

RECEIVED
ERIE COUNTY LEGISLATURE

1999 JAN 21 A 9:47



January 14, 1999

Ms. Laurie A. Manzella
Clerk of the Erie County Legislature
County of Erie
25 Delaware Avenue
Buffalo, NY 14202

Dear Ms. Manzella:

In accordance with Resolution 233, adopted by the Erie County Legislature on May 6, 1975, being Item 9, Resolve 2, Page 431 of the Legislature's Proceedings; as amended by Resolution 210, adopted on May 20, 1976, being Item 6, Resolve 3, at Page 419 of the Legislature's Proceedings, we are filing our November 1998 financial report, which is the latest available full financial report.

As of December 31, 1998, our membership total was 13,427. Also enclosed are copies of the minutes from the monthly Board of Director's meetings for June, September, October and November .

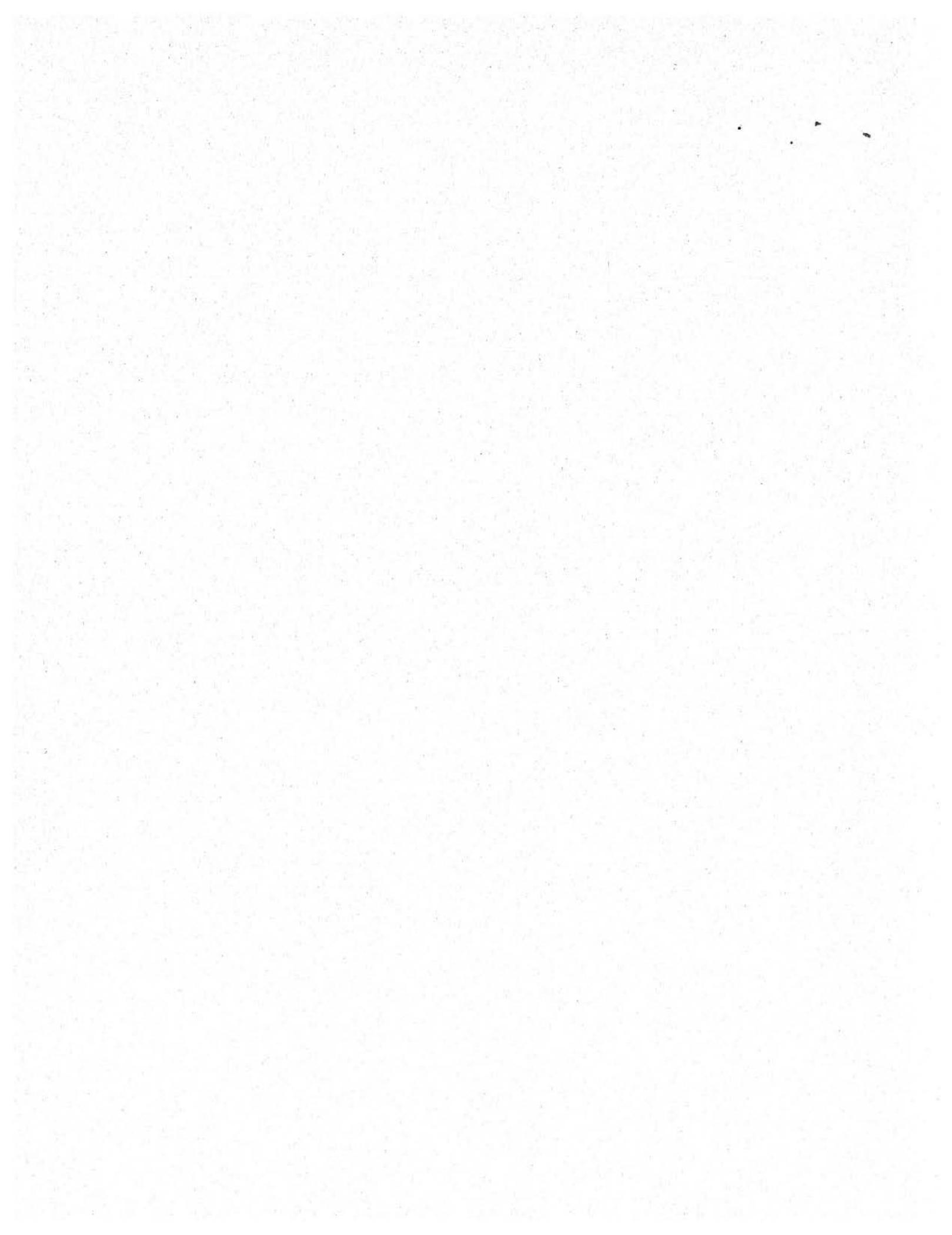
This information meets the requirements set forth in our 1998 contract with the County of Erie.

Sincerely,

Thomas E. Garlock
President

TEG/rg
Enc.

3M-4



ZOOLOGICAL SOCIETY OF BUFFALO, INC.

STATEMENTS OF SUPPORT, REVENUE AND EXPENSES



FOR THE MONTH ENDING NOVEMBER 1998 AND 1997

ZOOLOGICAL SOCIETY OF BUFFALO, INC.
 SUPPORTING SCHEDULE - HIGHLIGHTS
 FOR THE ELEVEN MONTHS ENDING NOVEMBER 30, 1998

	GENERAL OPERATING FUND	CAPITAL FUND	TOTAL
ASSETS			
CASH AND CASH EQUIVALENTS	703,221	313,620	1,016,841
RECEIVABLES	243,324	59,214	302,538
INVENTORIES	80,570	0	80,570
ACCOUNTS PAYABLE	516,994	1,527	518,521
NOTES PAYABLE	0	0	0
INTERFUND ACCOUNTS GENERAL AND CAPITAL	<54,712>	54,712	0
NET RECEIVABLE (PAYABLE)	<54,712>	54,712	0
DEFERRED SUPPORT	621,499	668,125	1,289,624
 YEAR TO DATE THROUGH NOVEMBER 30, 1998			
SUPPORT AND REVENUE	4,003,561	176,758	4,180,319
EXPENSES	3,854,434	425,513	4,279,947
	149,127	<248,755>	<99,627>
	149,127	<248,755>	<99,627>

ZOOLOGICAL SOCIETY OF BUFFALO, INC.
 STATEMENTS OF ASSETS, LIABILITIES, AND FUND BALANCES
 FOR THE ELEVEN MONTHS ENDING NOVEMBER 30, 1998

PAGE # 2

	GENERAL OPERATING FUND	CAPITAL FUND	TOTAL
ASSETS			
CASH AND CASH EQUIVALENTS	703,221	313,620	1,016,841
ACCOUNTS RECEIVABLE	243,324	59,214	302,538
PREPAID EXPENSES			
INVENTORY-ZOO/TIQUE	75,818	0	75,818
INVENTORY-TICKETS	4,753	0	4,753
INVENTORY-MISC	0	0	0
INSURANCE	17,085	0	17,085
	97,655	0	97,655
PROPERTY AND EQUIPMENT			
PROPERTY AND EQUIPMENT-NET	396,865	5,985,466	6,382,331
COLLECTIONS	0	0	0
TOTAL ASSETS	1,441,065	6,358,299	7,799,365
LIABILITIES AND FUND BALANCES			
LIABILITIES			
ACCOUNTS PAYABLE	516,994	1,527	518,521
NOTES PAYABLE	0	0	0
ACCRUED LIABILITIES	73,861	0	73,861
INTERFUND ACCOUNTS			
GENERAL AND CAPITAL	<54,712>	54,712	0
TOTAL LIABILITIES	536,143	56,240	592,383
DEFERRED SUPPORT	621,499	668,125	1,289,624
FUND BALANCES	283,424	5,633,935	5,917,359
TOTAL LIABILITIES AND FUND BALANCES	1,441,065	6,358,299	7,799,365

ZOOLOGICAL SOCIETY OF BUFFALO, INC.
 STATEMENTS OF SUPPORT, REVENUE AND EXPENSES
 GENERAL OPERATING FUND
 FOR THE MONTH ENDING NOVEMBER 1998 AND 1997

	ANNUAL BUDGET	YEAR TO DATE BUDGET 1998	YEAR TO DATE ACTUAL 1998	YEAR TO DATE ACTUAL 1997	MONTH TO DATE BUDGET 1998	MONTH TO DATE ACTUAL 1998	MONTH TO DATE ACTUAL 1997
SUPPORT AND REVENUE							
ADMISSIONS	951,250	943,950	773,464	792,802	7,500	10,541	9,875
CONCESSION COMMISSIONS	115,925	115,525	115,171	111,960	400	609	841
ZOOIQUE GIFT SHOP	370,800	364,800	321,772	316,105	4,000	9,163	8,998
ANIMAL RIDES	0	0	0	11,524	0	0	0
CAROUSEL RIDES	58,500	58,500	48,037	52,198	0	0	0
TRAIN RIDES	39,450	39,450	29,148	33,791	0	968	806
PARKING	134,700	134,700	111,263	117,485	200	474	279
EDUCATION	125,264	121,264	95,295	114,751	3,675	2,402	3,443
MEMBERSHIP	523,100	503,080	491,474	451,321	17,020	19,275	18,189
CORPORATE MEMBERSHIP	40,000	38,000	23,675	28,760	1,500	1,975	2,160
MEMBER SERVICES	44,925	41,925	43,229	34,985	3,450	2,863	3,796
SALE OF ANIMAL	9,999	9,999	9,974	4,225	1,111	1,702	220
ADOPT AN ANIMAL	41,800	38,800	28,578	32,097	2,000	1,130	1,310
EVENT/EXHIBIT SPONSORSHIP	161,500	161,500	94,030	162,031	0	0	8,100
AUDIO TOUR FEE	0	0	0	1,443	0	0	<12>
BREAKFASTS	7,250	4,000	4,339	5,750	1,250	0	2,732
FACILITIES RENTAL	25,000	23,000	13,146	17,708	500	719	1,815
ZOO SNOOZE	26,000	26,000	25,041	22,813	2,000	1,369	40
POLAR BITES	11,000	11,000	11,300	10,640	0	0	0
ZOOPER PUMPKIN PATCH	7,000	7,000	5,226	3,783	0	0	0
ZOO-B-QUE	14,500	14,500	13,246	14,119	0	0	0
PROGRAMS & PROJECTS	2,550	2,450	7,564	6,018	250	756	772
ANNUAL FUND	147,400	101,400	76,242	0	30,000	15,892	0
GRANTS & GIFTS - RESTRICTED	148,601	138,601	168,694	168,508	6,700	1,622	412
GRANTS & GIFTS - UNRESTRICTED	0	0	16,200	12,238	0	2,000	3,276
TOTAL SELF GENERATED REVENUE	3,006,514	2,899,444	2,526,107	2,527,056	81,556	73,460	67,052
CITY OF BUFFALO AGREEMENT	136,000	124,667	124,678	124,663	11,333	11,334	11,333
COUNTY OF ERIE CONTRACT	1,200,000	1,100,000	1,100,000	1,100,000	100,000	100,000	100,000
STATE OF NEW YORK GRANT	55,000	48,888	18,750	8,750	6,111	1,250	0
ZBGA GRANT	150,000	137,500	155,000	0	12,500	12,500	0
TOTAL PUBLIC SUPPORT	1,541,000	1,411,055	1,398,428	1,233,413	129,944	125,084	111,333
BOARD OF EDUCATION REIMBURSEMENTS	80,000	61,500	57,927	57,196	3,000	2,434	0
CITY OF BUFFALO REIMBURSEMENT	0	0	0	0	0	0	0
NIAGARA COMMUNITY COLLEGE CONTRACT	7,500	6,566	6,563	7,063	938	938	938
INTEREST	5,700	5,700	14,538	8,909	0	2,044	1,367
TOTAL OTHER	93,200	73,766	79,027	73,168	3,938	5,416	2,305
GRAND TOTAL	4,640,714	4,384,265	4,003,561	3,833,637	215,438	203,960	180,690

ZOOLOGICAL SOCIETY OF BUFFALO, INC.
 STATEMENTS OF SUPPORT, REVENUE AND EXPENSES
 GENERAL OPERATING FUND
 FOR THE MONTH ENDING NOVEMBER 1998 AND 1997

	ANNUAL BUDGET	YEAR TO DATE BUDGET 1998	YEAR TO DATE ACTUAL 1998	YEAR TO DATE ACTUAL 1997	MONTH TO DATE BUDGET 1998	MONTH TO DATE ACTUAL 1998	MONTH TO DATE ACTUAL 1997
PERSONAL SERVICE EXPENSE							
ADMINISTRATION	376,600	345,950	343,667	298,388	32,000	34,700	32,766
ANIMAL	979,285	891,807	822,853	822,125	80,207	73,878	70,802
VETERINARY	116,422	105,654	102,407	103,158	9,190	8,824	8,804
EDUCATION	190,306	173,141	164,270	202,382	15,918	14,237	16,153
ZOOLOGICAL	64,950	60,800	61,615	48,504	3,975	4,777	3,789
MAINTENANCE	352,845	321,804	325,578	319,189	29,366	29,088	30,813
SET-UP/SATELLITES	18,360	18,285	15,052	33,956	75	45	1,433
ADMISSIONS	65,190	60,490	53,654	49,031	3,975	1,698	3,830
HORTICULTURE	240,778	221,217	191,226	191,851	17,851	17,085	16,716
MARKETING	149,650	137,075	132,016	128,045	12,245	11,575	11,124
DEVELOPMENT	166,859	152,704	143,180	100,704	12,851	11,272	7,947
TOTAL PERSONAL SERVICES	2,721,244	2,488,927	2,355,517	2,297,332	217,653	207,179	204,175
SUPPLIES AND MATERIALS EXPENSE							
ADMINISTRATION	45,295	44,510	39,264	64,159	7,910	8,391	2,921
ANIMAL	72,500	65,317	47,845	47,903	3,683	6,274	3,160
VETERINARY	35,896	33,372	40,042	32,575	2,318	4,457	2,087
EDUCATION	54,452	51,212	35,239	59,251	2,430	1,100	765
ZOOLOGICAL	175,390	174,370	185,280	168,598	2,160	5,506	5,562
MAINTENANCE	82,007	69,389	46,180	52,149	6,002	3,636	1,670
SET-UP/SATELLITES	4,750	4,750	5,812	4,729	0	830	2
ADMISSIONS	5,190	5,170	5,768	3,635	10	68	10
HORTICULTURE	36,227	35,019	20,466	18,906	4,398	1,305	962
MARKETING	39,315	38,555	36,889	27,518	935	876	1,585
MEMBERSHIP	76,475	75,725	71,208	61,293	2,100	595	1,266
MEMBER SERVICES	41,026	40,571	31,781	23,770	730	3,194	2,712
EXHIBIT SPONSORS	3,275	3,150	1,839	3,263	175	53	58
EVENTS	17,200	14,550	12,206	11,874	250	809	59
DEVELOPMENT	50,870	50,410	39,555	25,156	2,935	1,361	10,507
ANIMAL FEED	213,750	197,250	190,574	187,462	16,500	12,026	21,030
TOTAL SUPPLIES & MATERIALS	953,618	903,320	809,948	792,241	52,536	50,480	54,353
OTHER EXPENSES							
ANIMAL PURCHASES/SHIPPING	9,999	9,999	6,666	11,239	1,111	1,702	2,149
UTILITIES	312,765	278,115	237,734	258,917	28,710	23,387	30,228
SPECIALIZED SERVICES	36,215	33,528	34,743	29,986	2,837	6,195	4,006
TELEPHONE	22,200	20,350	19,575	18,352	1,850	1,704	1,556
ADVERTISING	155,000	155,000	112,923	159,040	1,500	0	1,021
TRANSPORTATION	17,404	16,104	14,112	14,788	979	1,790	1,275
INSURANCE	51,000	46,750	45,204	50,524	4,250	4,047	4,178
SECURITY SERVICES	90,020	82,263	83,056	74,554	6,375	4,663	4,841
INTEREST EXPENSE AND BANK CHARGES	23,350	22,100	12,344	21,409	250	425	219
DEPRECIATION	98,509	90,300	107,360	90,128	8,209	9,760	8,193
DISPOSAL	11,800	11,000	11,475	11,050	800	850	1,020
MISCELLANEOUS	3,000	2,750	3,777	2,474	250	1,252	<0>
IMPROVEMENTS	134,590	0	0	0	0	0	0
TOTAL OTHER	965,852	768,259	688,968	742,461	57,121	55,775	58,686
GRAND TOTAL EXPENSES	4,640,714	4,160,506	3,854,434	3,832,033	327,310	313,435	317,215
EXCESS (DEFICIENCY) OF SUPPORT AND REVENUE OVER EXPENSES	<0>	223,759	149,127	1,604	<111,872>	<109,474>	<136,525>

ZOOLOGICAL SOCIETY OF BUFFALO, INC.
 STATEMENTS OF SUPPORT, REVENUE AND EXPENSES
 GENERAL OPERATING FUND
 FOR THE MONTH ENDING NOVEMBER 1998 AND 1997

	ANNUAL BUDGET	YEAR TO DATE BUDGET 1998	YEAR TO DATE ACTUAL 1998	YEAR TO DATE ACTUAL 1997	MONTH TO DATE BUDGET 1998	MONTH TO DATE ACTUAL 1998	MONTH TO DATE ACTUAL 1997
SALES - GIFTS & SOUVENIRS	370,800	364,800	321,772	316,105	4,000	9,163	8,998
COST OF GOODS SOLD:							
PURCHASES-GIFTS & SOUVENIRS	171,000	170,000	188,452	170,440	1,000	4,494	963
INVENTORY CHANGE			<8,414>	<5,730>	0	352	3,930
TOTAL COST OF GOODS SOLD	171,000	170,000	180,038	164,710	1,000	4,846	4,893
GROSS MARGIN	199,800	194,800	141,733	151,395	3,000	4,317	4,105
GROSS MARGIN %			56	52	25	53	54
ALLOCABLE EXPENSES:							
SALARIES AND WAGES	52,500	49,400	52,421	41,123	3,100	4,276	2,042
EMPLOYEE FRINGE BENEFITS	12,450	11,400	9,194	7,381	875	500	1,747
MISCELLANEOUS SUPPLIES, ETC.	3,315	3,295	4,518	2,719	1,085	659	614
TOTAL ALLOCABLE EXPENSES	68,265	64,095	66,133	51,223	5,060	5,436	4,403
NET EARNINGS (LOSS)	131,535	130,705	75,600	100,172	<2,060>	<1,119>	<298>

ZOOLOGICAL SOCIETY OF BUFFALO, INC.
 STATEMENTS OF SUPPORT, REVENUE AND EXPENSES
 RESTRICTED PURPOSE SPECIAL FUND
 FOR THE MONTH ENDING NOVEMBER 30, 1998 AND 1997

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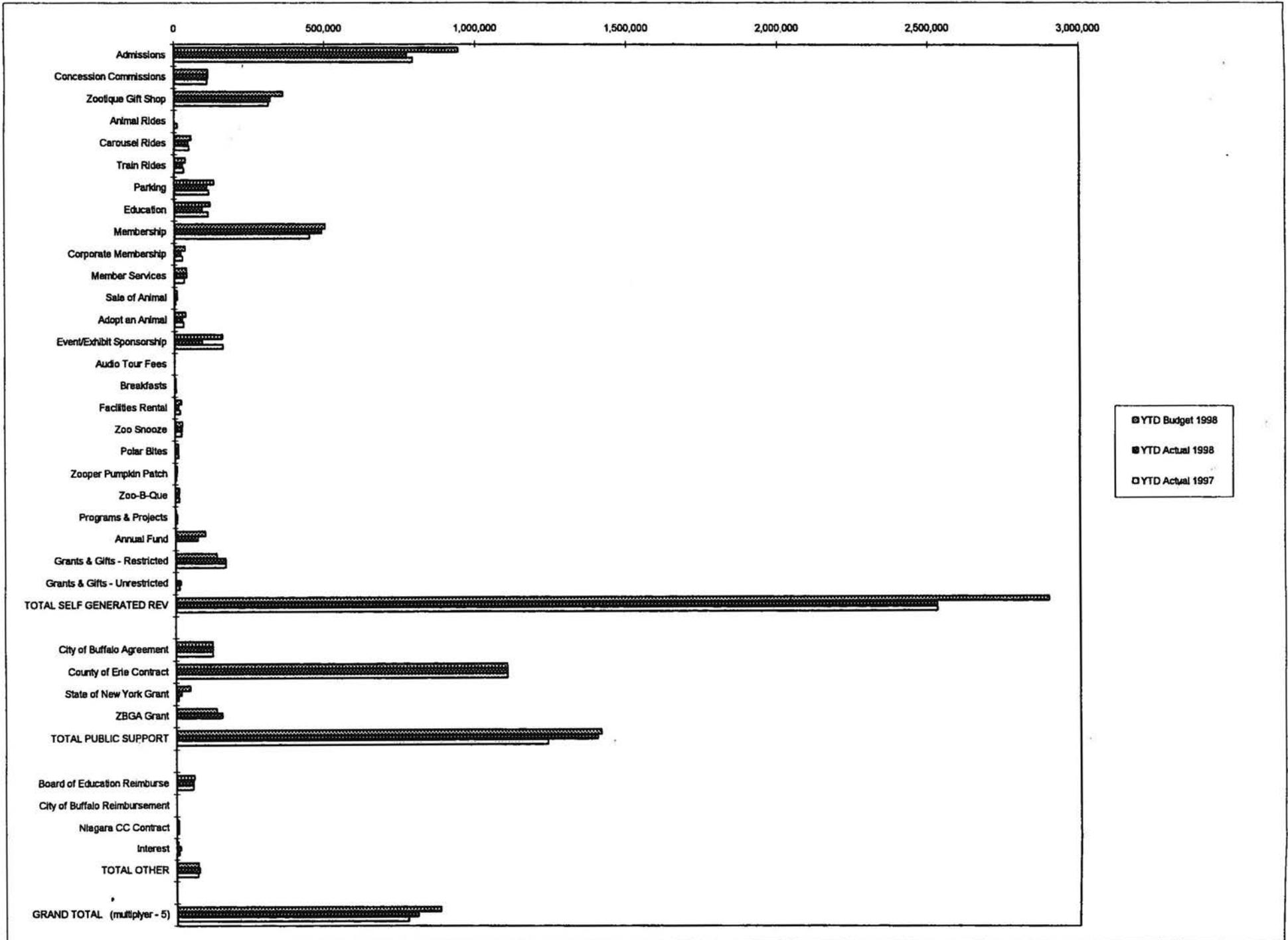
	ANNUAL BUDGET	YEAR TO DATE BUDGET 1998	YEAR TO DATE ACTUAL 1998	YEAR TO DATE ACTUAL 1997	MONTH TO DATE BUDGET 1998	MONTH TO DATE ACTUAL 1998	MONTH TO DATE ACTUAL 1997
SUPPORT AND REVENUE							
ANNUAL FUND	0	0	0	82,657	0	0	36,620
GENERAL CONTRIBUTIONS-RESTRICTED	0	0	0	0	0	0	0
INTEREST	0	0	0	6,442	0	0	550
MISCELLANEOUS INCOME	0	0	0	0	0	0	0
TOTAL	0	0	0	89,099	0	0	37,170
EXPENSES							
SUPPLIES & MATERIALS - ANNUAL APPEAL	0	0	0	10,488	0	0	192
PERSONAL SERVICES (20% DEVELOPMENT)	0	0	0	21,117	0	0	1,891
BANK CHARGES AND OTHER	0	0	0	730	0	0	129
LOSS ON SALE OF SECURITIES	0	0	0	0	0	0	0
TOTAL EXPENSES	0	0	0	32,335	0	0	2,212
EXCESS (DEFICIENCY) OF SUPPORT & REVENUE							
OVER EXPENSE FOR FUTURE DEVELOPMENT	0	0	0	56,763	0	0	34,959

ZOOLOGICAL SOCIETY OF BUFFALO, INC.
 STATEMENTS OF SUPPORT, REVENUE AND EXPENSES
 CAPITAL FUND
 FOR THE MONTH ENDING NOVEMBER 30, 1998 AND 1997

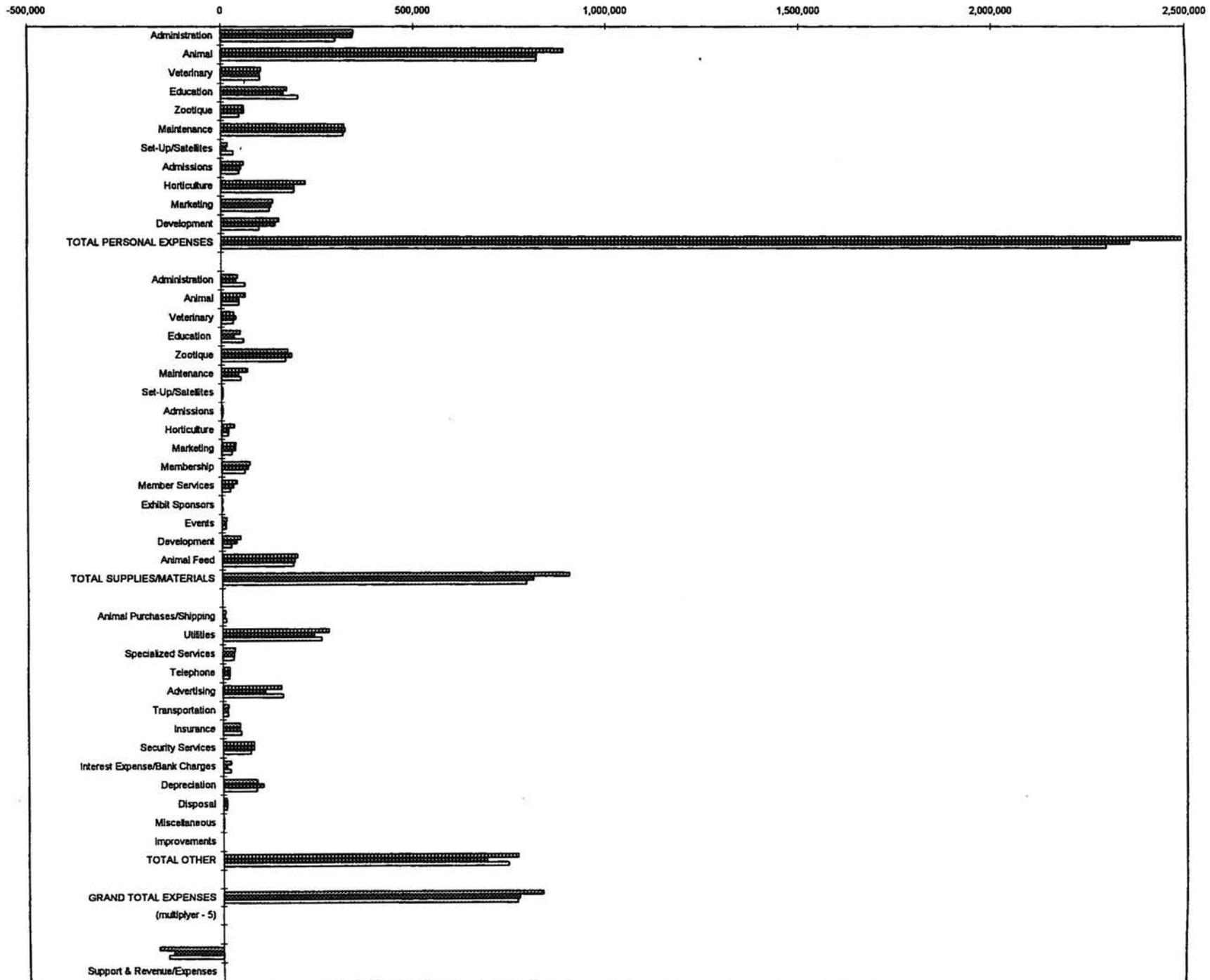
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	YEAR TO DATE ACTUAL 1998	YEAR TO DATE ACTUAL 1997	MONTH TO DATE ACTUAL 1998	MONTH TO DATE ACTUAL 1997
SUPPORT AND REVENUE				
CAPITAL ADDITIONS:				
GRANTS AND GIFTS	158,269	287,836	38	40,250
INTEREST	18,489	18,983	1,696	1,777
TOTAL SUPPORT AND REVENUE	176,758	306,819	1,734	42,027
 EXPENSES				
DEPRECIATION	379,500	374,000	34,500	34,000
BANK CHARGES AND OTHER	46,013	23,215	1,655	4,647
TOTAL EXPENSES	425,513	397,215	36,155	38,647
 EXCESS (DEFICIENCY) OF SUPPORT AND REVENUE OVER EXPENSES	 <248,755>	 <90,396>	 <34,421>	 3,379

ZOOLOGICAL SOCIETY OF BUFFALO, INC.
 Year to Date Support and Revenue 1998 and 1997



ZOOLOGICAL SOCIETY OF BUFFALO, INC.
Year to Date Expenses 1998 and 1997



■ YTD Budget 1998
 ■ YTD Actual 1998
 □ YTD Actual 1997

ZOOLOGICAL SOCIETY OF BUFFALO, INC.
AVERAGE MONTHLY PER CAPS
AND ANNUAL COMPARISON

DATE	VISITORS	ADMISSION	PER CAPS	ZOOTIQUE	PER CAPS	PARKING	PER CAPS	CAROUSEL	PER CAPS	TRAIN	PER CAPS	ANIMAL	PER CAPS	MONTHLY PER CAPS
JANUARY 1998	4153	5,988.96	1.44	4,654.29	1.12		0.00		0.00		0.00		0.00	2.56
JANUARY 1997	2277	3,535.79	1.55	2,751.85	1.21		0.00		0.00		0.00		0.00	2.76
FEBRUARY 1998	8716	14,780.33	1.70	12,697.25	1.46	1,638.45	0.19		0.00		0.00		0.00	3.34
FEBRUARY 1997	6870	8,090.72	1.18	5,934.39	0.86		0.00		0.00		0.00		0.00	2.04
MARCH 1998	16009	32,713.50	2.04	17,458.45	1.09	5,240.35	0.33		0.00		0.00		0.00	3.46
MARCH 1997	12231	24,898.37	2.04	10,337.39	0.85	2,363.88	0.19	1,224.00	0.10	967.25	0.08		0.00	3.25
APRIL 1998	42331	81,822.38	1.93	44,882.56	1.06	15,079.86	0.36	5,854.80	0.14	2,789.80	0.07		0.00	3.55
APRIL 1997	34668	67,504.01	1.95	26,548.61	0.77	10,211.09	0.29	4,667.00	0.13	3,027.00	0.09		0.00	3.23
MAY 1998	51546	135,040.25	2.62	52,532.12	1.02	19,043.49	0.37	7,691.00	0.15	4,415.00	0.09		0.00	4.24
MAY 1997	48197	94,104.65	1.95	44,249.17	0.92	14,357.10	0.30	6,410.00	0.13	3,686.50	0.08	3,781.50	0.08	3.46
JUNE 1998	50072	138,189.12	2.76	57,164.03	1.14	17,811.11	0.36	7,358.00	0.15	3,853.25	0.08		0.00	4.17
JUNE 1997	66491	151,459.84	2.28	61,230.65	0.92	21,884.13	0.33	9,919.00	0.15	6,232.00	0.09	8,186.00	0.12	3.89
JULY 1998	49833	129,087.04	2.59	52,381.40	1.05	21,527.50	0.43	10,769.69	0.22	7,281.93	0.15		0.00	4.44
JULY 1997	66069	164,259.83	2.49	67,695.24	1.02	28,348.51	0.43	11,568.24	0.18	8,428.24	0.13	11,252.00	0.17	4.41
AUGUST 1998	40411	110,306.54	2.73	46,377.49	1.15	16,705.04	0.41	9,036.06	0.22	6,452.22	0.16		0.00	4.67
AUGUST 1997	56520	147,955.65	2.62	58,367.36	1.03	24,861.98	0.44	10,151.52	0.18	7,350.52	0.13	10,478.00	0.19	4.59
SEPTEMBER 1998	24293	49,526.89	2.04	20,016.95	0.82	8,719.41	0.36	3,532.00	0.15	2,627.00	0.11		0.00	3.48
SEPTEMBER 1997	27083	44,796.42	1.65	20,523.40	0.76	9,222.81	0.34	3,727.00	0.14	2,264.00	0.08	867.00	0.03	3.01
OCTOBER 1998	15823	31,281.89	1.98	18,448.11	1.17	4,663.59	0.29	682.00	0.04	596.00	0.04		0.00	3.52
OCTOBER 1997	20684	40,705.98	1.97	14,054.30	0.68	5,704.21	0.28	2,111.00	0.10	1,029.00	0.05		0.00	3.08
NOVEMBER 1998	5676	10,624.68	1.87	8,877.29	1.56	491.38	0.09		0.00		0.00		0.00	3.52
NOVEMBER 1997	6366	9,891.28	1.55	6,965.80	1.09	279.20	0.04		0.00		0.00		0.00	2.69
DECEMBER 1998			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	#DIV/0!
DECEMBER 1997	4062	5,361.83	1.32	9,560.60	2.35		0.00		0.00		0.00		0.00	3.67

Zoological Society of Buffalo, Inc.
Projected Summary of Cash Flows: Operating Fund
1998

	Year to Date	Month End 31-Jan	Month End 28-Feb	Month End 31-Mar	Month End 30-Apr	Month End 31-May	Month End 30-Jun	Month End 31-Jul	Month End 31-Aug	Month End 30-Sep	Month End 31-Oct	Month End 30-Nov	Month End 31-Dec
Cash balance beginning	41,237	41,237	29,932	33,621	(12,777)	92,221	210,036	197,803	585,045	591,307	702,614	548,467	703,220
Receipts:													
Operating receipts	3,153,009	120,960	104,177	186,558	269,953	520,655	387,956	417,414	341,310	161,524	159,146	483,366	152,337
Other	90,236	18,505	9,800		8,453	6,464	496	24,662		3,608	15,814	2,434	2,964
Public Support	1,466,526	34,000	335,000		334,000	775		383,750		368,000			
Transfers from Special	40,000	40,000											
Transfers from Capital	-												
Transfers from Savings	-												
Short-term borrowing	376,000	100,000	100,000	140,000	35,000								
	5,113,770	313,465	548,977	326,558	647,406	527,894	388,452	825,826	341,310	533,132	174,960	485,790	155,301
Distributions:													
Payroll & Employer taxes	1,913,236	162,758	161,765	240,296	168,024	191,834	167,570	168,175	193,663	151,364	153,138	154,650	242,243
Supplies & Other	2,059,419	162,012	183,523	132,660	199,385	218,245	233,115	270,409	141,386	270,460	175,970	72,265	287,500
Transfers to Savings	-												
Transfers to Capital	104,132											104,132	283,726
Short-term borrowing	375,000		200,000		175,000								
	4,451,787	324,770	545,288	372,956	542,409	410,079	400,685	438,584	335,049	421,824	329,108	331,037	813,469
Net Change	661,983	(11,305)	3,689	(46,398)	104,997	117,815	(12,233)	387,242	6,261	111,308	(154,148)	154,753	(658,168)
Cash balance ending	703,220	29,932	33,621	(12,777)	92,221	210,036	197,803	585,045	591,307	702,614	548,467	703,220	45,052

**Zoological Society of Buffalo, Inc.
Weekly Report of Operating Revenues**

<i>Department</i>	<i>1998 Week Ending 13-Dec</i>	<i>1998 Year-to-Date 13-Dec</i>	<i>1997 Week Ending 14-Dec</i>	<i>1997 Year-to-Date 14-Dec</i>
Admissions	1,030.69	742,158.88	966.29	754,393.29
Zootique	3,107.40	305,078.36	3,414.73	321,778.03
Gorilla	-	-	-	-
Reptile	-	-	-	-
Polar Bear	-	-	-	-
Parking Lot	-	111,230.57	-	114,427.38
Rides	-	72,938.75	-	110,398.52
Zootique - Bat Shop	-	36,934.09	-	-
Zootique - Outlet Mall	793.46	2,681.29	4,299.78	10,759.76
Train - Outlet Mall	510.00	1,901.00	311.00	1,469.00
Total Revenues	5,441.55	1,272,922.94	8,991.80	1,313,225.98
 Attendance	 2,144	 359,235	 2,326	 385,637

Zoological Society of Buffalo, Inc.
Weekly Admissions Report

<i>Department</i>	<i>1998 Week Ending 13-Dec</i>	<i>1998 Year-to-Date 13-Dec</i>	<i>1997 Week Ending 14-Dec</i>	<i>1997 Year-to-Date 14-Dec</i>
Adults	106	84,805	57	88,047
Youth	48	44,779	11	42,531
Seniors	5	5,523	2	5,898
Under 4	13	14,541	12	27,104
Members	301	56,078	121	67,353
Member Events:				
Birthday Parties	19	2,439	73	2,924
Breakfasts	580	1,511	538	783
Half Price	8	758	1	4,243
Guest Passes	5	4,437	3	7,391
Special Events	0	22,499	0	810
Coupons	0	10,391	2	17,359
Volunteers	8	539	2	460
Docents	79	7,944	0	6,109
Schools:				
Adults	0	3,533	0	1,306
Youth	0	10,020	0	3,865
Under 4	0	27	0	98
Group	0	346	0	396
Seniors	0	0	0	79
Science Magnate	898	30,285	850	30,204
Erie County School	0	22,697	49	27,720
Groups:				
Adults	0	1,026	85	7,455
Youth	0	1,225	486	16,120
Under 4	0	1	0	494
Free Groups	0	405	0	201
Seniors	0	29	1	359
Other	14	3,050	4	518
Presale	43	12,070	0	5,451
\$1 Days	0	0	0	0
Free Seniors	0	0	0	3
Free Days	0	11,039	0	16,208
Other Zoo	11	6,967	2	4,078
Zootique (shopping only)	6	271	27	70
Total Attendance	2,144	359,235	2,326	385,637

ZOOLOGICAL SOCIETY OF BUFFALO, INC.

Board of Director's Meeting

June 30, 1998 12 Noon

Children's Resource Center

PRESENT: Messrs. Anderson, Czarnecki, Fors, Hayes, Adler, Eldridge, Harris, Ahern, Aquilina, Garlock, Keppler, Mead, Paine, Prowten, Brody, Stoj and Buckham.
Mesdames Gioia - Presiding, Harvey, Pearce, Richardson, Williams, Ehrenreich, Fisher, Maloney, Nowadly, Saviola, Taylor, Channel 2 News.

Mrs. Gioia called the meeting to order at 12:35 PM, and asked for the following directors to be excused from the June 30, 1998, Board of Director's meeting.

Messes. Brady, Freschi, Greene and Wisbaum. Mesdames Greenberger, Lewin and Pierce.

MOTION: To excuse directors the from 6/30/98 Board meeting.
Fors, 2nd. Richardson, Carried.

APPROVAL OF MEETING

MINUTES: **MOTION:** To accept meeting minutes from the May 26, 1998 Board of Director's meeting; May 20, 1998, Executive Committee Meeting; and, June 24, 1998 Executive Committee meeting as mailed.
Eldridge, 2nd. Williams, Carried.

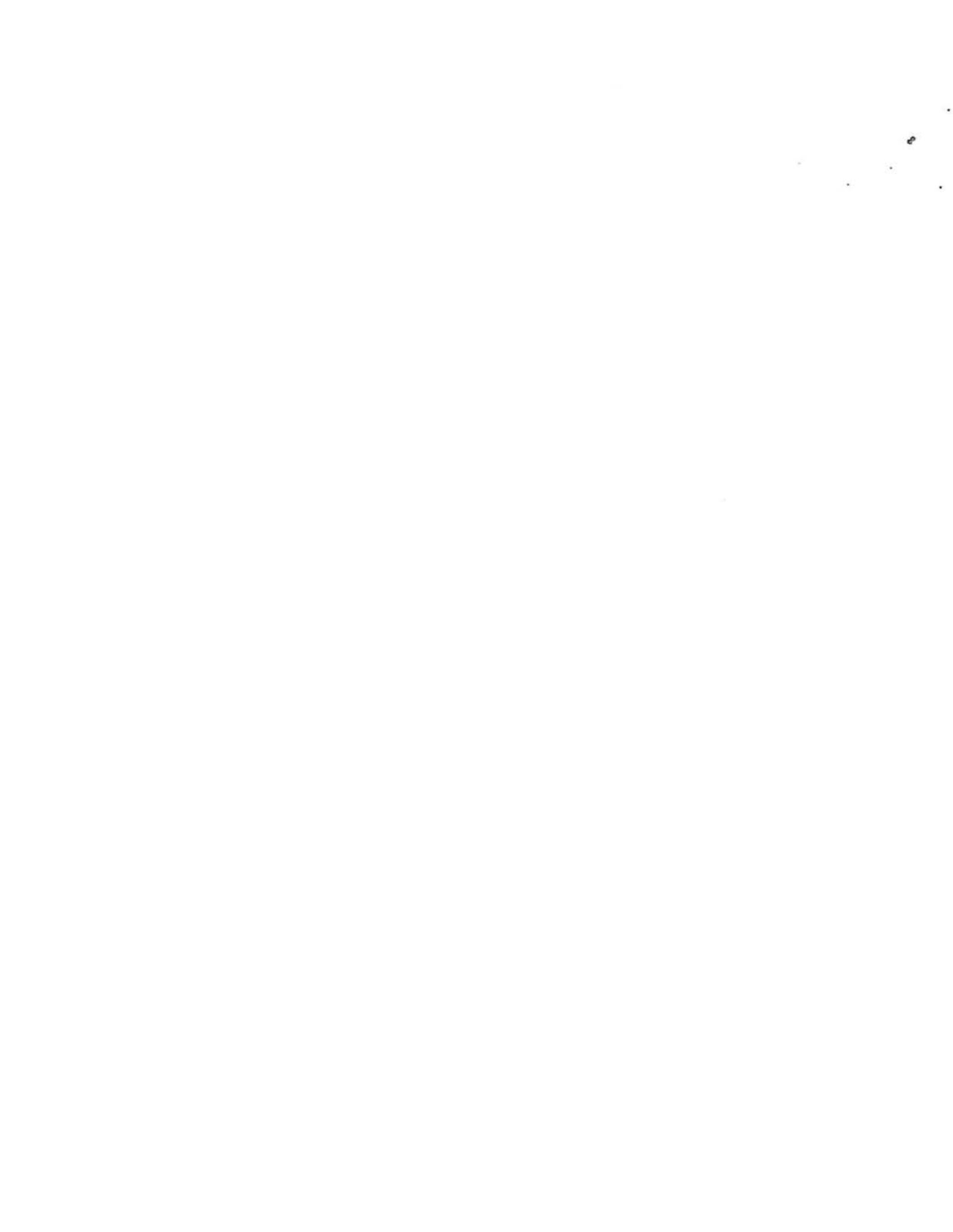
FINANCIAL REPORT

5/31/98: Mr. Fors reported on the financial results for the five-month period ending May 31, 1998. The summary was mailed to directors in the meeting packets. Self-generated revenue came in at \$1,102,000 over last year's \$966,000. Planned revenue was \$1,177,000. Difficulty in generating planned revenue has continued. Staff is working to find ways of increasing revenues while controlling expenses. Public support is over plan by \$14,000, most of it from ZBGA. Other support is under plan by \$4,000 in Board of Education reimbursements. Grand Total of operating support and revenue came in at \$1,774,000 in 1998, falling under the planned budgeted revenue of \$1,839,000. Expenses are under plan for 1998, \$1,760,000 actual versus 1,893,000 planned. Bottom Line results show a profit of \$13,393 in 1998 versus a projected loss of \$(54,357) and 1997 results of \$(94,850).

Mr. Garlock noted that while May results ended with a strong financial position, staff continues to be concerned about revenue issues for the remainder of 1998. Attempts will be made to generate revenue through other areas besides the admission gate.

PRESIDENT'S

REPORT: Mr. Garlock reported the animal and veterinary departments continued to be very busy this month with the animal collection, which is referenced in the monthly report. Mrs. Gioia commented on the segment noting the deteriorating underground utilities, which are a continued frustration, ruining exhibits, wasting natural resources, and taking personnel time away from other needs. Broken drain tiles in a major line near Parkside caused a backup into the bear and elephant



areas, preventing pools from being properly cleaned. It took two maintenance employees five days to unplug the drain. This is just one example of the problems faced on a daily basis and will continue over and over again.

Mr. Garlock continued - the membership picnics were a great success, with more than 9,500 members participating in the three night event. Membership itself continues to be on an uptrend. Rates were increased in the Spring, but that has not detracted additional people from joining.

Progress on identifying suppliers for the rhino wall continues. The fencing will be costly to construct, due to the required height and durability. It will take a 7 ft tall fence to keep the animals apart from each other. Ciminelli Construction is working with the Buffalo Zoo and Feine Steel to keep the expense attainable. The Zoo will continue to be the best facility it can be each day, wherever it is located. This fence is highly important in order to participate in the future breeding of this vanishing species.

The Western New York Foundation continued its generosity by approving a grant in the amount of \$22,000 for the purchase of a pick-up truck. The donation was made in memory of Board Member Karr Parker, who was a director of both the Western New York Foundation and the Zoological Society for many years.

A Foundation (endowment) meeting was held on June 18th with financial advisors, accountants and attorneys to discuss the endowment fund and planned gifts. Thanks were expressed to Mr. John Sanderson, Mr. Jim Warner and Ms. Adair Saviola for hosting the presentation.

Mrs. Richardson inquired about the "Meet the Keeper talk" schedule. The elephant demonstrations continue to be successful, as well as "Buki" the elephant greeting guests at the admission gates. The keeper talk schedule is staggered, which would enable visitors to participate in multiple keeper talks throughout the day. The schedule of daily activities is located on the information board next to the World of Wildlife building, as well as listed in the ZOOLOG.

The release of the feasibility study on June 22nd has received both positive and negative feedback. The board was asked to relay any comments they have received from the community, which will be discussed later in the meeting.

CATILLION

WRAP-UP:

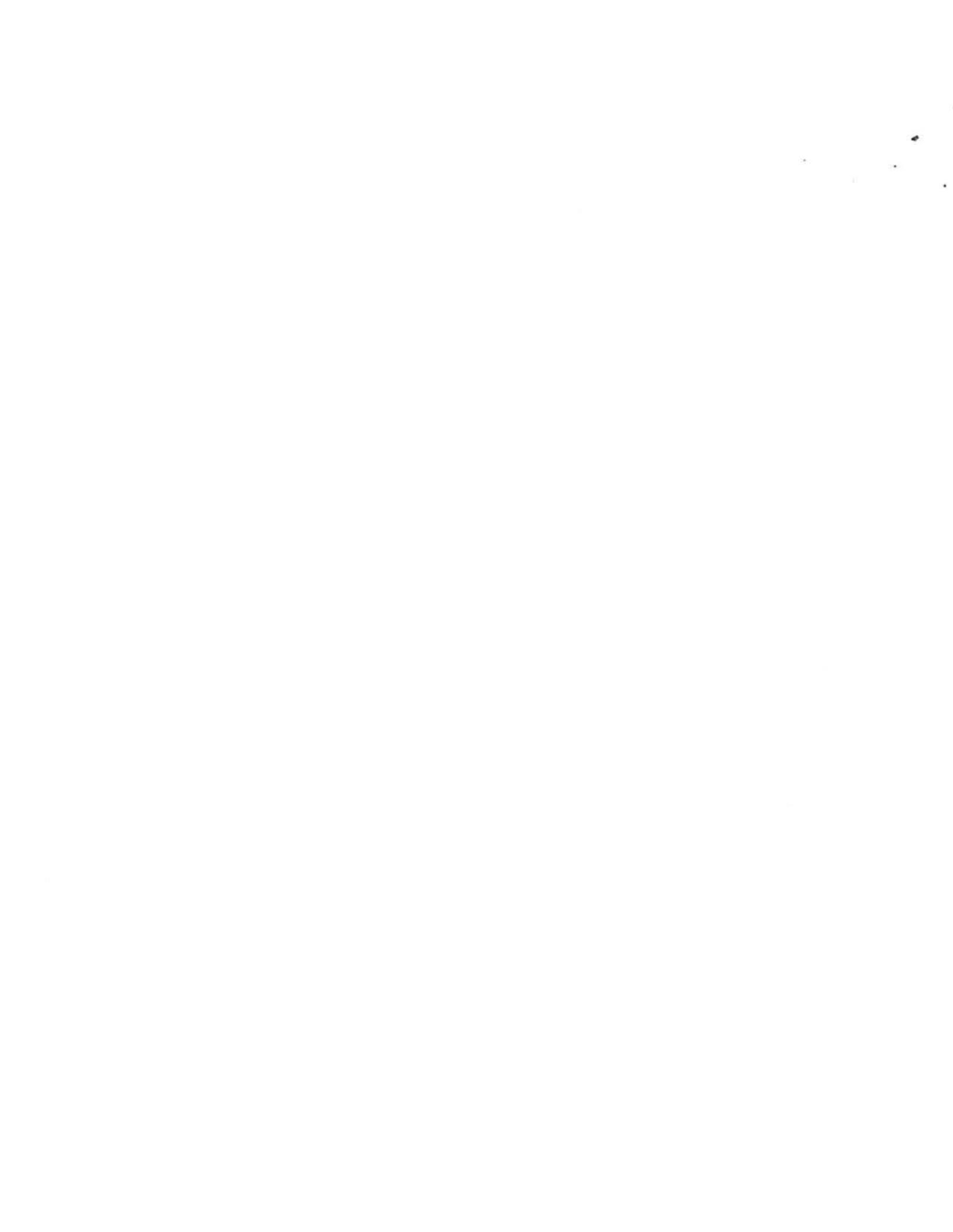
Mrs. Gioia expressed thanks to Chairperson Mrs. Eunice Lewin and Zoo staff for their extraordinary efforts in planning this year's Catillion. Everyone in attendance had a grand time. The participation of the Grover Cleveland Students was an added treat to the festivities. The final dollar amount generated from the Ball has not been determined yet. Once the total has been calculated, it will be reported at an Executive Committee meeting over the summer months.

DOCENT

ORGANIZATION

REPORT:

Mr. Eldridge reported that the busy schedule from the Bat exhibit will conclude on July 5th. Zoomobile, Zootrunk, sidewalk safaris, starlight safaris, creature campouts and regular Zoo tours will keep the docents occupied during the summer months.



The Docent Organization continues to be an enthusiastic supporter of the Buffalo Zoo. They offered their assistance in any way possible and are behind the Society's efforts of improving the institution.

Mr. Eldridge is attending the AZAD conference in Seattle, Washington in August, representing the Buffalo Zoo's Docent Organization.

PROZOO
BOARD
REPORT:

Mr. Adler reported on the efforts of ProZoo board members in conjunction with the release of the feasibility study. A total of 16 members attended the press conference on June 22nd., as well as the membership picnics collecting signatures on petitions and passing out buttons. Over a three day period, more than 1,000 signatures were obtained on the petitions.

ProZoo Board members will also be petitioning down at North Americare Park at Washington and Swan Streets, so people downtown can get a better idea of where the potential site is located. Petitions are available for all Board members to circulate to their neighbors. Mrs. Richardson was thanked for her efforts at the membership picnics.

Mr. Adler expressed his thoughts on the project and the benefit it could bring to the future of Buffalo. Attempts should be made to do something dramatic and produce a facility that we all can be proud of.

Mrs. Gioia expressed appreciation to the ProZoo board for their efforts.

WOMEN'S
BOARD
REPORT:

Mrs. Ehrenreich reported the Women's Board is in summer recess during July and August. The next project of the Board is to produce a film on the adopt-an-animal program, for school presentations. The video will show that the Docents are a great resource and students can approach them to ask questions. It will also show behind the scenes of the diet kitchen, so students can view where the animal diets are prepared and what the animals eat. It is hoped the video will be completed by September, when the school year begins. Children are beyond slide shows; they want to experience something more informative and visual.

The Women's Board will be donating a check in the amount of \$2,400 to the adopt-an-animal program. This revenue was raised through plastic bat sales.

The annual Beastie Bash is scheduled for Friday, July 31st. Tickets are \$25.00 each. Food and beverages will be available, with entertainment provided by the Party Squad" band.

The Green Army has continued helping the grounds department. Their next project will be assisting with the "Garden Tea" program. Three tours are scheduled - July/August/September. The concept consists of a tour of the gardens on grounds, then enjoy tea with a guest speaker. It is hoped this program will develop a new view of the Zoo beyond the animals.



NEW

BUSINESS: *1997 Annual Report*

Mrs. Gioia expressed thanks to Adair Saviola, Gerry Aquilina and staff who contributed to the 1997 annual report. It will be mailed to members of the Board shortly.

Baird Foundation

Members of the Board were asked to review the listing of trustees of the Baird Foundation to see if there is a member they know personally. A request will be submitted to the Baird Foundation to update the Zoomobile program.

Master Plan

Mrs. Gioia reported on the recent editorial appearing in The Buffalo News in support of the new zoo project. Mr. Garlock noted there are going to be both supporters and negative comments received. Thanks were expressed to the press - print, television and radio for their coverage on the study release and follow-up stories and features. Channel 2 news produced a segment which appeared on their show "Common Ground", which highlighted the needs for a new zoo.

The next step in the planning process will be to meet with opinion leaders and policy makers to determine their position on the project, as well as listening to the people of Western New York. If the consensus is yes, the next question is 'how we get the funding package together'.

Mr. Harris reported on a conversation he had regarding the project and how people are taking ownership of the Zoo. People refer to the project as "we" instead of "they"; i.e. "we can do it". Mrs. Gioia noted that it is time to make another investment in the Buffalo Zoo. Other cities have achieved great success investing in their facility.

Legislator Fisher noted that it would be advisable if the zoo consultant could meet with members of the Parkside Community Association, to illustrate the logic behind the idea.

In the end, decisions are going to be made. If we move and build a new facility, something great will happen for this region. If this project does not happen, some difficult decisions will need to be made. Whatever choice is selected, we will need the community to serve as our partners.

A task force has been put together to study the current site and what uses can be made of the buildings and grounds. Mr. Rick Paine will serve as the Society liaison to the committee.

Mr. Hayes noted his concern of New York State's projected appropriation of \$85,000,000. Large appropriations are also being requested from other cities for their projects, i.e. new Yankees Stadium. Mr. Garlock noted that this area has cross border opportunities that don't exist anywhere else in the state.

Mrs. Ehrenreich reported on the many radio call-in shows that she has listened to. One caller was not supportive of constructing a new zoo, however, did state that they visited zoos in other cities. If the caller does indeed visit other zoological institutions around the country, the same thing would occur with people outside of Buffalo visiting our Zoo. They would come to this area and visit the new Zoo.



Mrs. Richardson suggested that Board members should conduct presentations to community groups over the summer months, to explain what the project would consist of. We need to continue to reach out to the people and provide them with the information to support the project.

Mrs. Gioia noted that a summer board session may be planned in order to prepare directors to make these public presentations. Board members can volunteer to serve on the group of directors that would conduct these community meetings.

Summer Recess

The next scheduled Board meeting will be in September, however, the Executive Committee continues to meet during the summer months. Monthly reports and well as financial summaries will be mailed to directors in July and August.

ADJOURNMENT:

The meeting adjourned at 1:30 PM.

ZOOLOGICAL SOCIETY OF BUFFALO, INC.

Board of Director's Meeting

September 22, 1998 12 Noon

Children's Resource Center

PRESENT: Messrs. Anderson, Brady, Geasling, Johnston, Harris, Hayes, Knox, Magavern, Rasuli, Righter, Wisbaum, Eldridge, Ahern, Garlock, Paine, Senior Staff & ZIG members, Buckham, media, First Ward Supporters.
Mesdames Gioia - Presiding, Greenberger, Harvey, Pierce, Williams, Ehrenreich, Maloney, Saviola, Fisher, VanGelder, senior staff & ZIG members, media, First Ward Supporters.

Mrs. Gioia called the meeting to order at 12:07 PM, and welcomed all guests to the Board meeting and the directors back from summer recess. The Board is looking forward to a great year at the Zoo. Mrs. Gioia welcomed newly elected directors to their first meeting serving on the Board - Mr. Tim Johnston, Mr. James Magavern, Mr. Daryl Rasuli and Mr. Tom Harris.

Mrs. Gioia asked for the following directors to be excused from the September 22, 1998, Board of Director's meeting.

Messes. Dimet, Fors, Greene, Murchie and Sanderson. Mesdames Ferguson, Pearce, and Richardson.

MOTION: To excuse directors the from 9/22/98 Board meeting.
Greenberger, 2nd. Anderson, Carried.

BOARD OF DIRECTOR'S MEETING

6/30/98: **MOTION:** To accept minutes from the June 30, 1998, Board of Director's meeting as mailed.
Harvey, 2nd. Eldridge, Carried.

EXECUTIVE COMMITTEE MEETING

7/29/98

8/26/98: **MOTION:** To accept minutes from the July 29, 1998 Executive Committee meeting and the August 26, 1998 Executive Committee meeting as mailed.

Righter, 2nd. Harris Carried.

The minutes from the September 17, 1998 Executive committee meeting will be deferred until the next Board meeting.

FINANCIAL REPORT

8/31/98: Mr. Anderson reported on the financial summary for the eight month period ending August 31, 1998. Self-generated revenues are running about \$340,000 behind plan. Over all, general revenues are approximately 9% behind the planned projections. Other revenue, including public

support, are slightly ahead of budget. Staff continues to do a great job with managing expenses. It is estimated that expenses are running 7% below targeted projections.

Mr. Garlock reported that staffing levels have been reduced in order to control expenses. The bat exhibit in the spring was successful, however, summer was a disappointment. It is difficult to assess what triggered the reduction in attendance. Darien Lake continues to make investments in their facility, which bring visitors back from year to year. Marine Land also built a new Whale exhibit, investing \$25 million in their attraction, which has proved to be very successful.

The first two weekends in September have shown a slight increase in attendance. It is hoped people will make their way to the Zoo and listen to the discussions going on in the community about seeking a new zoo and aquarium.

**RESOLUTION
OF THE BOARD:**

Mrs. Gioia reported that the Board will be voting on an important resolution regarding the future of the Buffalo Zoo. Mrs. Gioia continued..."This afternoon marks a very important point in an effort that we have all been working hard at for almost two years. Since January of 1997, we have been devoted to clearly understanding the serious challenges to our great institution and how those challenges would be met. We have invested countless hours in research; we have spoken with Zoo supporters throughout our region and zoo professionals from around the country. We have questioned information and, when possible, gone first hand to see how other institutions have addressed problems similar to our own.

Throughout this process, we have been open and forthright with the people of Western New York. We have been very aggressive in taking every opportunity to tell the Zoo's story and learn the thoughts of those who love the Zoo. In short, we have continued to exercise with great care the responsibility we assumed when the Society took over management of the Zoo 25 years ago.

We have been vigilant in following the footsteps of the many great people in our community who have served on the Board of the Zoological Society since its inception in 1931. Our organization was formed for one purpose and one purpose only: the preservation and presentation of Nature to the people of the Niagara Frontier. Today, we have a great opportunity to contribute to that very worthy goal.

The resolution that Brian Brady will present represents a great deal of careful consideration and hard work on the part of this Board of Directors. However, much remains to be done. While we have begun the process of advising our government partners of the merits of what we propose, the pace of that effort is about to quicken. In other words, the work will become even harder, but I see a wonderful accomplishment for Nature and Western New York at its conclusion.

Finally, it is important that all of the people of Buffalo know that the Zoological Society will work with Mayor Masiello and the Council to ensure that this site remains in service for the community. We will continue to offer information, support and assist in any way that we can to meet the Mayor's pledge that this property remain attractive, useful and productive park land. It is also important that we assure the residents of the Old First Ward that we will work hard to be a good neighbor. Just as we worked with Old First Ward residents to soften the impact on many of the homeowners, the Zoological Society will be attentive to neighborhood interests.

Now I would ask Board Vice Chairman Brian Brady to present the solution..."

Mr. Brady thanked Mr. Garlock and staff for the many hours they have dedicated to planning what the future of the Zoo may become. Mr. Brady then read the resolution to be voted upon.

A Resolution of the Board of Directors of the Zoological Society of Buffalo, Inc.

- ***WHEREAS, the objects and purposes of the Zoological Society of Buffalo are the establishment, maintenance and operation of the Zoological Gardens for the education and recreation of the people and visitors of the Niagara Frontier; for the advancement and encouragement of the science of zoology; and the practice of conservation of wildlife in the world; and***
- ***WHEREAS, the number of animal species threatened with extinction and in need of the protection offered by zoos and aquariums grows almost daily; and***
- ***WHEREAS, it is the responsibility of the Society to ensure that the species in its care are housed and displayed in exhibits that support ethical treatment and assist the public in gaining a sound understanding of the animal's behavior and condition in the wild, at the same time offering enjoyable family recreation; and***
- ***WHEREAS, the Society has worked diligently to meet its goals at the present Zoo site since the inception of the Society in 1931, and particularly in the years since 1973 when the Society agreed to assume day to day management of the Zoo; and***
- ***WHEREAS, the Society has, over a period of more than two years, assessed the challenges to meeting its mission at the present site; and***
- ***WHEREAS, the Society has found that many of the present Zoo structures do not meet contemporary standards for the care and exhibition of exotic animal species, has found that the present 23.5 acre site does not permit sufficient space for the off-exhibit care of animals or visitor amenities such as parking, and the present site has too many species viewed from outside, causing few people to visit the Zoo in the months from November to May; and***
- ***WHEREAS, the people of Western New York and southern Ontario have regularly expressed concern over the status of many of the Zoo's exhibits, and many of those same people have advocated the creation of a new zoo and aquarium that would support the interests of wildlife and provide an enjoyable, safe, and economical experience for families; and***
- ***WHEREAS, after careful consideration, the Society believes that expeditious action on a new zoo and aquarium will be important to the continuation of a quality institution devoted to Nature in our community; and***
- ***WHEREAS, in the absence of a major attraction in Buffalo and Erie County, this area may not participate in tourism industry growth on the Niagara Frontier; and***
- ***WHEREAS, the Society has completed an exhaustive study regarding the feasibility of creating a new zoo and aquarium, and that study recommends such a facility based upon its support for the Society's mission, but also for the development of this region; and***
- ***WHEREAS, many residents of Buffalo and Erie County believe that a new zoo and aquarium could be the catalyst to make Buffalo's waterfront an attraction for area residents and visitors to our region; now, therefore, be it***
- ***RESOLVED, That the Federal, State, County and City governments are requested to join with the Zoological Society of Buffalo to create a new zoo and aquarium for the protection of wildlife and the economic growth of our region, and be it further***
- ***RESOLVED, That the Zoological Society requests that the members of Congress representing Erie County, the Governor of the State of New York, the Members of the State Legislature representing Erie County, the Erie County Executive, the Erie County Legislature, the Mayor of Buffalo and the Members of the Common Council of***

the City of Buffalo take action to authorize funds for the planning and construction of the new zoo and aquarium in their government's next respective fiscal year's budgets.

The Board then participated in a general discussion regarding the proposed resolution and the new zoo aquarium project in general.

Mrs. Harvey stressed that if the Buffalo area does not build this type of facility, the business people across the border will. The tourists of Niagara Falls would come to the Buffalo area to visit our new zoo and aquarium.

Mr. Brady commented about his recent visit to the Buffalo Zoo and took time to reflect upon visiting as a child and how wonderful his memories of this zoo are. He also noted that the community loves this zoo, but it is time to thank it for its fine service and look toward the future.

Mrs. Greenberger commented on how exciting it will be for our children and grandchildren to be able to visit a state-of-the-art facility about animals and nature.

Dr. Geasling's comments were focused on the animal perspective. Staff does the best it can for the animals in our care, but the time is here that we can do a better job.

Mr. Hayes commented on the recent results from the Goldhaber Poll, where 1/2 of the community supports the building of a new zoo, and the other 1/2 want the zoo to remain where it is. Mr. Garlock quoted the statistics:

- 43% supported a new zoo
- 43% supported renovation to the existing zoo
- 10% supported that nothing be done
- 5% were unsure

Those statistics represent 86% of the community supporting that something should be done to better the Buffalo Zoo. Some of the public assumes that parkland is available for expansion, however, Mayor Masiello recently sent a letter to the North Buffalo Community noting that the park will not be invaded in any way to expand the zoo.

A total of \$25 million would be needed in order to patch up minor repairs to the existing facility. A total of \$60 million would be required to renovate the current site to make a much better zoo. Board and staff did not have confidence that government leaders would make an expenditure of that level for the renovation of the current site in Delaware Park.

A new zoo and aquarium would provide something good for Buffalo and Erie County. It would be a catalyst for the waterfront and the region as a whole. The Mayor noted there would be a lot of debate on this project. But when the ribbon is cut and people visit the facility, there will be excitement and a sense of pride in Buffalo.

Mrs. Williams commented on her excitement as a member of the Board and as a docent to move the zoo, and looks forward to working with the Board on this issue.

Mr. Paine commented on his service to the Buffalo Zoo as an employee for the past 25 years. The entire staff of the Buffalo Zoo are very excited for the conservation, education and

economic development opportunities this project can produce. The staff commends the Board of Directors for their action in seeking the construction of a new zoo.

Mr. Brady then called for a vote of the Board on the resolution presented today.

- a total of 28 directors voted in person or by proxy in favor of the resolution;
- a total of 5 directors abstained from voting;
- no negative votes were recorded.

The Resolution was hereby passed by the Zoological Society of Buffalo. The Board then participated in a round of applause.

Mrs. Gioia commented on her enthusiasm for the Zoo staff and for Western New York. The staff does the best that they can for the current facility, but it is time for change. This project would be good for Western New York. It should be done for the Zoo staff, for Buffalo, and for Western New York.

Mrs. Gioia continued, noting that the next step is to approach the public officials, including the New York State Governor, the Federal level, the County Executive, City Common Council, County Legislature, and Mayor of Buffalo. Funding needs to be secured for the next phase of the feasibility study.

Mrs. Harvey added that this project has the right leader, its the right time and we have the right man - Mr. Tom Garlock. Members of the "First Ward" support group commented on their enthusiasm for a new zoo in their neighborhood.

Mr. Garlock added it is important that we keep in mind two issues through this process:

1. Conservation of nature and exotic species is the Society's primary mission. Three projects are being proposed for Buffalo: a new playground in the Old First Ward; a new park in North Buffalo; and a new zoo and aquarium. The new park in the Old First Ward should be the first item for completion.
2. The Society encourages the after-use committee to meet more frequently to determine the future use of this part of Delaware Park.

PRESIDENT'S

REPORT:

Mr. Garlock reported on the progress being made with the restoration of the Rhino exhibit, in preparation for the arrival of the 1 year old female Rhino from Oklahoma. Our 7 year old male, "Hank", who came to Buffalo from Philadelphia, will be mated with the female once she reaches maturity. Ciminelli Construction and Feine Steel, along with a group of sub-contractors, have made this project possible. All of the work being performed is either a donation of service, or an expense at cost. The exhibit modifications call for an erection of a barrier fence to separate the two rhinos from each other prior to breeding. The Indian Rhino is one of 17 endangered animal species in our Zoo that is in desperate need of captive space and needs to be preserved on our planet.

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**DOCENT
ORGANIZATION**

REPORT: Mr. Eldridge reported that the Docent Organization has been assisting the zoo in any way possible and continues to offer their help to the Board. The organization over the past 16 years has issued their monthly newsletter *GNUZ*, in addition to docents assisting with mailing out the Society's newsletter *ZOOLOG*, teaching children about animals and nature, cleaning animal cages, and other duties.

Docents are looking forward to training the new class of Docents in 1999. Interviews for candidates will begin in November, with classes to commence in January. Anyone interested in becoming a docent should stop by the education department for an application.

The latest AZAD conference was held in Seattle, in 1999 it will be held in Denver, 2000 in Cincinnati. It is hoped the AZAD conference in the year 2005 can be held at the new Buffalo Zoo and Aquarium.

**MASTER
PLANNING
COMMITTEE**

REPORT: Mr. Brady reported that the City of Buffalo has produced a drawing of the development proposed for downtown Buffalo. Board members were encouraged to take a look at the concept after the meeting. The development planned is very exciting for the City and downtown.

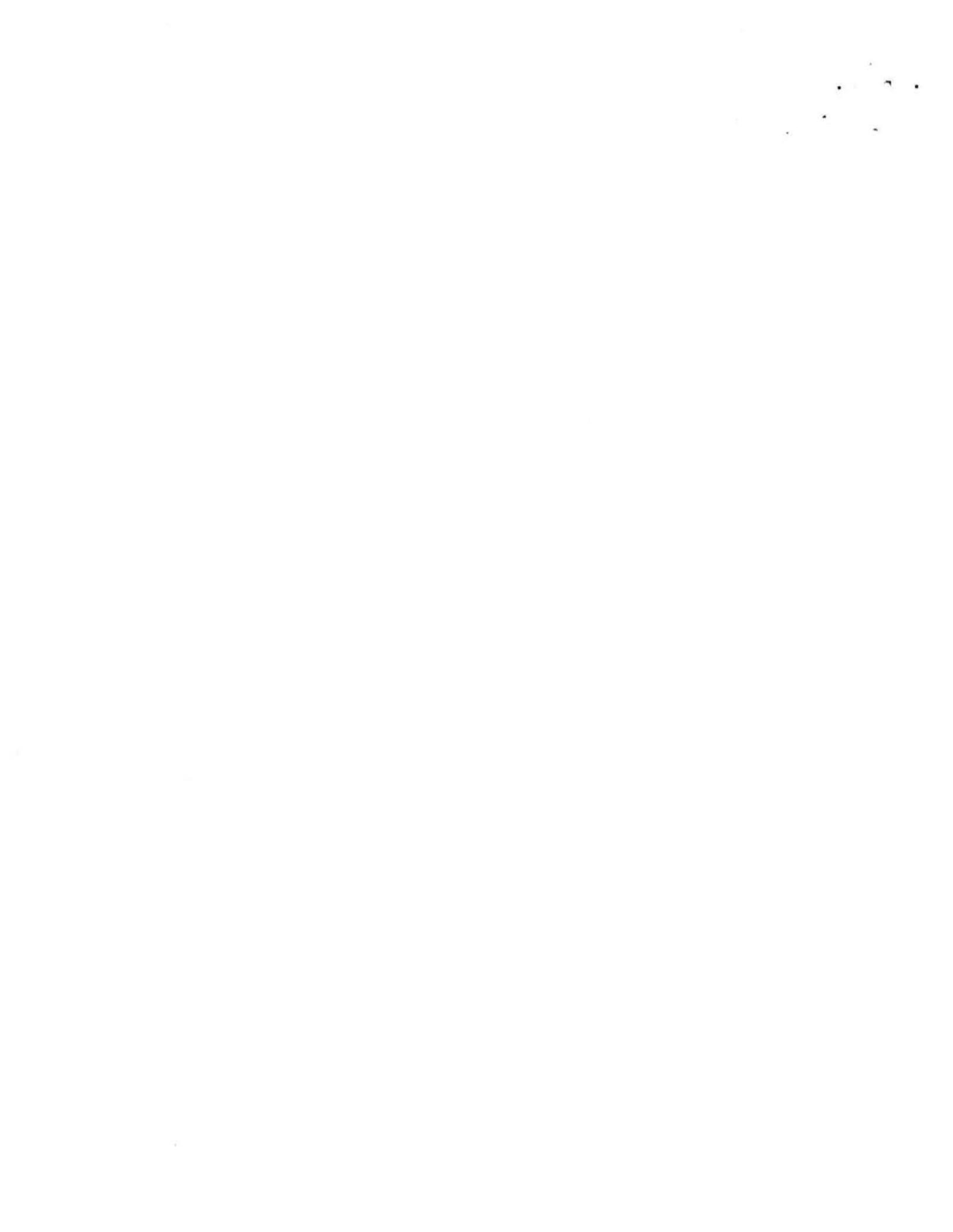
Presentations to community groups have continued through the summer months and into the fall. It is asked that additional board members participate in the public discussions. The zoo supporters need to get out to the public and explain what the important issues are in regard to this project.

Mrs. Gioia added that a sign-up sheet is available for public presentations that will be held September 22 through November 4th. Much of the public do not have all of the facts, and once they learn of the many facets of the idea, they are convinced that a new zoo is needed for the area.

Mrs. Ehrenreich noted that she attended an event in Orchard Park, where 1,000 support signatures were obtained. Many people inquired why a new zoo was needed. After explaining the needs of the zoo, the animals, and the need to receive accreditation, people agreed with the idea.

Mrs. Harvey noted that the #1 question the community asks is what will happen to the current site.

Ms. Saviola expressed thanks to those members of the Women's Board and Docent Organization who have gone out to community events seeking support. The new volunteer coordinator of the Zoo, Mrs. Donna McIntosh will be planning similar appearances in the near future - to be held at the Farmers Market, Buffalo Bills games, and Sabres Games. Information is the key that will gain support for the new zoo and aquarium.



**PROZOO
BOARD
REPORT:**

Mrs. Colleen VanGelder reported on behalf of Marc Adler. The first annual Wines in the Wild was a success, with \$4,000 raised. A total of 200 people were in attendance and all had a good time. The event is similar to Polar Bites, with the proceeds going to the Zoo. The next Polar Bites is scheduled for February of 1999. Mr. Adler will report on the event at next month's meeting.

**WOMEN'S
BOARD
REPORT:**

Mrs. Ehrenreich reported that a total of \$8,678 has been donated to the Zoo through efforts of the Women's Board. At the last Women's Board meeting, a check was presented in the amount of \$2,000 in support of the new zoo effort.

The next event scheduled is the Holiday Luncheon and Auction, to be held on December 10th.

The Green Army attempted to hold three Garden Teas this summer. The concept was not as successful as hoped, due to lack of advertising monies. It is anticipated that next year will be better. The teas will be scheduled during weekdays, so garden club members can participate.

ADJOURNMENT:

Members of the Board were invited to tour the construction underway in the Rhino Exhibit. The meeting adjourned at 12:45 PM
Brady, 2nd. Greenberger, Carried.



ZOOLOGICAL SOCIETY OF BUFFALO, INC.

Board of Director's Meeting

October 27, 1998 12 Noon

Children's Resource Center

PRESENT: Messrs. Anderson, Butler, Fors, Geasling, Harris, Hayes, Johnston, Knox, Magavern, Righter, Wisbaum, Adler, Garlock, Paine, Schwartz and Buckham.
Mesdames Gioia - Presiding, Ferguson, Greenberger, Harvey, Pierce, Richardson, Williams, Ehrenreich, Fisher, Kieber, Maloney, Moll, Saviola, Vanderwerf, Wegerzyn and Herkeley.

1999 SPECIAL

ANIMAL

EXHIBIT:

Mr. Paine introduced members of the Zoo staff who are coordinating the new 1999 Spring Animal Exhibit - "*The UnderGround*". Keeper Christina Kieber, Manager of Membership Denise Moll, Education staff person Jenny Wegerzyn, and Public Relations Coordinator Andrew Schwartz gave a brief description of the concept for the new exhibition and presented a diagram of what is planned. Team Leader Bob Stotz, Maintenance Worker Mark Knight and Animal Keeper Aimee Hilliard are also a part of the team. The UnderGround will be in the reptile house, taking over the space occupied by the bat exhibit last spring.

The exhibit will include burrowing owls, alligators, naked mole rats, ants (carpenter) and mercats. This host of animals are all affiliated with burrowing and living under ground, and will produce a very active display. Graphics and interactive games will also be available, as well as inter-use of the World of Wildlife building with docents, activities, and tunnels for visitors to feel like they are also "underground". The exhibit will be open to the public Easter week. A Donor opening is planned for Thursday evening, March 25, with an employee breakfast on Friday, and the grand opening on Saturday, March 27th. A gift shop with novelties relating to the animals and concept will be adjacent to the exhibit. This special attraction will run for six months, March through September of 1999. Mr. Paine noted that last spring's bat exhibit brought in an additional 12,000 visitors compared to the same time period in 1997.

Mr. Adler inquired if there is a special animal exhibit already planned for the year 2000. Mr. Paine responded that a 2000 exhibit has not yet been identified at this time. It is planned to have the special exhibits available in the spring, when other attractions are not yet open for the season.

MEETING: Mrs. Gioia called the formal meeting to order at 12:10PM, and asked for the following directors to be excused from the October 27, 1998 Board of Director's meeting.

Messrs. Brady, Dimet, Freschi, Linder, Murchie and Rasuli. Madame Pearce.

MOTION: To excuse directors from the October 27, 1998, Board of Director's Meeting.
Fors, 2nd. Anderson, Carried.

BOARD OF DIRECTOR'S MEETING

9/22/98:

Mrs. Gioia asked for a motion to approve the Board Minutes of September 22, 1998. Mr. Magavern requested one change to reflect his abstention to the motion at the September 22nd



meeting, regarding the Board moving forward with the new zoo project. Mr. James L. Magavern noted that he will always abstain from voting on any motion involving the plans for a new zoo, to avoid any appearance of a conflict of interest.

MOTION: To accept minutes of the September 22, 1998, Board of Director's Meeting with the above mentioned revision.
Richardson, 2nd. Righter, Carried.

**EXECUTIVE
COMMITTEE
MEETING**

9/17/98: **MOTION:** To accept minutes of the September 17, 1998 Executive Committee Meeting as mailed.
Williams, 2nd. Harris, Carried.

The minutes from the October 21, 1998 Executive Committee Meeting will be deferred until the November Board meeting.

**FINANCIAL
REPORT**

9/30/98: Mr. Anderson reported on the financial report for the nine-month period ending September 30, 1998. The results show a consistent trend, with the revenue shortfall continuing to be in self-generated revenues. This is a direct result of the Zoo's visitorship falling short of expectations. The per-cap figure per visitor is doing better, however, the level of visitors continues to lag.

Staff has been compensating the shortfall in revenue by managing expenses to comparable amounts. This was accomplished by deferring the filling of staff positions and scrimping on needed supplies and materials. The financial position is disappointing against plan, but substantially improved over 1997 results. Mrs. Gioia noted that it is discouraging to see the decline in visitors.

Mr. Garlock noted that Darien Lake has remained open to the public until the end of October, which is their first attempt at extended operation. Competition for the shoulder months has gotten tougher with many Halloween festivities throughout the area pulling potential visitors away. Darien Lake has continued to be successful by making \$3 million each year in capital investments.

Mr. Garlock noted that government funding continues to be a challenge. The Zoological Society has requested an increase in the Erie County allocation to \$1,375,000. That amount was received back in 1991. The Cultural Resources Advisory Board's recommendation was received yesterday, which only reflects a 2% increase from the 1998 funding level, bringing the annual allotment to \$1,224,000. The Zoo is grateful for the increase, but the \$1,375,000 request is needed. Electrical repairs, plumbing and building repairs are always required, which is taking priority and deterring efforts away from the Zoo's main mission of conservation and education. The new curator of education, Tiffany Vanderwerf, was introduced to the Board. She represents a department that is the heart and sole of the institution that is underfunded. The American Zoo and Aquarium Association recently published a listing of zoological institutions participating in conservation and research projects, however, the Buffalo Zoo was not included in the publication. We have had a number of research projects going on this past year, so the effort to improve our participation is increasing, but it is difficult absent financial resources.



PRESIDENT'S

REPORT: Mr. Garlock expressed thanks to Dorothy Ferguson for personally signing the letters sent out for the annual fund solicitation. Very optimistic notes have been returned from donors in support of the Zoo.

Thanks were also expressed to Edward Righter for assisting to obtain a \$5,000 grant from the Edward H. Butler Foundation. This money will be used toward the configuration of the rhino exhibit and shipping of the new animal. A date is not yet secured for the arrival of the female rhino.

A new male Addax has arrived to bring in a new bloodline to the herd. The Addax is one of several SSP (species survival plan) animals at the Buffalo Zoo.

The male rhino in our collection, "Hank", was recently donated to the Zoo from the Philadelphia Zoo. Based upon the stewardship of Hank and for the fine reputation of our curatorial, veterinary and keeper staff, Philadelphia donated the rhino to our collection. The female expected is owned by the Los Angeles Zoo.

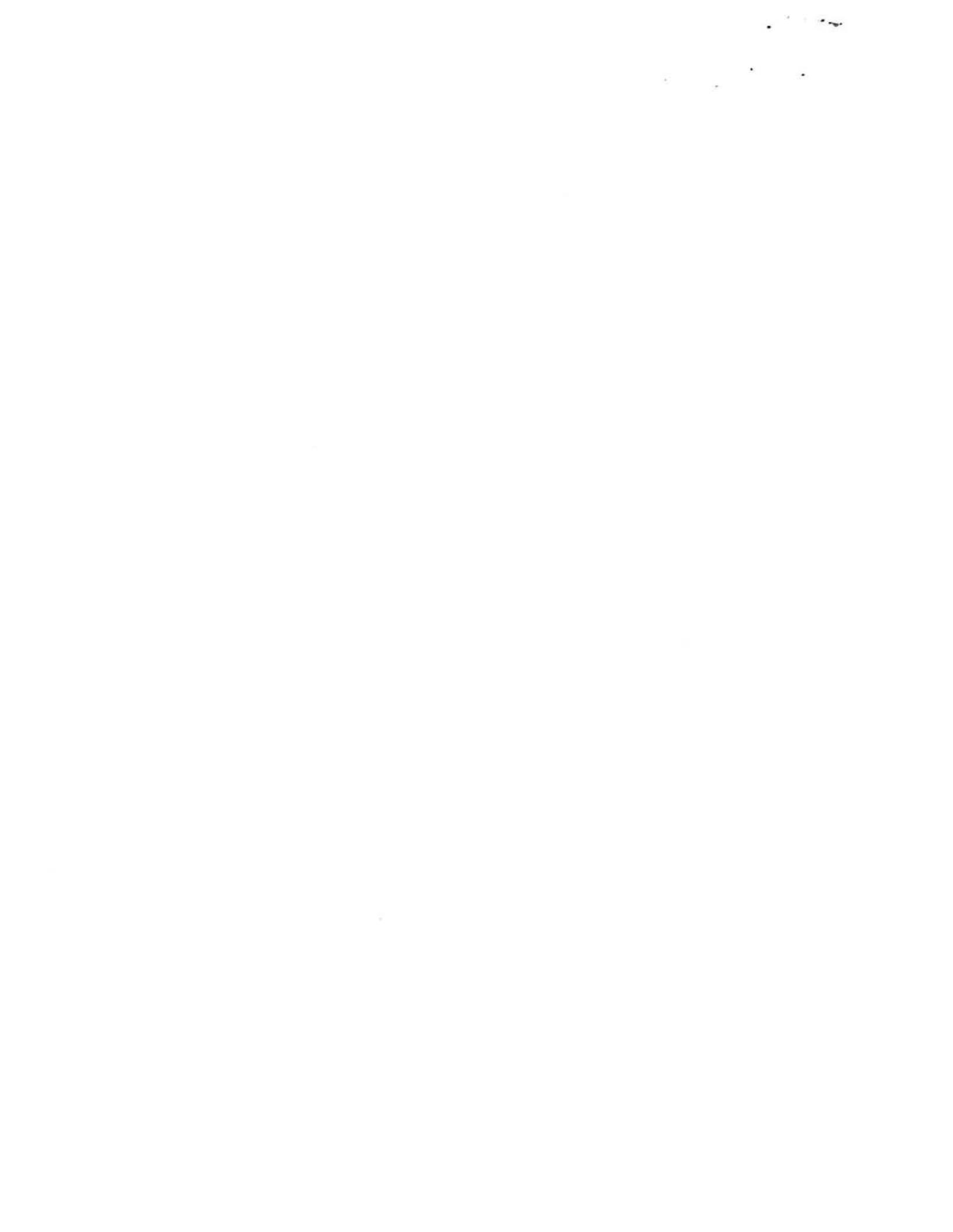
The digging problem with the Porcupines has been solved. Keepers Butch Malchow and Jeremy Maneypanda resolved the problem, which will continue to keep the porcupines visible to our guests, allows them to perform their natural digging behaviors, and keeps their exhibit looking consistently attractive.

Two of our Lowland Gorilla youngsters have been sent to another Zoo. "Curtis" and "Charlie" were shipped out to take up residence at the North Carolina Zoo. It was important that they leave due to holding inadequacies at our facility. Both Keeper Tim Dyte and volunteer Alice Hilborn were pleased with their new home in North Carolina, and provided them with a good opportunity to exchange husbandry ideas. The gorilla exhibit at the Columbus Zoo was also toured.

Themed tours are now being offered through the education department, which include tours focusing on the rain forest, nocturnal animals, and endangered species. The concept has been well received by groups. Education programming is now geared to fit the curriculum of what is being offered in schools.

Mrs. Harvey noted that zoo advertising should stress the fact that this facility entertains and educates, opposed to just entertaining. i.e. Zoo versus Darien Lake. Mr. Adler noted that if the Zoo does not offer something new and different to the public, they are not going to come. Special animal exhibits are beneficial to us and should be continued. Mr. Garlock added that this summer's activities were exciting, which included elephant demonstrations with a strong conservation message, a new puppet theater show, and additional interactive exhibits in the Children's Zoo.

Mr. Harris commented that the restricted advertising budget has brought a negative effect on the Zoo. A lot of exciting things are planned at the Zoo, but people do not know about it because it is not advertised. Mr. Garlock added that as projections are made for 1999, it is hoped that information can be made available to the public with a strong conservation message.



In 1998, the Buffalo Zoo received 32% of its funding from government entities, opposed to other cities around the country receiving more than 40% funding from their government affiliations. Mr. Harris suggested trying to obtain sponsorships from corporations. Mr. Garlock noted that sponsorships are obtained year after year, however, some companies cancel their support after a period of time. The Ford Dealers were with the Zoo for two years, bringing in a total of \$35,000 annually which went right into advertising, however, they did not continue their involvement in 1998. Attempts are being made now to replace their sponsorship with another car dealer. A few companies have indicated they are waiting to sponsor the "new" Buffalo Zoo.

DOCENT ORGANIZATION

REPORT: Mrs. Richardson, Mrs. Williams, and Mrs. Harvey reported that a Docent reception is scheduled for November 7th, to celebrate the new docents that came on board this year. Two mandatory docent meetings will be held in November to discuss the new philosophy of the docent organization as well as the new structure of the docent mission.

Experienced docents will be offered extensive animal training classes next year, for hands-on animal contact. Docent Training for 1999 will begin with an orientation meeting to bring applicants up-to-date on what is expected from a docent. Personal interviews will then be scheduled. Training classes will be scheduled for Saturdays only .

Many of the programs offered through the education department are being restructured, including the ZooTrunk Program, which is a smaller rendition of the Zoomobile.

Docent Mike Petrinac recently injured himself at his home, he is recovering nicely from the fall. He is an indispensable docent and all wish him a speedy recovery.

FINANCE COMMITTEE

REPORT: Mr. Anderson reported that the Finance Committee met last week. A decision was made by the committee to retire the outstanding bank loan on the African Predator exhibit in the amount of \$103,000. This will be accomplished by transferring funds out of the Zoo's Bernstein account to pay for the loan. The balance of the predator exhibit pledges will then re-pay the money taken out of the Bernstein fund. This transaction will save a total of \$8,000 in operating expenses.

The budget process for 1999 will focus on trend lines and visitorship issues. A discussion was held at the finance meeting on how the organization can get through the next few years. An additional meeting will be scheduled mid-November to review the final draft 1999 budget before it is presented to the Board.

MASTER PLANNING COMMITTEE

REPORT: Mrs. Gioia announced the appointment of the new master planning committee chairman, Dr. Jay Geasling. She also commented that Dr. Geasling has been invaluable to the Zoo over the past few months and noted the Board and staff's appreciation for all that he has done.

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Dr. Geasling then reported a meeting will soon be scheduled for the Master Planning committee, and commented on the many other meetings of the board he has participated in. The progress with the master planning committee will be reported on next month.

**PROZOO
BOARD
REPORT:**

Mr. Adler reported that the 1999 Polar Bites Event is scheduled for Thursday evening, February 18th. The party is moving to the Rich Atrium, as the attendance has outgrown the Zoo facility. The Atrium will provide food booths, tables, secure parking, and will be able to accommodate a band. The new venue will allow at least 150 more people to attend. Tickets for Polar Bites will be available at the November Board meeting, at a cost of \$30.00 each. Mr. Adler also noted the need for prizes to give away at the event.

Changes to the ProZoo Board Bylaws were implemented to increase the maximum number of directors to 36. A total of eight new members were recently elected to the group, with additional seats still available. If any Board members have potential candidates to join the ProZoo Board, please contact Marc Adler. The ProZoo board now represents a total of 33 different companies from Western New York.

**WOMEN'S
BOARD
REPORT:**

Mrs. Ehrenreich reported the next scheduled Women's Board event is the Holiday Luncheon and Auction, to be held on December 10, 1998 at 11:00 AM, with Tom Garlock as the guest speaker.

**NEW
BUSINESS:**

Mrs. Gioia referenced a memo sent by Board Member Mr. Greene, noting that the Buffalo Niagara Partnership voted on a resolution in support of both the Convention Center and the Buffalo Zoo. This resolution will be released to the press today. The Partnership has also offered to assist the Buffalo Zoo with financial analysis and marketing for the project. It is encouraging for the Zoo to gain the Partnership's support.

Mr. Wisbaum noted that the Partnership's resolution is great news, and commented on some of the negative press from the past few weeks. He inquired about what steps will be taken to approach County Executive Gorski's position. Mrs. Gioia noted that she called Mr. Gorski thanking him for the increase in the County's 1999 allocation. He noted that he is not opposed to the new zoo and stressed that other projects may have to take priority, but added that a new zoo should be done. He also encouraged the Zoo to continue to move forward with the project. Mrs. Gioia also commented on her conversation with M&T Chairman, Mr. Robert Wilmers. Mr. Wilmers is in favor of the zoo and its importance to Western New York, but feels that the Convention Center should be done ahead of the zoo.

Mr. Wisbaum has concern with the County's focus on the Convention Center and how it may impact the position of the State of New York. Mr. Garlock noted that the County Executive is saying that funding is not available to the Zoo now, but has not shut the door completely. It is hoped that the four levels of government can come together with a schedule and list of priorities. Each funding piece does influence the other funding piece.



Mr. Wisbaum also inquired on the status of Phase II of the feasibility study. Mr. Garlock noted that a total of \$100,000 is committed to the second phase, with an additional \$150,000 awaiting a commitment from a local foundation. Once a level of commitment is determined from all levels of government, progress can then be made with Phase II.

Mrs. Ehrenreich commented on the public's perception that the new zoo project is canceled, and the Zoo is staying in Delaware Park. Mr. Garlock recommended for Board members to explain that the zoo project has progressed to the point we had expected to be. The City of Buffalo has continued to move forward with meetings of the re-use committee. A meeting with Mayor Masiello will be scheduled soon to discuss the next steps that need to be taken with this matter.

Mr. Johnston inquired on the State of New York's timeline. Mr. Garlock responded a meeting was held with the Western New York Delegation two weeks ago. Some members of the delegation noted concerns, and some were supportive of the project. A meeting with Governor Pataki will be scheduled after the election to discuss the State's involvement. It is hoped funding could be secured for the next funding cycle.

Mrs. Richardson noted that the Convention Center needs to be completed first. She also commented on the fact that no government entity has stated that the zoo project cannot be done. They still are interested. With the Convention Center scheduled for completion first, the Zoo should begin working on the master plan. At some point in the near future, government will have to answer us directly.

Mrs. Gioia reported that Channel 2 News has sent a film crew to the Toledo Zoo, to video that facility and the positive results it has produced for their City. A scheduled air date is not yet known, however, it most likely will be a two day feature story. This angle will be helpful to show what a new zoo could do for Western New York.

WNED-TV, Channel 17 is hosting a discussion through the League of Women's Voters, to discuss the new zoo concept as well as the Improve, Don't move side of the story. This show is intended to provide information to the public. The discussion will be held live on November 19th at 8:00 PM. Mr. Garlock will represent the Society.

ADJOURNMENT:

The meeting adjourned at 1:05 PM

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PRESIDENT'S

REPORT: Mr. Garlock reported on "Tashi", our new female Rhino. She has been adjusting well, with little keeper contact required. The keepers in charge of the Rhinos, Daryl Hoffman, Mark Little, and Kelly Schroer, are doing a great job with target training, which will assist with veterinary care and entry into the exhibit yard. It is hoped that a public introduction will be scheduled in the next few weeks. Thanks were expressed to Ciminelli Construction and Feine Steel, who made the Rhino yard divider fence possible. This project would not have been accomplished without the great support from those companies.

Thanks were expressed to all of the directors who have participated in the many speaking engagements over the past few months. A new sign-up sheet was circulated to the group for the next set of presentations for the upcoming months.

ANIMAL, OPERATIONS

& HORTICULTURE

COMMITTEE

REPORT: Mr. Dimet reported the committee met prior to today's board meeting to discuss the continued decrease in attendance figures. Staff presented the group with a number of ideas to assist in stimulating attendance, all of which take into account the limited budget the Zoo has to face. Some of the ideas include:

- Elephant Demonstration area in Children's Zoo
- Climbing apparatus in Gorilla exhibit
- Camel Rides with photo opportunities
- New animal species
- In the year 2000, staff will focus on amphibian exhibits in the reptile house

Mr. Johnston inquired if there are any concrete plans in place, as well as all of the issues and potential solutions that can assist with increasing gate volume. Mr. Dimet noted that advertising has decreased over the last few years, which has had a negative effect on informing the public of what is offered at the Zoo on a daily basis.

Specific ideas in greater detail include:

Develop Elephant Demonstration Area in Children's Zoo

A dedicated area for bath demonstrations and close up "touch" possibilities for the public should stimulate interest and excitement in our guests. Utilize existing llama exhibit space. Alter fence lines and other physical features of the area to support the new function.

(estimated cost \$12,000).

Develop Climbing Apparatus in Gorilla Exhibit

This has been planned for several months now. The apparatus has been fabricated and we are waiting for an installation date from the contractor. This should encourage the animals to spend more time in the viewable part of the exhibit, increasing guest interest and longevity of stay.

(donation)

Renovate Existing Alligator Exhibit

This will occur in conjunction with the "Underground" special exhibit for 1999. The front will be glassed to allow close up view of the exhibit. The plantings, topography, and graphics will be improved. The crocodilians are a popular exhibit species. This will allow us to showcase the impressive specimens in our collection.

(estimated cost \$4,000)

Develop Amphibian And Invertebrate Exhibits in Reptile House

In a recent department head meeting, it was concluded that amphibians and invertebrates are an important part of the collection and should be displayed as such. When the "Underground" special exhibit completes its run, the wall of exhibits previously used for amphibians will be an appropriate area for those species. Utilities are available, but significant new structural work should be planned to take advantage of the space and potential for these exhibits. This will be the special exhibit for the year 2000.

(Estimated cost \$50,000)

Paid attendance continues to be a challenge. Mr. Garlock added that we are going to drive gate volume with the Zoo's programs, and advertising will be offered for those specific plans that are in place. Mr. Paine added that we have determined that elephants should be the marquee species for the Buffalo Zoo. Recently, staff members visited MarineLand with their killer whale touch tank exhibit. The proposed ideas for elephants would be a similar concept.

**DOCENT
ORGANIZATION**

REPORT: Mr. Eldridge reported that individual docent candidate interviews have been underway. Two group orientations are scheduled, one of which was held November 7th and the second is scheduled for December 5th. A total of 5 candidates are screened each day, with a total of 26 candidates being considered to date. The new class of docents will begin their training on January 9, 1999. It is anticipated that a total of 40 people will be a part of the new class.

WinterCamp will be held the week between the Christmas Holiday and New Year's Holiday for five days. In-house training with advanced animal handling is being offered to experienced docents.

The Docent Organization wishes everyone a Happy Thanksgiving, and a great holiday season.

**NOMINATING
COMMITTEE**

REPORT: Mrs. Gioia reported for Chairman Mr. Czarnecki. The committee has been active and working on potential names for the Zoo's advisory Board as well as for the main Board. Any director who has a name of potential candidates should contact Mrs. Gioia or Mr. Czarnecki.



**PROZOO
BOARD
REPORT:**

Mr. Adler reported that tickets for the 1999 Polar Bites are now available. Thanks were expressed to Legislator Judy Fisher for being the first buyer of the tickets. The event is scheduled for Thursday, February 18th, at the Rich Atrium. A total of 750 tickets will be available for sale at \$30.00 each. A variety of foods will be offered, as well as wine, beer and soft drinks. Posters advertising the event were donated by Sterling Sommer. Letters requesting donations for prizes were circulated to the Board for their consideration.

New officers and members of the ProZoo Board were elected at their November meeting. A total of 36 different companies in Western New York are represented on the ProZoo Board. The new officers include:

Marc Adler	-	President
Colleen VanGelder	-	Vice President
Joanne Campana	-	Treasurer
Jill Marks	-	Recording Secretary
Harris Witkin	-	Membership Secretary

**WOMEN'S
BOARD
REPORT:**

Mrs. Ehrenreich reported the annual Holiday Luncheon and Auction is scheduled for Thursday, December 10th, at Fanny's Restaurant. Poinsettias and Wreaths will also be available for sale.

The Albright-Knox has a highly anticipated Monet Exhibit scheduled for the Spring of 1999. With this in mind, it was suggested that the "Green Army" assist with putting together flower gardens depicting the art of Monet to try and attract crowds to the Zoo. Also planned for next year is the continuation of the Garden Tea Tours. Garden Clubs will be solicited to be a part of their summer program schedule.

**NEW
BUSINESS:**

Mrs. Gioia reported with deep regret the passing of Board member Betsy Pearce's husband - friend of the Zoo, Mr. William H. Pearce. A memorial in his honor is scheduled for December 5, 1998, at St. Joseph's Church. He will be missed by everyone.

Mrs. Gioia also reported on the untimely passing of Zoo Friend, Mr. August Feine, owner of Feine Steel. His expertise and generosity assisted the Zoo with many projects, including the most recent Rhino Yard renovation.

**EXECUTIVE
SESSION:**

A motion was passed to adjourn the Board meeting into Executive Session at 1:05 PM.



ZOOLOGICAL SOCIETY OF BUFFALO, INC.

Board of Director's Meeting

November 24, 1998 12 Noon

Children's Resource Center

PRESENT: Messrs. Anderson, Brady, Dimet, Fors, Geasling, Greene, Johnston, Linder, Magavern, Rasuli, Wisbaum, Adler, Eldridge, Ahern, Garlock, Paine, and Buckham.
Mesdames Gioia - Presiding, Ferguson, Greenberger, Harvey, Ehrenreich, Fisher, Maloney, Saviola, and Herkely (Hoyt Representative).

Mrs. Gioia called the meeting to order at 12:15PM, and asked for the following directors to be excused from the November 24, 1998 Board of Director's meeting.

Messrs. Butler, Czarnecki, Freschi, Harris, Knox, Murchie and Righter. Mesdames Pearce, Pierce, Richardson, and Williams.

MOTION: To excuse directors from the November 24, 1998, Board of Director's Meeting. Fors, 2nd. Harvey, Carried.

Mrs. Gioia reported that a videotape of "Tashi", the newest member of the animal collection, will be played throughout today's meeting. The one year old Indian Rhino has been acclimating well to her new surroundings and is presently going out on exhibit daily.

BOARD OF DIRECTOR'S MEETING

10/27/98: **MOTION:** To accept minutes of the October 27, 1998, Board of Director's Meeting as mailed.
Greenberger, 2nd. Anderson, Carried.

EXECUTIVE COMMITTEE MEETING

10/21/98: **MOTION:** To accept minutes of the October 21, 1998 Executive Committee Meeting as mailed.
Brady, 2nd. Dimet, Carried.

EXECUTIVE COMMITTEE MEETING

11/19/98: Mrs. Gioia reported the minutes from the November 19th Executive Committee meeting were circulated at today's meeting. The financial situation was discussed in great detail. Staff has suggested raising the Zoo's admission rates to assist in meeting projected revenue goals for 1999. The budget for the next fiscal year was also reviewed. Presently, there is a gap with spending and revenue levels that staff and the finance committee are concentrating on. This as well as the



financial statement for October will be reviewed further by Mr. Anderson during his report later in the meeting.

Mr. Anderson briefly commented that it has been a difficult task in balancing the budget for 1999. Efforts are being made to identify ways of enhancing revenue, with the possibility of changing the admission fees. If this is approved by the Common Council and the Board, the increase would not go into effect until the Spring of 1999. The suggested increase includes a \$1.00 hike in adult and youth rates. The staff's financial analysis of the increase shows that the gate could see a 5% reduction in visitorship, however, the increase would generate an additional \$112,000 in revenues annually.

Mrs. Gioia reminded directors that the Society had asked for an increase in the Zoo's annual allotment from the County of Erie. The 1999 request totaled \$1,375,000, however, the County has awarded only a total of \$1,224,000, resulting in a \$151,000 shortfall.

MOTION: To accepted minutes from the November 19, 1998, Executive Committee meeting as submitted.
Greene, 2nd. Geasling, Carried.

(the motion to accept the minutes does not approve the increase in admission prices).

FINANCIAL REPORT

10/31/98:

Mr. Anderson reported that the Zoo continues to experience a pattern in revenues lagging behind budget. The income side shows an improvement over 1997, however, the results are not meeting the budgeted projections. This continuous gap between actual versus budget is a source of concern for staff and the Board. Presently, there is a shortfall between aggregate revenue and budget. Staff continues to do a great job with managing expenses to match revenues available and maintain a healthy margin of operations.

The issue remains that as the Zoo is managing finances, it is depleting the opportunity to maintain a vibrant asset for the community. The Zoo is looking at a visitorship trend that is declining. As this trend continues in 1999, the Zoo is fast approaching an unhealthy financial situation - expecting a shortfall for next year. That projected deficit brought staff to the question of raising admission prices. It is not the direction that is desired, however, it must be reviewed for the financial stability of the next year.

Admission Increase -

The Finance Committee's recommendation today is not to implement an increase, but rather to seek approval from the City's Common Council for the raise in rates. At that point if approval is received, the Society would have the final decision to change the prices if needed. The rates would include an increase of \$1.00 in adult and children categories, and a \$2.00 increase in senior citizens. Children under 3 years would continue to be free. This increase would generate additional revenue of \$112,000 in 1999, minus a 5% drop in attendance numbers. This recommendation to the Board would allow the Society to implement the change in admission rates if the budget requires the additional income.

