

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

St. Louis, Missouri  
September 13, 2022

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 13, 2022, at 12:00 p.m. The primary purpose of the meeting was to review and discuss the 2022 budget and 2021 financial statements presented by the Saint Louis Zoological Park Subdistrict and the Saint Louis Zoo Association (the “Zoo”).

Michelle Harris, Vice Chair of the Metropolitan Zoological Park and Museum District (“District”), called the meeting to order.

Upon roll call, the following Board Members were present:

Michelle Harris	Bradley Bakker
Jill Nowak	Kenneth Powell

Thomas Mummert joined the meeting later. Darnetta Clinkscale and Christine Chadwick were absent. Other persons attending the meeting included Michael A. Chivell from Armstrong Teasdale LLP, the District’s legal counsel and District employees: Matthew Pollock and Adrienne Mack.

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

Lawrence E. Thomas, St. Louis Zoological Park Subdistrict Commission Vice-Chair welcomed everyone and other commissioners. He introduced the new Dana Brown President & CEO of the St. Louis Zoological Park President, Dwight Scott and commended him on his commitment and impressive leadership.

Dwight Scott, Dana Brown President and CEO thanked Mr. Thomas and Zoo commissioners. He opened the presentation with a brief introduction of himself. He continued with the agenda and recognized the Subdistrict Commission’s leadership, Zoo Association leadership, Zoo Strategic Operations team, and provided an organizational update, specifically, regarding the retirements of Cynthia Holter and Luis Padilla.

Cassandra J. Brown Ray, Vice President, Finance Chief Financial Officer, presented a review of the 2021 financials results. She indicated that the Zoo’s Net Position increased by \$23.3 million during 2021. Ms. Brown Ray highlighted that the District’s support represented 17.8% of the Zoo’s 2021 Total Revenue and 24% of 2021 Operating Revenue. The District’s support is the largest source of Operating Revenue for the Zoo. She presented data showing that 80% of the District’s support was used to fund Salaries, 10% for Benefits, and 10% for Utilities. Ms. Brown Ray continued with noting the Zoo’s Endowment and Investment growth to \$105 million, attendance exceeding pre-pandemic levels in per capita levels, and growth in memberships as compared with 2020 but noted they have not reached pre-pandemic levels.

Ms. Brown Ray summarized 2022 and 2023 budget assumptions: budgeted attendance 2.3 million, 10% increase in sales tax, endowment harvest of 3% down from 5% in 2021, and increase in campaign expenses

due to a quiet phase of a campaign. She discussed an analysis of a “normal” year (2019) to year-to date projections which consist of year-to-date attendance at 1.6 million, Operating Revenue below 2021 levels, Expenses 9% below year-to-date due to timing, and Operating Cash Flows of \$3.7 million. Ms. Brown Ray concluded with a forecast of future capital projects using existing reserves, campaign proceeds, and bond financing. She noted that a low cash flow year is projected near the end of the WildCare Park development as initial bond payments will come due when funds are still being expended for development. Ms. Brown Ray paused for questions. A discussion ensued.

Michael Macek, Saint Louis Zoo Director, discussed the Zoo’s strategic plan. Mr. Macek provided an overview of the nine strategic directions that focus on animal welfare and dynamic exhibits that include a new experience for children and families in the reimagined children’s room, guest experience, wildlife conservation, conservation education, planning, design & infrastructure, people, sustainable growth, communications, and technology services. Mr. Macek paused for questions. No discussion ensued.

Dustin Deschamp, VP Internal Relations & General Counsel, shared the Diversity, Equity, Accessibility, and Inclusion update. He provided information on employee/volunteer diversity demographics and the hiring of new DEAI Director, Mr. Rory James.

Dr. Jo-Elle Mogerman, Saint Louis Zoo Wildcare Park Director, continued the presentation by sharing the Zoo’s DEAI Vision Statement, Committee structure, workplace, workforce, supplier diversity, community, and research and measurement. She gave an update on the WildCare Park components, 75% of clearing completed, 25% of fencing installed, and demolition 90% complete. Ms. Mogerman paused for questions. A discussion ensued.

Mr. Scott continued the presentation with “Why Our Mission Matters” which included caring for people, caring for communities, and caring for and protecting animals with the release of the 10,000<sup>th</sup> Hellbender into southern Missouri streams. He concluded with the celebration of the 50<sup>th</sup> Anniversary of the ZMD on ZMD day (September 25) with 50% off their Dinoroarus exhibit.

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

Review of the Budget Presentation: The Vice 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 were impressed by the Zoo’s presentation.
- Jill Nowak stated that even though the Zoo is behind the timeline when compared to some other subdistricts, applauds the hiring of a new DEAI Director.
- Board Members encourage/acknowledge collaboration between the ZMD institutions.
- Michelle Harris discussed the Zoo’s investment in North County to help the region’s prosperity.
- Board Members discussed a request for a detailed long term financial plan for assurances to meet expenses as their many projects progress.

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

Approval of Minutes: The Chair called for the approval of the minutes from the August 30, 2022 regular Board meeting.

Ms. Nowak moved that the minutes be approved. Mr. Powell seconded the motion. The Chair asked for discussion; no discussion ensued. The minutes were approved with all present members voting “Aye”.

Executive Director’s Report: Mr. Pollock shared that the upcoming tax rate meeting, September 27, 2022, will be a hybrid meeting with in-person attendance and Zoom capabilities.

Personnel Committee Report: No report.

Communications Committee Report: Ms. Harris updated on progression of ZMD days and the October 24, 2022 reception at the History Museum. Mr. Pollock shared that we would have informational tables on those days.

Audit Committee Report: Mr. Mummert had nothing to report.

Diversity, Equity, Accessibility, Inclusion Committee Report: No report.

Report of Legal Counsel: Mr. Chivell had nothing to report.

Old Business: There was no Old Business.

New Business: Mr. Pollock shared the ZMD’s new City appointee, Sheila Hudson, possibility of banking and insurance board informational presentations, and Ms. Nowak suggested a cyber security presentation might also be appropriate.

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

Respectfully submitted,

*Jill Nowak*

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Jill Nowak  
Secretary