

**MINUTES OF THE REGULAR MEETING OF THE BOARD OF THE
METROPOLITAN ZOOLOGICAL PARK AND MUSEUM DISTRICT**

St. Louis, Missouri
September 1, 2020

A regular meeting of the Board of Directors of the Metropolitan Zoological Park and Museum District was held via Zoom at 7733 Forsyth Boulevard, Suite 550, on Tuesday, September 1, 2020 at 12:00 p.m. The primary purpose of the meeting was to review and discuss the 2020 budget and 2019 financial statements presented by the Saint Louis Zoological Park Subdistrict and the Saint Louis Zoo Association (the "Zoo").

Robert Eggmann, Chair of the Metropolitan Zoological Park and Museum District ("District"), called the meeting to order. Upon roll call, the following Board Members were present:

Robert E. Eggmann	Thomas J. Campbell
Christine A. Chadwick	Darnetta Clinkscale
Pat Coleman	Thomas C. Mummert
Jill Nowak	

Michelle Harris joined the meeting after roll call. Other persons attending the meeting included Michael A. Chivell from Armstrong Teasdale LLP, the District's legal counsel and District employees: J. Patrick Dougherty and Matthew Pollock.

Public Comments: The Chair asked for public comments from those in attendance. No comments resulted.

Saint Louis Zoological Park Subdistrict and Saint Louis Zoo Association Budget Presentation: The Chair welcomed the Saint Louis Zoological Park Subdistrict Commissioners, Saint Louis Zoo Association Trustees, the Management Team, and other guests.

Dr. Jeffrey P. Bonner, Dana Brown President and Chief Executive Officer, welcomed and thanked the District Board for allowing the Zoo to participate in the meeting. Dr. Bonner thanked the taxpayers in the District for their support and noted that the support is essential to the Zoo's operation.

Cassandra J. Brown Ray, Chief Financial Officer, presented a review of the 2019 financials. She indicated that the Zoo's Net Position increased by \$28.2 million during 2019. Ms. Brown Ray highlighted that the District's support represented 22% of the Zoo's 2019 Total Revenue and 27% of 2019 Operating Revenue. The District is the second largest source of Total Revenue and largest source of Operating Revenue for the Zoo. She presented data showing that 89% of the District support was used to fund Salaries, 5% for Benefits, and 6% for Utilities. Ms. Brown Ray concluded by commenting on the Zoo's Endowment and Investment status.

Dr. Bonner continued the presentation by providing a review of the Zoo's 2019 operations. His review included the Zoo's attendance data, visitor demographics, guest experience, membership, and employee/volunteer diversity statistics. A highlight was the Zoo's Net Promoter Score of 99, indicating a positive guest experience.

Dr. Jo-Elle Mogergerman, Saint Louis Zoo North Campus Director, continued the presentation by reading the Zoo's Diversity and Inclusion Vision Statement. She continued by highlighting the Zoo's continued commitment to diversity, equity, and inclusion throughout all aspects of the Zoo's operations. Dr.

Mogerman indicated that the Vision Statement was developed in part by the Zoo's Diversity Committee which is comprised of staff representing every department at the Zoo. Dr. Mogerman continued by providing an overview of the various Diversity and Inclusion initiatives taking place.

Amy Niedbalski, Director of Conservation and Audience Research and Evaluation (CARE), presented the efforts of the Zoo's CARE Program. She highlighted the St. Louis Community Study Report that focused on community member demographics, cultural attraction visitation and barriers, lifestyle and experiences, and environmental attitudes and behaviors. Ms. Niedbalski indicated the analysis will also study education levels, pet ownership, leisure time motivations, time in nature, and crosstabulations between groups and predictive analytics within groups. This study aims to help develop tactics to improve diversity.

Ms. Brown Ray discussed the revisions to the 2020 Budget. She indicated that attendance scenarios have a significant impact on the Zoo's revised 2020 Budget. Ms. Brown Ray continued by providing an overview of the Revenue, Expense, and Capital assumptions used in revising the 2020 Budget. Aside from Revenues that are dependent on attendance, the largest revision was a \$8.3 million reduction in Sales Tax Revenue. Every department analyzed its expenses and made several reductions. She highlighted that Salaries and Fringes were reduced by \$5 million, Cost of Sales reduced by \$3.8 million and other Operation Costs reduced by \$3.4 million. The Capital Budget was reduced by \$9.1 million.

Michael Macek, Saint Louis Zoo Director, discussed the Zoo's operations following the closure caused by the COVID-19 pandemic. Mr. Macek outlined the Zoo's comprehensive reopening plan, including details related to attendance capacity, ticket reservations, guest safety requirements, attraction restrictions and accommodations, food service limitations, staff safety policies, facility modifications, and expenditures related to the reopening plan.

Dr. Bonner concluded the Zoo's presentation by mentioning several things on the Zoo's horizon, including a new 5-year Strategic Plan, new exhibits, and the development of the North Campus.

At the conclusion of the presentation, the Chair opened the meeting for questions and/or comments from the District Board Members. Discussions followed. The Chair thanked and complimented the Zoo's management for their presentation.

Approval of Minutes: The Chair called for the approval of the minutes from the August 26, 2020 regular Board meeting.

Mr. Campbell moved that the minutes be approved. Ms. Clinkscale seconded the motion. The Chair asked for discussion; no discussion ensued. The minutes were approved with all present members voting "Aye".

Review of the Budget Presentation: The Chair called for comments and discussion regarding the information presented by the Zoo's management. The discussion included the following comments from Board Members:

- Board Members commended the Zoo for keeping the community engaged during the COVID-19 closure.
- Board Members were impressed by the Zoo's transparent communication related to the Zoo's recent baby elephant illness and death.
- Board Members complimented the Zoo on its Diversity and Inclusion Vision Statement and the implementation of the related action plan.

- Board Members praised the Zoo on the development and implementation of its opening plan following its closure due to COVID-19.
- Board Members would like a copy of the Zoo's recently adopted Strategic Plan.
- Board Members were interested in more information related to the North Campus Fundraising Feasibility Study and would like a copy of the study when it becomes available.
- Board Members appreciated the diversity data related to the Zoo's staff and volunteers. They would like to see a year-over-year comparison of this data so they can analyze.
- In the future, Board Members would like the presentation to include a break between the financial and operational sections. This break will give the opportunity for Board Members to ask questions after each topic is presented.

Executive Director's Report: Mr. Dougherty had nothing to report.

Communications Committee Report: Ms. Harris had nothing to report.

Audit Committee Report: Mr. Mummert provided a summary of the Audit Committee Meeting at 11:15am on September 1, 2020. The primary purpose of the meeting was to discuss the issuance of an RFP for banking services. Mr. Mummert made a motion to approve the Audit Committee's recommendation to issue an RFP for banking services. The Chair asked for discussion; no discussion ensued. The issuance of an RFP for banking services was approved with all present members voting "Aye".

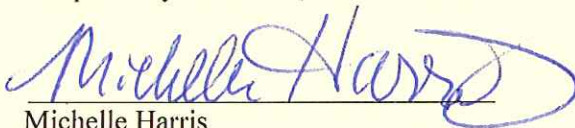
Report of Legal Counsel: Mr. Chivell referenced the recent discussion regarding the District gathering information for the newly formed Committee on Diversity, Equity, and Inclusion. He noted that the District has received the Saint Louis Art Museum's statement and the Saint Louis Zoo's statement with respect to Diversity, Equity, and Inclusion. He indicated that these examples may be helpful to the District's Diversity, Equity, and Inclusion Committee.

Old Business: There was no Old Business.

New Business: There was no New Business.

There being no further business of the Board, Ms. Chadwick moved to adjourn the meeting. Ms. Clinkscale seconded the motion, which was unanimously approved.

Respectfully submitted,



Michelle Harris
Secretary