculation.	X			X		
Enrichment Opportunities	X			Add dog house (wooden).	X	X				
Other Specialized Needs										
<b>Overall Condition</b>										
USDA Requirements	X			Provide more snug metal electrical box.	X					
Caging		X		Replace chain link with welded wire. Replace roofing over cage.				X		
Safety Fence	X			Re-stain / re-paint, improve drainage under fence, raise fence line for hosing.	X					
Keeper Safety Area	X			Add space for tools, BE and storage.		X				
Night house										
Landscape		X		Add dirt and grass, remove rocks.	X	X				
Miscellaneous										
									Total	\$ 10,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*This exhibit will be used for coyotes after the hybrids move. Eventually it will be demolished and the coyotes will move to their exhibit in the expansion area.

**Wolves\***

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety										
Viewing Space										
Educational Signage	X			Update signage.	X					
Aesthetics										
Interaction Possibilities										
Miscellaneous	X			Add another bench for visitors to sit on and view wolves.		X				
<b>Keeper Area</b>	X			Add wheelbarrow entry from the back.						
Safety			X	Improve animal doors so they can move without restricted access.				X		\$ 10,000.00
Work Space										
Ease of Cleaning			X	Add roof to keeper area and holding pens similar to cougars to keep pens dry. Add ramps.	X					\$ 40,000.00
Aesthetics										
Storage	X			Add a small organized storage area (cabinets) on the back of pens.		X				
Miscellaneous										
<b>Animal Area</b>										
Safety			X	Add entry/exit to exhibit from back, pen dividers in upper holding pens, visual barrier in back pen.	X			X		\$ 10,000.00
Living Space		X		Improve retaining wall to restrict runoff that exposes dig wire. Remove rocks at den entries for cleaning access.				X	X	\$ 4,500.00
Enrichment Opportunities	X			Add anchor points in exhibit and running water.	X	X				
Other Specialized Needs	X			Add lixits to pens; ports to put in food dishes from the work area.	X			X		
<b>Overall Condition</b>										
USDA Requirements	X			Replace peeler cores.	X			X		
Caging										
Safety Fence										
Keeper Safety Area										
Night house										
Landscape	X			Add greenery-representative of native habitat and fast growing tree.		X				
Miscellaneous	X			Improve access to exhibit to haul dirt and limbs.				X		
									Total	\$ 64,500.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*Once the wolves move to their new exhibit, the foxes will move into this exhibit so all improvements will be eventually utilized for foxes.

**Bear Viewing Areas/Deck**

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>	X			Move Trex bench to other location, add bench similar to Lee's in memory of previous zoo animals.	X				X	
Safety										
Viewing Space										
Educational Signage	X			Update signage. Add a history of the zoo. Move Park bond sign.	X					
Aesthetics	X			Add large potted plants between two benches.		X				
Interaction Possibilities	X			Add interactive signage.		X				
Miscellaneous										
<b>Keeper Area</b>										
Safety	X			Drill holes in bear stairs that are rusting (under bear deck).	X					
Work Space										
Ease of Cleaning		X		Fix drainage issues - large puddles on deck add shallow trenched groove. Also fix drainage under deck. Add gravel/rocks.				X		\$ 4,500.00
Aesthetics										
Storage										
Miscellaneous										
<b>Animal Area</b>										
Safety										
Living Space										
Enrichment Opportunities										
Other Specialized Needs										
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence										
Keeper Safety Area										
Night house										
Landscape	X			Add landscaping.	X	X				
Miscellaneous	X			Move wall of tile down near walkway and replace old site with landscape. Cut caps and lower them to a couple of inches off of the top of the sign.	X					
									Total	\$ 4,500.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

**Front Entry**

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>	X			Add portable lane to mitigate school group entries.				X		
Safety		X		Replace exit gates and middle space with "small mesh" gates that visitors can't reach through to pet the dogs.				X		\$ 4,500.00
Viewing Space	X			Consistently maintain rocks, mortar, drip irrigation and plants.	X					
Educational Signage										
Aesthetics	X			Re-stain and repaint outside.	X					
Interaction Possibilities	X			Repair or replace wishing wolf.	X	X				
Miscellaneous	X			Improve landscape and irrigation.	X					
<b>Keeper Area</b>										
Safety										
Work Space										
Ease of Cleaning										
Aesthetics										
Storage										
Miscellaneous		X		Replace sliding entry gate with small mesh swing gate.				X		\$ 4,500.00
<b>Animal Area</b>										
Safety										
Living Space										
Enrichment Opportunities										
Other Specialized Needs	X			Put door with window in Ticket Booth (ADA improvements).						
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence	X			Move the train sign to the train station.	X					
Keeper Safety Area										
Night house										
Landscape										
Miscellaneous	X			Add animal sculptures/art and flags.	X				X	
									<b>Total</b>	<b>\$ 9,000.00</b>

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

### Raccoon Viewing Deck for Pasture\*

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>			X	Replace deck with synthetic wood product to decrease maintenance requirements. Reinforce structure below.				X		\$ 25,000.00
Safety										
Viewing Space	X			Add long range viewing option (such as binoculars or telescope).		X				
Educational Signage	X			Update signage and add a bench for viewing.	X					
Aesthetics										
Interaction Possibilities	X			Add interactive opportunities such as additional moveable signage about the pasture animals (similar to the storm water signage).		X				
Miscellaneous			X	Add shade.				X		\$ 10,000.00
<b>Keeper Area*</b>										
Safety										
Work Space										
Ease of Cleaning										
Aesthetics										
Storage	X			Add storage area under deck.		X				
Miscellaneous										
<b>Overall Condition</b>	X			Make sure bench can't be moved.	X					
USDA Requirements										
Caging										
Safety Fence					X					
Keeper Safety Area										
Night house										
Landscape	X			Add synthetic wood planter boxes on deck with automatic water.		X				
Miscellaneous	X			Trim blackberry bushes which are pushing bottom board off.	X					
									Total	\$ 35,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

**Viewing Deck by Bobcats**

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety			X	Replace wood with composite decking.				X		\$ 25,000.00
Viewing Space	X			Trim tree which blocks view.	X					
Educational Signage	X			Update signage and new benches.	X					
Aesthetics			X	Provide shade structure.				X		\$ 10,000.00
Interaction Possibilities										
Miscellaneous	X			Stain. Spruce up herb garden.	X					
<b>Keeper Area</b>										
Safety										
Work Space										
Ease of Cleaning										
Aesthetics										
Storage										
Miscellaneous										
<b>Animal Area</b>										
Safety										
Living Space										
Enrichment Opportunities										
Other Specialized Needs										
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence										
Keeper Safety Area										
Night house										
Landscape										
Miscellaneous										
									Total	\$ 35,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed  
 Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

### Visitor Walkways\*

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>	X			Add human misters for summer use in hottest areas.	X			X		
Safety			X	Improve all areas per ADA plan. Concrete entire zoo.						See ADA plan.
Viewing Space	X			Trim branches that block viewing. Observe exhibits from a photographer's standpoint. Evaluate where fences are connected in middle, creating a double row of fencing at eye level.	X					
Educational Signage	X			Un-clutter front area of zoo by ticket booth. (i.e. tree, rocks, blockages).	X	X				
Aesthetics	X			Build retaining walls/cover sewer on walkway across ravine. Add art throughout zoo.	X	X				
Interaction Possibilities		X		Add four drinking fountains.				X		\$ 20,000.00
Miscellaneous			X	Improve slopes for drainage, ADA accessibility add handrails.					X	See ADA plan.
<b>Keeper Area</b>	X			Add asphalt grindings on dirt walkway in expansion area down to Rodeo grounds.	X					
Safety	X			Remove dead wood from expansion areas.	X					
Work Space										
Ease of Cleaning										
Aesthetics	X			Remove privets.	X					
Storage										
Miscellaneous	X			Add signage displaying keeper information and photos.	X					
<b>Animal Area</b>	X			Add misters that face into animal exhibits for animals.	X	X				
Safety										
Living Space										
Enrichment Opportunities										
Other Specialized Needs										
<b>Overall Condition</b>	X			Plant fast growing shade trees in all open areas.	X					
USDA Requirements										
Caging	X			Refurbish old Eagle Scout plaques/replace with new plaques.	X					
Safety Fence	X			Slowly replace wood throughout zoo with synthetic wood. Start with top rails first.	X	X				
Keeper Safety Area										
Night house										
Landscape	X			Add California native demonstration gardens wherever possible.	X	X				
Miscellaneous	X			Add drought tolerant plants/botanical garden info along walkways. Add spider web of drip irrigation throughout entire zoo.	X	X				
									Total	\$ 20,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*The visitor walkways will be modified and improved during the phased ADA improvement process.

**Wild Place**

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Vol/TW/O&M	Eagle Scout/O&M	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>	X			Beautify entire area.	X	X				
Safety	X			Remove excess rocks. Replace cobble with plants.	X					
Viewing Space		X		Provide a rain/sun shelter.	X	X				\$ 20,000.00
Educational Signage	X			Update signage. Have interactive signage.	X	X				
Aesthetics	X			Beautify empty dirt area by Miner's Shack. Move the garbage cans out of the eating area. Add art work.	X	X			X	
Interaction Possibilities	X			Have interactive donation boxes like a coin spinner.					X	
Miscellaneous			X	Make ADA accessible.	X					
<b>Keeper Area</b>										
Safety										
Work Space										
Ease of Cleaning										
Aesthetics										
Storage										
Miscellaneous										
<b>Animal Area</b>										
Safety										
Living Space										
Enrichment Opportunities										
Other Specialized Needs										
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence	X			Fix fence and wire.	X					
Keeper Safety Area										
Night house										
Landscape										
Miscellaneous	X			Enclose hose and water area.	X					
									Total	\$ 20,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

Vol = Volunteers; TW = Trades Workers; O&M = Operations & Maintenance

\*"Animal Area" section removed from form as it did not apply.

**Wolf Deck**

Potential Funding Options/Resources:

	1	2	3	Comments	Staff/Volunteers	Eagle Scouts	Friends	Zoo Trust	Outside grants	Projected Costs
<b>Visitor Area</b>										
Safety										
Viewing Space			X	Add sail fabric as a shade shelter for both deck and wolf exhibit.				X		\$ 15,000.00
Educational Signage	X			Update signage.	X					
Aesthetics										
Interaction Possibilities										
Miscellaneous										
<b>Keeper Area</b>										
Safety										
Work Space										
Ease of Cleaning										
Aesthetics										
Storage										
Miscellaneous										
<b>Animal Area</b>										
Safety										
Living Space										
Enrichment Opportunities										
Other Specialized Needs										
<b>Overall Condition</b>										
USDA Requirements										
Caging										
Safety Fence										
Keeper Safety Area										
Night house										
Landscape										
Miscellaneous										
									Total	\$ 15,000.00

1= Minor improvements needed 2= Moderate improvements needed 3= Major improvements needed

\*\*"Animal Area" section removed from form as it did not apply.



# **Appendix II**



**Project Summary  
ADA Upgrades  
Construction Costs**

## PROJECT SUMMARY

<b>PROJECT:</b>	Folsom Zoo Sanctuary - ADA Upgrades	<b>DATE:</b>	11/22/2006
<b>DESIGN LEVEL</b>	Conceptual	<b>ESTIMATOR:</b>	Javier Silva
<b>CLIENT:</b>	HY Architects	<b>SCHEDULE:</b>	

ITEM	DESCRIPTION	AREA (SF)	PROJECT COST	\$/SF
1	RESTROOM FACILITIES		6,737	
2	LOG CABIN CLASSROOM/SITWORK		34,677	
3	OLD ZOO PATHWAYS		511,735	
4	DRINKING FOUNTAINS		13,623	
5	REPLACE BRICK PAVERS		16,992	
6	MINERS SHACK		16,513	
7	MISCELLANEOUS ADA UPGRADES		28,072	
8	TICKET BOOTH/GIFT SHOP		18,990	
9	UNDERGROUND UTILITIES UPGRADES		127,364	
<b>TOTAL CONSTRUCTION COST:</b>		-	<b>774,703</b>	

## ESTIMATE DETAIL

<b>PROJECT:</b>	Folsom Zoo Sanctuary - ADA Upgrades	<b>DATE:</b>	11/22/2006
<b>DESIGN LVL:</b>	Conceptual	<b>ESTIMATOR:</b>	Javier Silva
<b>ITEM NO:</b>	1	<b>SCHEDULE:</b>	0
<b>ITEM DESC:</b>	Alternates	<b>AREA (SF):</b>	0

CSI NO.	DESCRIPTION	QUANTITY		UNIT COST	TOTAL AMOUNT
		AMOUNT	UNIT		

1 RESTROOM FACILITIES					
	Signage	1	ls	750.00	750.00
	Drinking fountain	1	ea	2,750.00	2,750.00
	Toilet stall door	1	ea	500.00	500.00
	Relocate paper towel dispenser	1	ea	80.00	80.00
					-
<b>1</b>	<b>RESTROOM FACILITIES</b>		<b>\$/SF:</b>		<b>4,080.00</b>

SUBTOTAL					4,080
GENERAL CONDITIONS				15.00%	612
BONDS & INSURANCE				1.00%	47
OVERHEAD & PROFIT				15.00%	711
DESIGN CONTINGENCY				15.00%	817
ESCALATION				7.50%	470
<b>TOTAL CONSTRUCTION COST</b>					<b>6,737</b>
				<b>TOTAL \$/SF:</b>	

## ESTIMATE DETAIL

<b>PROJECT:</b>	Folsom Zoo Sanctuary - ADA Upgrades	<b>DATE:</b>	11/22/2006
<b>DESIGN LVL:</b>	Conceptual	<b>ESTIMATOR:</b>	Javier Silva
<b>ITEM NO:</b>	1	<b>SCHEDULE:</b>	0
<b>ITEM DESC:</b>	Alternates	<b>AREA (SF):</b>	0

CSI NO.	DESCRIPTION	QUANTITY		UNIT COST	TOTAL AMOUNT
		AMOUNT	UNIT		

2 LOG CABIN CLASSROOM/SITWORK					
	Toilet room - sign, door hardware, fixtures & accessories	1	ls	5,000.00	5,000.00
	Ramp - demo and reconstruct with stairs	1	ea	10,000.00	10,000.00
	Sink/casework - accessible base cabinet	1	ls	4,250.00	4,250.00
	FRP/tile around toilet, flooring	1	ls	1,750.00	1,750.00
					-
<b>2</b>	<b>LOG CABIN CLASSROOM/SITWORK</b>		<b>\$/SF:</b>		<b>21,000.00</b>

SUBTOTAL				21,000
GENERAL CONDITIONS		15.00%		3,150
BONDS & INSURANCE		1.00%		242
OVERHEAD & PROFIT		15.00%		3,659
DESIGN CONTINGENCY		15.00%		4,208
ESCALATION		7.50%		2,419
<b>TOTAL CONSTRUCTION COST</b>				<b>34,677</b>
		<b>TOTAL \$/SF:</b>		

## ESTIMATE DETAIL

<b>PROJECT:</b>	Folsom Zoo Sanctuary - ADA Upgrades	<b>DATE:</b>	11/22/2006
<b>DESIGN LVL:</b>	Conceptual	<b>ESTIMATOR:</b>	Javier Silva
<b>ITEM NO:</b>	1	<b>SCHEDULE:</b>	0
<b>ITEM DESC:</b>	Alternates	<b>AREA (SF):</b>	0

CSI NO.	DESCRIPTION	QUANTITY		UNIT COST	TOTAL AMOUNT
		AMOUNT	UNIT		

3 OLD ZOO PATHWAYS					
	Demo foxes and wolfs exhibits	1	ls	6,400.00	6,400.00
	New butterfly garden - no cage, open pathway	1	ea	25,000.00	25,000.00
	Demo of (e) ac paving, fencing, u/g utilities	1	ls	10,000.00	10,000.00
	New retaining wall on low side	1	ea	5,000.00	5,000.00
	Fencing at new retaining wall	1	ls	500.00	500.00
	Grading/fill at new retaining wall	1	ls	2,000.00	2,000.00
	New concrete handicap ramps, with grading and railing	3	ea	25,000.00	75,000.00
	Regrade site to fix sloping issues	1	ls	50,000.00	50,000.00
	New ac paving throughout site	1	ls	100,000.00	100,000.00
	Demo and relocate Aviaries Exhibit, complete	1	ea	30,000.00	30,000.00
	Phasing allowance - 3 phases	3	ea	2,000.00	6,000.00
					-
<b>3</b>	<b>OLD ZOO PATHWAYS</b>		<b>\$/SF:</b>		<b>309,900.00</b>

SUBTOTAL		309,900
GENERAL CONDITIONS	15.00%	46,485
BONDS & INSURANCE	1.00%	3,564
OVERHEAD & PROFIT	15.00%	53,992
DESIGN CONTINGENCY	15.00%	62,091
ESCALATION	7.50%	35,702
<b>TOTAL CONSTRUCTION COST</b>		<b>511,735</b>
	<b>TOTAL \$/SF:</b>	

## ESTIMATE DETAIL

<b>PROJECT:</b>	Folsom Zoo Sanctuary - ADA Upgrades	<b>DATE:</b>	11/22/2006
<b>DESIGN LVL:</b>	Conceptual	<b>ESTIMATOR:</b>	Javier Silva
<b>ITEM NO:</b>	1	<b>SCHEDULE:</b>	0
<b>ITEM DESC:</b>	Alternates	<b>AREA (SF):</b>	0

CSI NO.	DESCRIPTION	QUANTITY		UNIT COST	TOTAL AMOUNT
		AMOUNT	UNIT		

4 DRINKING FOUNTAINS					
	High/low drinking fountains, incl. waste/water, rough in	3	ea	2,750.00	8,250.00
				-	-
				-	-
				-	-
				-	-
<b>4</b>	<b>DRINKING FOUNTAINS</b>		<b>\$/SF:</b>		<b>8,250.00</b>

SUBTOTAL				8,250
GENERAL CONDITIONS		15.00%		1,238
BONDS & INSURANCE		1.00%		95
OVERHEAD & PROFIT		15.00%		1,437
DESIGN CONTINGENCY		15.00%		1,653
ESCALATION		7.50%		950
<b>TOTAL CONSTRUCTION COST</b>				<b>13,623</b>
		<b>TOTAL \$/SF:</b>		

## ESTIMATE DETAIL

<b>PROJECT:</b>	Folsom Zoo Sanctuary - ADA Upgrades	<b>DATE:</b>	11/22/2006
<b>DESIGN LVL:</b>	Conceptual	<b>ESTIMATOR:</b>	Javier Silva
<b>ITEM NO:</b>	1	<b>SCHEDULE:</b>	0
<b>ITEM DESC:</b>	Alternates	<b>AREA (SF):</b>	0

CSI NO.	DESCRIPTION	QUANTITY		UNIT COST	TOTAL AMOUNT
		AMOUNT	UNIT		

5 REPLACE BRICK PAVERS					
	Remove (e) brick pavers	900	sf	2.50	2,250.00
	Regrade dirt	33	cy	50.00	1,666.67
	4" concrete walkway, mesh and 6" ab	900	sf	7.08	6,373.33
				-	-
					-
<b>5</b>	<b>REPLACE BRICK PAVERS</b>			<b>\$/SF:</b>	<b>10,290.00</b>

SUBTOTAL					10,290
GENERAL CONDITIONS				15.00%	1,544
BONDS & INSURANCE				1.00%	118
OVERHEAD & PROFIT				15.00%	1,793
DESIGN CONTINGENCY				15.00%	2,062
ESCALATION				7.50%	1,185
<b>TOTAL CONSTRUCTION COST</b>					<b>16,992</b>
				<b>TOTAL \$/SF:</b>	

## ESTIMATE DETAIL

<b>PROJECT:</b>	Folsom Zoo Sanctuary - ADA Upgrades	<b>DATE:</b>	11/22/2006
<b>DESIGN LVL:</b>	Conceptual	<b>ESTIMATOR:</b>	Javier Silva
<b>ITEM NO:</b>	1	<b>SCHEDULE:</b>	0
<b>ITEM DESC:</b>	Alternates	<b>AREA (SF):</b>	0

CSI NO.	DESCRIPTION	QUANTITY		UNIT COST	TOTAL AMOUNT
		AMOUNT	UNIT		

6 MINERS SHACK					
	Rebuild wall/curb, concrete walk, extend roof and reframe			-	-
	opening	1	ls	10,000.00	10,000.00
				-	-
				-	-
				-	-
<b>6</b>	<b>MINERS SHACK</b>			<b>\$/SF:</b>	<b>10,000.00</b>

SUBTOTAL					10,000
GENERAL CONDITIONS				15.00%	1,500
BONDS & INSURANCE				1.00%	115
OVERHEAD & PROFIT				15.00%	1,742
DESIGN CONTINGENCY				15.00%	2,004
ESCALATION				7.50%	1,152
<b>TOTAL CONSTRUCTION COST</b>					<b>16,513</b>
					<b>TOTAL \$/SF:</b>

## ESTIMATE DETAIL

<b>PROJECT:</b>	Folsom Zoo Sanctuary - ADA Upgrades	<b>DATE:</b>	11/22/2006
<b>DESIGN LVL:</b>	Conceptual	<b>ESTIMATOR:</b>	Javier Silva
<b>ITEM NO:</b>	1	<b>SCHEDULE:</b>	0
<b>ITEM DESC:</b>	Alternates	<b>AREA (SF):</b>	0

CSI NO.	DESCRIPTION	QUANTITY		UNIT COST	TOTAL AMOUNT
		AMOUNT	UNIT		

7 MISCELLANEOUS ADA UPGRADES					
	Handrail modifications at ramps	1	ls	5,000.00	5,000.00
	Missing truncated domes	1	ls	2,000.00	2,000.00
	Signage (entrance/exit), way finding, allowance	1	ls	10,000.00	10,000.00
				-	-
					-
<b>7</b>	<b>MISCELLANEOUS ADA UPGRADES</b>			<b>\$/SF:</b>	<b>17,000.00</b>

SUBTOTAL					17,000
GENERAL CONDITIONS				15.00%	2,550
BONDS & INSURANCE				1.00%	196
OVERHEAD & PROFIT				15.00%	2,962
DESIGN CONTINGENCY				15.00%	3,406
ESCALATION				7.50%	1,959
<b>TOTAL CONSTRUCTION COST</b>					<b>28,072</b>
				<b>TOTAL \$/SF:</b>	

## ESTIMATE DETAIL

<b>PROJECT:</b>	Folsom Zoo Sanctuary - ADA Upgrades	<b>DATE:</b>	11/22/2006
<b>DESIGN LVL:</b>	Conceptual	<b>ESTIMATOR:</b>	Javier Silva
<b>ITEM NO:</b>	1	<b>SCHEDULE:</b>	0
<b>ITEM DESC:</b>	Alternates	<b>AREA (SF):</b>	0

CSI NO.	DESCRIPTION	QUANTITY		UNIT COST	TOTAL AMOUNT
		AMOUNT	UNIT		

8 TICKET BOOTH/GIFT SHOP					
	New lower window at gift shop	1	ea	2,000.00	2,000.00
	Ticket booth counter	1	ea	2,000.00	2,000.00
	Ticket booth ramp, railing	1	ls	7,500.00	7,500.00
				-	-
					-
<b>8</b>	<b>TICKET BOOTH/GIFT SHOP</b>		<b>\$/SF:</b>		<b>11,500.00</b>

SUBTOTAL					11,500
GENERAL CONDITIONS			15.00%		1,725
BONDS & INSURANCE			1.00%		132
OVERHEAD & PROFIT			15.00%		2,004
DESIGN CONTINGENCY			15.00%		2,304
ESCALATION			7.50%		1,325
<b>TOTAL CONSTRUCTION COST</b>					<b>18,990</b>
			<b>TOTAL \$/SF:</b>		

## ESTIMATE DETAIL

<b>PROJECT:</b>	Folsom Zoo Sanctuary - ADA Upgrades	<b>DATE:</b>	11/22/2006
<b>DESIGN LVL:</b>	Conceptual	<b>ESTIMATOR:</b>	Javier Silva
<b>ITEM NO:</b>	1	<b>SCHEDULE:</b>	0
<b>ITEM DESC:</b>	Alternates	<b>AREA (SF):</b>	0

CSI NO.	DESCRIPTION	QUANTITY		UNIT COST	TOTAL AMOUNT
		AMOUNT	UNIT		

9 UNDERGROUND UTILITIES UPGRADES					
<b>Underground Utilities, Incl. trench/backfill and paving repair</b>				-	-
Phase 1B				-	-
	4" electrical conduit	115	If	65.00	7,475.00
	2" telephone conduit	115	If	45.00	5,175.00
	4" water line	170	If	79.00	13,430.00
	6" sanitary sewer	75	If	55.00	4,125.00
				-	-
Phase 2A				-	-
	2" electrical conduit	30	If	45.00	1,350.00
	2" telephone conduit	30	If	45.00	1,350.00
	2" water line	30	If	52.00	1,560.00
	6" sanitary sewer	70	If	55.00	3,850.00
				-	-
Phase 2B				-	-
	2" electrical conduit	55	If	45.00	2,475.00
	2" telephone conduit	55	If	45.00	2,475.00
	4" water line	210	If	79.00	16,590.00
	6" sanitary sewer line	45	If	55.00	2,475.00
				-	-
Phase 3				-	-
	2" telephone conduit	115	If	45.00	5,175.00
	6" sanitary sewer line	175	If	55.00	9,625.00
				-	-
<b>9</b>	<b>UNDERGROUND UTILITIES UPGRADES</b>			<b>\$/SF:</b>	<b>77,130.00</b>

SUBTOTAL			77,130
GENERAL CONDITIONS	15.00%		11,570
BONDS & INSURANCE	1.00%		887
OVERHEAD & PROFIT	15.00%		13,438
DESIGN CONTINGENCY	15.00%		15,454
ESCALATION	7.50%		8,886
<b>TOTAL CONSTRUCTION COST</b>			<b>127,364</b>
		<b>TOTAL \$/SF:</b>	

# **Appendix III**



## **Needs Assessment Executive Summary 2006**



## 2006 NEEDS ASSESSMENT

CONDUCTED FOR  
THE CITY OF FOLSOM

Final Report

July 2006

## 2006 Folsom Parks and Recreation Needs Assessment Survey

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## Overview and Research Objectives

GODBE RESEARCH  
Gain Insight

- **Assess importance and usage of Folsom's**
  - arts and cultural programs and events
  - parks and recreational programs, activities and facilities
- **Gather resident opinion on special topics:**
  - where they go outside of Folsom for arts and cultural programs
  - what they thought of the arts and cultural program venues, the Folsom Aquatic Center and the Folsom Zoo
  - use of area ponds and reservoirs for fishing and boating
  - development of south of Highway 50
  - options for funding public art
- **Identify demographic characteristics of residents**

Godbe Research is pleased to present the results of a resident survey conducted for the City of Folsom. The *Research Objectives* for this study are stated above.

This report is organized as follows: First, there is a *Methodology Overview*, which introduces the survey parameters, including sampling strategy and data weighting. This is followed by an *Executive Summary*, which includes the high-level conclusions drawn from the data. Then, the *Key Findings* section presents the detailed, question-by-question analysis of the survey, including demographic differences in opinions observed. *Additional Demographic Information* about the respondents is reported after the detailed findings.

Also included in this report are the following reference materials:

- *Appendix A* presents *the Detailed Methodology* used in this study
- *Appendix B* provides the *Toplines* with overall survey results
- *Appendix C* presents the complete *Cross tabulation Tables*
- *Appendix D* presents the complete *Questionnaire* used for the study

<b>Methodology Overview I</b>		GODBE RESEARCH Gain Insight
➤ Data collection	Telephone interviewing	
➤ Universe	39,327 residents 18 years of age or older in the City of Folsom	
➤ Interview dates	April 25 – May 9, 2006	
➤ Interview length	20 minutes	
➤ Sample size	400	
➤ Margin of error	<u>±</u> 4.88%	

Survey Methodology

A total of 400 residents completed the survey, representing a total universe of approximately 39,327 residents 18 years and older in the City of Folsom (Source: US Census 2000), producing a margin of error of plus or minus 4.88%. Interviews were conducted from April 25 through May 9, 2006, and each interview typically lasted 20 minutes.

Sample & Weighting

Respondents were selected using random digit dialing (RDD), which randomly selects phone numbers from the active residential phone exchanges within the City of Folsom. Interviewers first asked potential respondents a series of questions, referred to as “Screeners,” which were used to ensure that the person lived within the City and was at least 18 years old.

Once collected, the data were compared with US Census 2000 population data to examine possible differences between the sample of respondents and the population of residents 18 years and older within the City on major demographic variables. After examining the demographic characteristics, the data were weighted by gender, age, and ethnicity, to accurately represent the adult population of Folsom residents.

<b>Methodology Overview II</b>		GODBE RESEARCH Gain Insight
<b>Area</b>	<b>Neighborhood</b>	<b>Percentage</b>
<b>Area 1</b>	Empire Ranch	11.8%
<b>Area 2</b>	Broadstone	11.1%
<b>Area 3</b>	Briggs Ranch, Cimarron, Lexington Hills, and Parkway	17.7%
<b>Area 4</b>	Cobble Hills, Los Cerros, Natoma Station, Prairie Oaks, Willow Creek and Willow Springs	21.6%
<b>Area 5</b>	Central and Historic District	1.9%
<b>Area 6</b>	American River Canyon and North of the river	8.7%
<b>Other</b>	Other Areas	15.5%

Randomization of Questions

To avoid the problem of systematic position bias -- where the order in which a series of questions is asked could systematically influence the answers -- sections of the study (e.g. "Arts and Cultural Programs and Events" and "Parks and Recreational Facilities and Activities" sections as well as the sections on "South of Highway 50" and "Local Ponds" sections) were randomized such that respondents were not consistently asked the sections in the same order to avoid the systematic position bias. Similarly, the series of items in Questions 2, 3, 4, 5, 6, 7, 11, 12, 13, 14, 17, 18, and 20 were randomized for the same purpose.

Neighborhood

In the survey, respondents were asked to specify in which neighborhood their residence was located. As shown in the table above, the named neighborhoods were grouped into 7 areas based on their geographic location. The table also displays the percentages of the respondents who reside in a particular area. Respondents who refused to provide an answer to this question or did not know how to answer the question were excluded from this analysis (10.9%). Throughout the report, the statistically significant differences by residential neighborhoods are called out. (See additional demographic information later in the report for more detailed breakdown of responses by neighborhoods.)

# Executive Summary

## **Executive Summary**

Based on the research objectives for this study and the findings of the analyses, Godbe Research offers the following high-level conclusions to the City of Folsom.

### **Importance and Usage of Activities, Programs and Facilities**

The central objective of this survey is to provide the City of Folsom and the Parks and Recreation Commission with what Folsom residents considered to be high-priority areas in terms of sports, recreational and arts and cultural programs and facilities. This was accomplished by asking respondents to rate both the importance and usage of a range of facilities, programs and activities.

#### Importance

Respondents were asked to rate the importance of 47 sports and recreational activities and facilities, as well as arts and cultural programs and events. Their ratings were coded as “0” for “Not important,” “1” for “Somewhat important,” and “2” for “Very important.” Figure 1 on Pages 7 and 8 shows these relative importance ratings.

Out of the 47 items tested, the most important priorities in the minds of the Folsom residents surveyed were “Open space” (1.6), “Walking or hiking” (1.6) “Children’s play areas” (1.6) and “Picnic areas” (1.5). After these top four items, a mixture of sports and recreational facilities, activities and arts and cultural programs garnered at least “Somewhat important” ratings (1.0 to 1.4); they include: “Zoo” (1.4), “Swimming” (1.4), “Aquatic Center” (1.4), “Cycling” (1.3), “Fairs and festivals” (1.3), “Concerts and live performances” (1.3), “Nature center” (1.3), Gym (1.3), “Theater and arts and cultural programs” (1.3), “Jogging” (1.2), “Senior facility” (1.2), “Theater performances” (1.2), “Sports arena or complex” (1.2), “Group barbecue area” (1.1), “Canoeing, kayaking or boating” (1.0), “Basketball” (1.0), “Art classrooms” (1.0).

Some demographic differences were observed with these importance ratings, the details of which are presented later in the report. Some notable differences include “Picnic areas” and “children’s play areas,” which were considered more important by women than men, especially for those with children in their households. Women also rated “Fairs and festivals,” “Concerts and live performances” and “Theater performances” to be more important than their male counterparts. It is not uncommon for the female in the household to be particularly interested in activities and facilities that benefit their children. Also, not surprisingly, active sports and recreation, such as swimming and cycling, were more important to those younger than 65.

Figure 1. Relative Importance

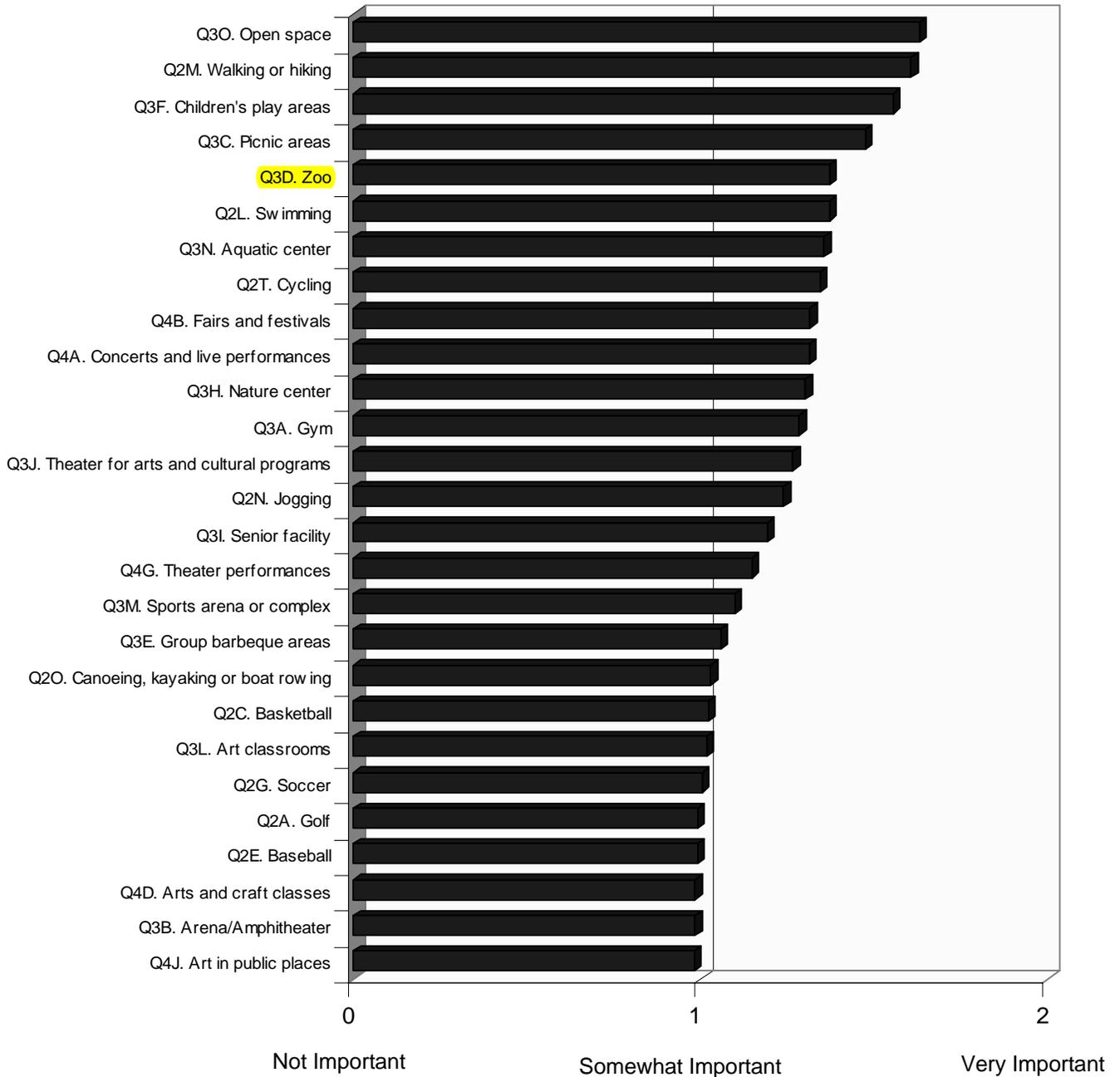
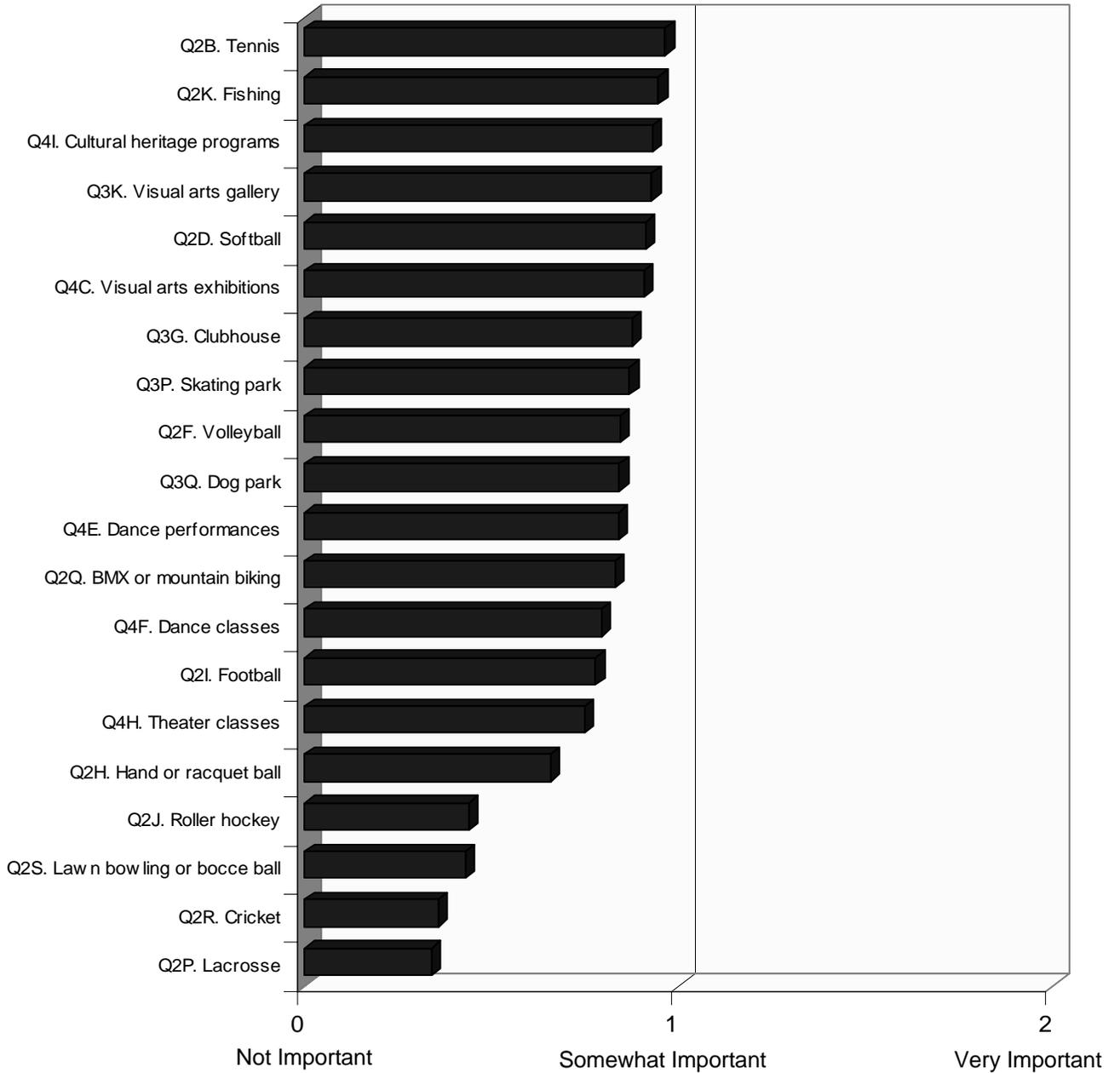


Figure 1. Relative Importance (Cont.)



### Usage

Similar to the importance ratings, respondents were asked to rate on the same scale how often they used, attended or participated in a range of sports and recreational facilities and activities, as well as arts and cultural programs. Their responses were coded as “0” for “Not at all,” “1” for “Few times a year,” “2” for “Few times a month” and “3” for “Once a week or more.”

As shown in Figure 2 on the following two pages, most usage across the board was less frequent than a “Few times a month.” The only exception was “Walking and hiking,” which was reported on average to be something done more than a “Few times a month” (2.4). This was by a wide margin at a higher usage level than the next group of items, which were rated between a “Few times a year” to a “Few times a month” (1.2 to 1.8): “A city park” (1.8), “Open space in Folsom” (1.7), “A city trail” (1.7), “Swimming” (1.6), “Jogging” (1.4), “Cycling” (1.4) and “A public children’s play area” (1.2).

Again, some demographic differences were observed (see the “Key Findings” section for details). First, where the respondents reported living made a difference: Those residing in Cobble Hills, Los Cerros, Natoma Station, Prairie Oaks, Willow Creek and Willow Springs (Area 4) participated in “Cycling” more frequently than Broadstone residents, but used “A city park” less often than those living in American River Canyon and north of the river. Meanwhile, compared to those living in Area 4, Broadstone residents reported attending “Concerts and live performances” more frequently.

Aside from neighborhood differences, age and children also made a difference in how often the Folsom residents surveyed used and participated in facilities, activities and programs. More specifically, residents younger than 65 reported more frequent participation in “Swimming,” “Cycling” and “Jogging” and more frequent use of “A city park,” “Open space in Folsom” and “A city trail.” Similarly, those with children in their households reported going “Swimming,” “Jogging” and “Cycling” more than their childless counterparts in Folsom, and were also more frequent users of “A city park,” “Open space in Folsom” and “A city trail.”

### High Priority Areas

Looking at both the importance and usage results together, Folsom residents, especially those under 65, valued most open space, trails and parks for walking or hiking, cycling and jogging, as well as the Aquatic Center for swimming. Those with children also thought picnic areas and children’s play areas, in addition to parks, open space and trails, were important – and used them more frequently.

Figure 2. Relative Usage

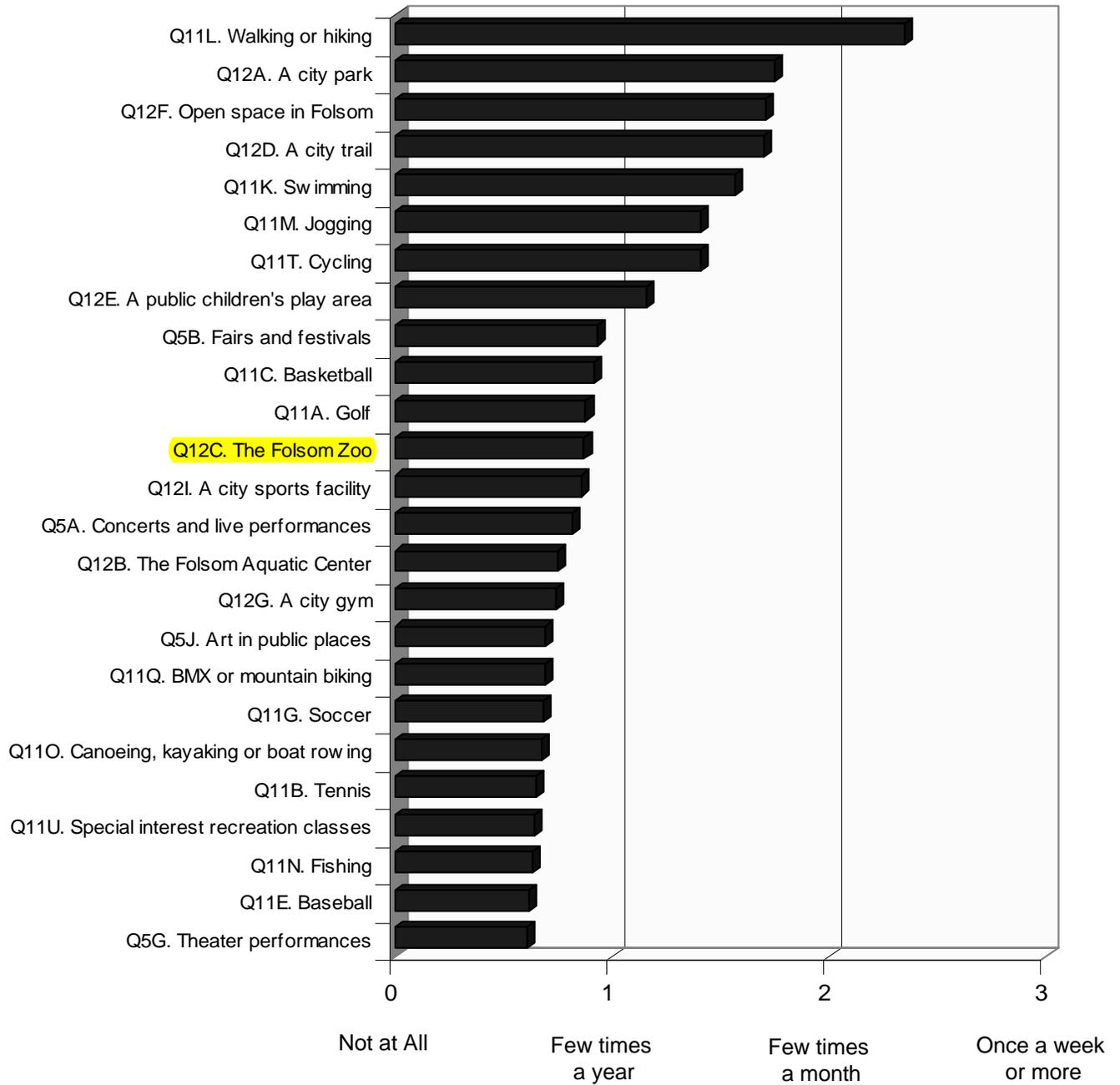
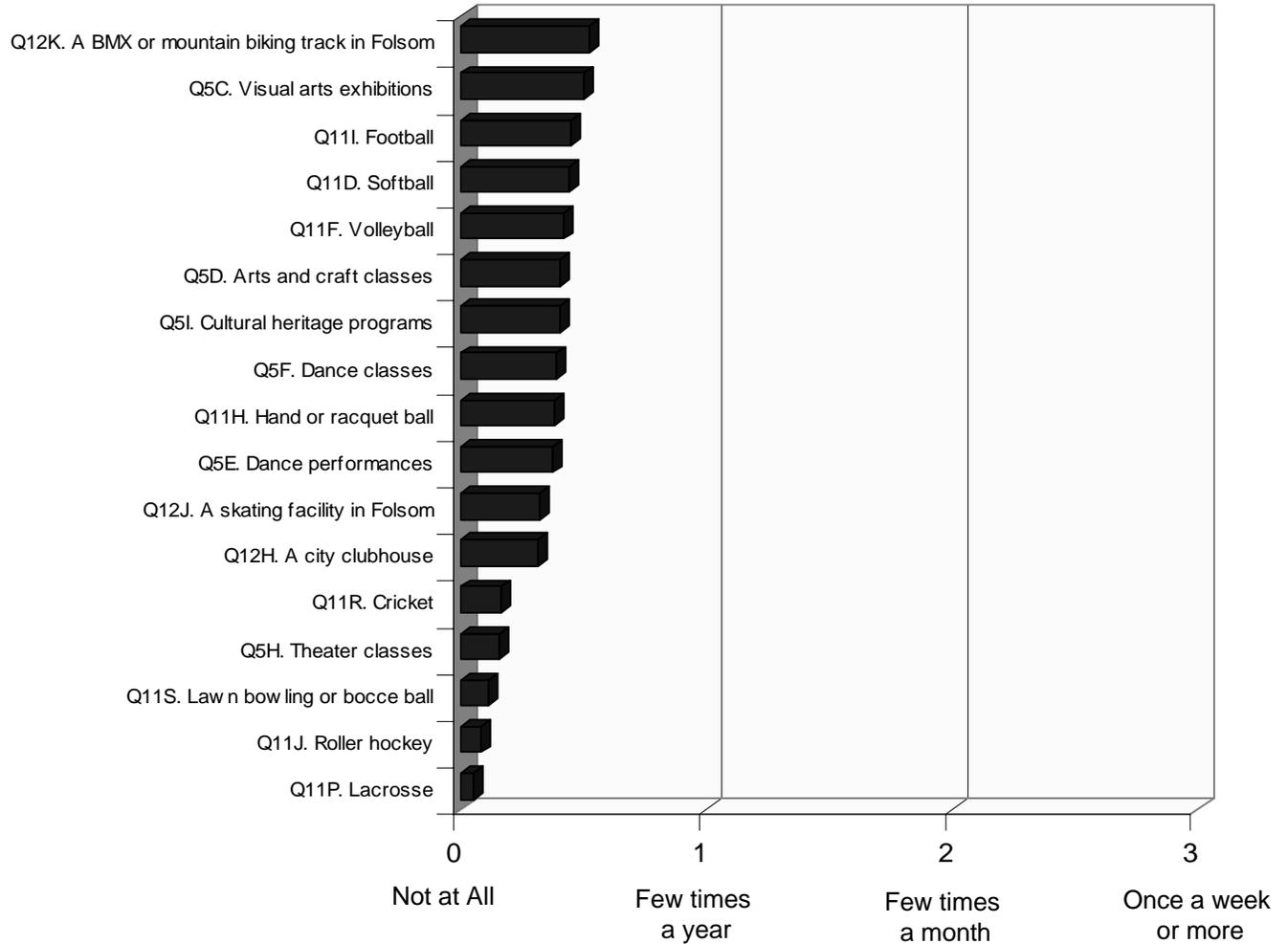


Figure 2. Relative Usage (Cont.)



### **Feedback on Facilities, Programs and Other Special Topics**

In addition to rating importance and usage, the respondents were also asked to provide feedback on a range of topics regarding sports, recreation and public art.

#### Feedback on the Folsom Aquatic Center and Folsom Zoo

Overall feedback on the Folsom Aquatic Center and Folsom Zoo was good. The highest-rated feature of the Folsom's Aquatic Center was by far "Quality of facility" (3.3), followed by "Quality of programs or classes" (2.9) and "Hours" (2.9). The best rated feature of the Folsom Zoo was "Cost" (3.1), followed closely by "Quality of facility" (3.0) and "Hours" (2.9). A rating of "2" is "fair," while "good" was coded as "3" and "excellent" was coded as "4."

#### South of Highway 50

Respondents were asked to specify which types of recreational use and facilities they or members of their household would like to see in the area South of highway 50. One-third of the respondents (33%) mentioned "Biking trails," and another 25 percent mentioned "Hiking or jogging trails." Other proposed uses for the area were: "Parks" (16%), "Athletic playing fields for sports" (16%), "Sports complex" (14%), "Picnic areas" (12%), and "Leaving the site as undeveloped land/open space" (12%).

#### Fishing and Boating

Fishing and boating in local ponds and creeks were not seen as important to Folsom residents. The average rating was between "not important" and "somewhat important."

#### Feedback on Arts and Cultural Programs

Overall, the respondents rated different aspects of arts and cultural programming between fair and good. More specifically, they felt most positive about the "Quality of arts and cultural event facilities or sites" (2.6), followed by "Cost" and "Quality of arts and cultural programs or events" (2.5 and 2.5, respectively). Again, a rating of "2" is "fair," while "good" was coded as "3."

Moreover, Folsom residents reported mostly staying in Folsom to go to "Fairs and festivals" and "Art in Public Places," while Sacramento got more mentions for where the respondents mostly went for "Concerts and live performances" and "Theater performances."

Support for Public Art Funding Options

Among various public art funding options tested, “Private financing, such as individual or corporate contributions” received the strongest support, followed by “Public financing, such as government grants or existing city revenue” and “Partnership between government and private parties.” When asked in their own words what other funding options they would support, 41 percent stated there was “Nothing else.” Some 13 percent mentioned “Private donations, gifts, and grants,” whereas 6 percent mentioned “User fees” and 5 percent each mentioned “Charities and foundations” and “Public fundraising.”

**Special Note on Using the Survey Findings**

This survey is intended to shed light on what Folsom residents value in terms of sports, recreational and arts/cultural activities, facilities and programs. The study design – including the questionnaire content, sampling strategy, data collection, weighting and analytic procedures – was aimed at providing the City with representative and reliable insights from the residents’ perspective. However, it is important to note that the priorities derived from the analysis reported here only represent one point of view. Therefore, the survey findings should be viewed as just one source of information among many for the purposes of directing planning and investment decisions.

# **Appendix IV**



## **Collection Plan**

## Collection Plan

<u>Native to North America</u>			<u>Exotic</u>			<u>Domestic</u>			<u>Totals</u>	
	Current	Future		Current	Future		Current	Future	Current	Future
Bobcats	3	2	Macaques	2	4	Equines	1	1		
Coyotes	2	2	Tigers	2	2	Guard Dogs	2	2		
Raccoons	3	2	Macaws	2	2	Sheep	3	2		
Ravens	3	2	Amazon Parrots	4	0	Goats	1	0		
Kestrels/Falcons	1	2	Small Parrots	2	2	Outreach Chickens	2	2		
Red Tailed Hawks	3	2	Squirrel Monkeys/Small Primates	3	5	Ferrets	4	2		
Feral Pigs	3	0	Non-native Frogs	1	0	Rabbits/Small mammal	2	2		
Deer	4	4	Lizards	1	2	Mini-hoofstock	0	2		
Cougars	4	4	Snakes	2	3					
Barn Owl	2	2								
Black Bears	5	4								
Wolves	4	4								
Eagles	2	2								
Squirrels	4	4								
Great Horned Owl	2	2								
Foxes	4	4								
Wolf Hybrids	2	2								
Ringtail Cat	1	2								
Opossum	2	2								
Skunk	1	2								
Small mammal (ie prairie dogs)	0	3								
Small mammal (ie beaver)	0	2								
Native amphibian (ie Bullfrogs)	0	2								
<b>Total:</b>	<b>55</b>	<b>57</b>		<b>19</b>	<b>20</b>		<b>15</b>	<b>13</b>	<b>89</b>	<b>90</b>
<b>Percent of Total:</b>	<b>0.618</b>	<b>0.633</b>		<b>0.2135</b>	<b>0.222</b>		<b>0.1685</b>	<b>0.1444</b>		

# **Appendix V**



## **Historical Statistics**

**Front Gate**

Month:	Fiscal Year 03/04		Fiscal Year 04/05		Fiscal Year 05/06		Fiscal Year 06/07	
	Attendance:	Revenue:	Attendance:	Revenue:	Attendance:	Revenue:	Attendance:	Revenue:
July	6,398	\$10,488.00	11,870	\$19,430.00	9,496	\$17,861.00	9,180	\$22,585.50
August	8,585	\$14,271.00	10,333	\$18,708.50	8,611	\$15,490.00	12,084	\$28,384.50
Sept	8,300	\$9,538.55	7,671	\$13,684.00	9,371	\$17,605.50	10,477	\$25,985.00
October	5,683	\$8,387.00	5,367	\$9,560.00	7,624	\$14,040.00	9,912	\$19,269.00
November	4,258	\$6,682.00	5,490	\$9,681.00	8,317	\$15,445.50	6,445	\$16,073.00
December	3,477	\$5,354.00	3,300	\$5,528.00	3,672	\$4,531.00	4,353	\$8,989.50
January	4,955	\$8,014.00	3,827	\$6,533.00	5,862	\$10,566.00		
February	9,089	\$15,837.00	7,967	\$13,821.00	10,168	\$19,022.50		
March	13,127	\$21,640.60	9,750	\$17,126.50	6,955	\$13,248.00		
April	14,126	\$21,148.25	11,302	\$19,435.50	11,959	\$22,398.00		
May	13,280	\$21,108.50	13,631	\$24,273.00	17,258	\$31,912.50		
June	10,934	\$17,411.00	12,856	\$23,011.00	10,907	\$20,485.50		
<b>Total:</b>	<b>102,212</b>	<b>\$159,879.90</b>	<b>103,364</b>	<b>\$180,791.50</b>	<b>110,200</b>	<b>\$202,605.50</b>	<b>52,451</b>	<b>\$121,286.50</b>

**Gift Shop**

Month:	Fiscal Year 03/04		Fiscal Year 04/05		Fiscal Year 05/06		Fiscal Year 06/07	
	Volunteer Hours:	Revenue:						
July	137	\$3,927.00	102.5	\$7,812.00	73	\$5,496.53	77	\$7,070.27
August	155	\$6,092.00	92.5	\$5,237.14	64	\$5,619.59	68	\$8,788.23
September	155	\$5,828.00	90	\$4,898.51	65	\$5,435.95	58	\$8,508.81
October	140	\$3,133.00	92	\$3,797.76	80	\$4,060.35	73	\$5,848.65
November	69	\$3,731.00	69	\$3,095.91	62	\$3,916.61	68	\$3,217.19
December	45	\$2,963.00	69	\$1,786.08	66	\$2,626.30	64	\$3,490.89
January	64	\$1,448.00	45	\$1,822.67	60	\$2,245.76		
February	60	\$4,164.00	71	\$3,245.44	32	\$3,415.20		
March	94	\$7,220.80	72.5	\$6,689.38	52.5	\$4,664.32		
April	97.5	\$9,373.50	77	\$8,245.45	77.5	\$8,939.35		
May	105	\$9,330.00	65	\$9,256.23	82.5	\$11,416.81		
June	105	\$6,770.34	91	\$9,827.75	83	\$8,542.30		
<b>Total:</b>	<b>1,226.5</b>	<b>\$63,980.64</b>	<b>936.5</b>	<b>\$65,714.32</b>	<b>797.5</b>	<b>\$66,379.07</b>	<b>408</b>	<b>\$36,924.04</b>

# **Appendix VI**



**Resolution No. 0000  
and  
Notice of Determination**