



GREATER LOS ANGELES ZOO ASSOCIATION
FINANCIAL STATEMENTS
FOR THE YEARS ENDED
JUNE 30, 2018 AND 2017

GREATER LOS ANGELES ZOO ASSOCIATION

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June 30, 2018 and 2017

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INDEPENDENT AUDITOR'S REPORT

Board of Trustees
Greater Los Angeles Zoo Association

Report on the Financial Statements

We have audited the accompanying financial statements of Greater Los Angeles Zoo Association (the "Association"), which comprise the Statement of Financial Position as of June 30, 2018, the related Statements of Activities and Cash Flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Association's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used, and the reasonableness of significant accounting estimates made, by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Association as of June 30, 2018, and the changes in its net assets and its cash flows for the year then ended, in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

We have previously audited the Association's 2017 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated November 15, 2017. In our opinion, the summarized comparative information presented herein, as of and for the year ended June 30, 2017, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Report on Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying Schedule of Functional Expenses for the year ended June 30, 2018, is presented for purposes of additional analysis, and is not a required part of the financial statements. Such information is the responsibility of management and was derived from, and relates directly to, the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements, or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

A handwritten signature in black ink that reads "Singer Lewak LLP". The signature is written in a cursive, flowing style.

November 13, 2018

GREATER LOS ANGELES ZOO ASSOCIATION

STATEMENTS OF FINANCIAL POSITION

June 30, 2018

(Summarized Financial Information at June 30, 2017)

	ASSETS	
	2018	2017
Assets		
Cash and cash equivalents	\$ 7,298,528	\$ 6,773,922
Accounts receivable – general	522,669	496,998
Accounts receivable – City of Los Angeles	1,281,682	1,576,517
Promises to give and grants receivable, net	2,452,769	1,883,453
Beneficial interest in perpetual trusts	137,654	134,483
Equipment and leasehold improvements, net	353,356	374,563
Prepays and other assets	357,228	254,206
Restricted cash and cash equivalents for endowment	2,601,074	2,751,923
Endowment investments	20,603,556	19,939,032
Total assets	\$ 35,608,516	\$ 34,185,097
	LIABILITIES AND NET ASSETS	
Liabilities		
Salaries and benefits payable	\$ 503,592	\$ 1,307,756
Accounts payable and accrued expenses – general	520,889	675,620
Accounts payable and accrued expenses – City of Los Angeles	359,556	468,950
Membership surplus due to the City of Los Angeles	168,679	196,213
Deferred revenue	36,225	210,505
Capital lease obligations	24,610	16,864
Total liabilities	1,613,551	2,875,908
Net assets		
Unrestricted		
Undesignated	3,555,323	2,216,427
Board designated for Elephants of Asia exhibit	-	53,800
Board designated for endowment	19,368,030	19,193,991
Board designated for other projects	-	1,998
Total unrestricted	22,923,353	21,466,216
Temporarily restricted		
Restricted for Zoo assistance	6,246,435	5,394,980
Restricted for behavioral enrichment	850,922	816,546
Unappropriated endowment earnings	1,742,763	1,512,657
Total temporarily restricted	8,840,120	7,724,183
Permanently restricted	2,231,492	2,118,790
Total net assets	33,994,965	31,309,189
Total liabilities and net assets	\$ 35,608,516	\$ 34,185,097

The accompanying notes are an integral part of these financial statements.

GREATER LOS ANGELES ZOO ASSOCIATION
STATEMENTS OF ACTIVITIES
Year Ended June 30, 2018
(Summarized Information for the Year Ended June 30, 2017)

	Unrestricted	Temporarily Restricted	Permanently Restricted	2018 Totals	2017 Totals
Support and revenue					
Membership revenue	\$ 5,996,674	\$ -	\$ -	\$ 5,996,674	\$ 5,755,897
Contributions and grants	4,226,953	1,825,292	109,531	6,161,776	9,014,771
Special events revenue, net of direct benefits to donor of \$476,065 in 2018, and \$417,442 in 2017	1,048,292	-	-	1,048,292	1,555,007
Visitor amenities	3,131,369	-	-	3,131,369	3,376,917
Exhibitions and community events, net of expenses	(78,768)	-	-	(78,768)	158,585
Net investment income	737,769	302,615	-	1,040,384	1,987,515
Net unrealized gain on beneficial interest in perpetual trusts	-	-	3,171	3,171	7,996
Miscellaneous revenue	43,650	-	-	43,650	54,785
Net assets released from restrictions	1,011,970	(1,011,970)	-	-	-
Total support and revenue	<u>16,117,909</u>	<u>1,115,937</u>	<u>112,702</u>	<u>17,346,548</u>	<u>21,911,473</u>
Expenses					
Program services					
Los Angeles Zoo and Botanical Gardens	4,934,099	-	-	4,934,099	5,952,561
Greater Los Angeles Zoo Association	6,395,926	-	-	6,395,926	6,539,749
Total program services	11,330,025	-	-	11,330,025	12,492,310
General and administrative	1,865,569	-	-	1,865,569	1,735,457
Fundraising	1,465,178	-	-	1,465,178	1,534,697
Total expenses	<u>14,660,772</u>	<u>-</u>	<u>-</u>	<u>14,660,772</u>	<u>15,762,464</u>
Change in net assets	1,457,137	1,115,937	112,702	2,685,776	6,149,009
Net assets, beginning of year	<u>21,466,216</u>	<u>7,724,183</u>	<u>2,118,790</u>	<u>31,309,189</u>	<u>25,160,180</u>
Net assets, end of year	<u>\$ 22,923,353</u>	<u>\$ 8,840,120</u>	<u>\$ 2,231,492</u>	<u>\$ 33,994,965</u>	<u>\$ 31,309,189</u>

The accompanying notes are an integral part of these financial statements.

GREATER LOS ANGELES ZOO ASSOCIATION
STATEMENTS OF CASH FLOWS
Year Ended June 30, 2018
(Summarized Information for the Year Ended June 30, 2017)

	2018	2017
Cash flows from operating activities		
Changes in net assets	\$ 2,685,776	\$ 6,149,009
Adjustments to reconcile changes in net assets to net cash provided by operating activities:		
Endowment contributions received	(109,531)	(50,000)
Net investment income	(680,601)	(1,565,980)
Depreciation	143,914	188,987
Changes in operating assets and liabilities:		
Accounts receivable	269,164	20,642
Promises to give and grants receivable	(569,316)	(1,138,406)
Beneficial interest in perpetual trusts	(3,171)	(7,996)
Other assets	(103,022)	(6,057)
Accounts payable and accrued expenses	(1,068,289)	265,166
Membership surplus due to the City of Los Angeles	(27,534)	(81,520)
Deferred revenue	(174,280)	136,931
Net cash provided by operating activities	363,110	3,910,776
Cash flows from investing activities		
Sales of investments	350,595	3,943,660
Purchases of investments	(334,519)	(12,800,669)
Withdrawal of restricted cash and cash equivalents from endowment	150,849	8,443,414
Purchases of equipment and leasehold improvements	(103,506)	(98,581)
Net cash provided by (used in) investing activities	63,419	(512,176)
Cash flows from financing activities		
Payments on accrued grant: Elephants of Asia exhibit	-	(8,112,119)
Principal payments on capital lease obligations	(11,454)	(12,774)
Endowment contributions received	109,531	50,000
Net cash provided by (used in) financing activities	98,077	(8,074,893)
Net increase (decrease) in cash and cash equivalents	524,606	(4,676,293)
Cash and cash equivalents, beginning of year	6,773,922	11,450,215
Cash and cash equivalents, end of year	\$ 7,298,528	\$ 6,773,922
Supplemental disclosure of cash flow information		
Interest paid on accrued grant: Elephants of Asia exhibit	\$ -	\$ 65,376
Capital lease assumed to finance addition of property and equipment	\$ 19,200	\$ -

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 1 – ORGANIZATION

General

The Greater Los Angeles Zoo Association (GLAZA or the “Association”), the official support organization of the Los Angeles Zoo & Botanical Gardens (the “Zoo”), is a not-for-profit corporation organized for the purpose of establishing, developing, beautifying, and improving the Zoo. The Zoo is owned by the City of Los Angeles (the “City”) and operated by the City of Los Angeles, Department of the Zoo. To fulfill its mission, GLAZA conducts a development program that raises funds for operational, programmatic, and capital needs and projects; directs and operates the Zoo’s membership programs for over 51,000 households; manages marketing, strategic branding, and public relations for the Zoo; conducts a site rentals program for the Zoo; plans and executes special events and travel programs; creates and distributes publications for the Zoo, including its website; recruits and trains approximately 700 docents and volunteers; and oversees certain visitor amenities, including food and retail concessions.

Operating Agreement

The City, through the Zoo Department, entered into an Operating Agreement with GLAZA (the “Operating Agreement”) for the purposes of obtaining assistance in establishing, developing, beautifying, and improving the Zoo. The Operating Agreement was executed on September 29, 1997, expires on September 29, 2022, and, among other things, requires GLAZA to remit to the City 25% from each membership fee.

On February 10, 2016, the Council of the City of Los Angeles (“City Council”) approved the first amendment to the Operating Agreement, extending the term of the Concession Agreement between the City and the GLAZA to August 31, 2016. On August 24, 2016, the City Council approved the second amendment to the Operating Agreement, extending the term of the Concession Agreement to August 31, 2017, with the option of an additional six-month extension, subject to City Council review and approval. On August 29, 2017, the City Council approved the third amendment to the Operating Agreement, extending the term of the Concession Agreement to August 31, 2018. On August 29, 2018, the City Council approved the fourth amendment to the Operating Agreement, extending the term of the Concession Agreement to February 17, 2019.

Concession Agreement

A separate agreement between the City and GLAZA (the “Concession Agreement”) defines the contractual relationship between the City and GLAZA, whereby the City has granted to GLAZA the exclusive right and privilege to operate and maintain all approved concessions on Zoo premises. The original Concession Agreement expired on February 11, 2006. However, as referenced above, the fourth amendment to the Operating Agreement extends the term of the Concession Agreement to February 17, 2019.

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 1 – ORGANIZATION (Continued)

Concession Agreement (Continued)

On October 1, 1997, GLAZA entered into a ten-year agreement with a joint venture of Service America Corporation and Service Systems Associates (“Joint Venture” or “Concessionaire”) for subcontracting of concessions. In May 2007, a second amendment was made to the agreement, extending the term through September 30, 2009. In September 2009, GLAZA and the Joint Venture entered into a third amendment, extending the term through September 30, 2011. GLAZA and the Joint Venture then entered into three preliminary agreements to extend the expiration date through December 31, 2012, and negotiate in good faith regarding a fourth amendment. A fourth amendment was executed December 11, 2014, which extends the Joint Venture through February 11, 2016. A fifth amendment was executed June 14, 2016, extending the term of the Concession Services Agreement until August 31, 2016. On August 31, 2016, the term of the agreement will extend for an additional three, 6-month terms through February 28, 2018. On December 13, 2016, a sixth amendment was signed, which did not change the length of the agreement. On May 19, 2017, a seventh amendment was signed, which did not change the length of the agreement. On August 17, 2017, an eight amendment was signed, which extended the Concession Services Agreement until August 31, 2018. On October 12, 2018, a ninth amendment was signed, which extended the length of the agreement to February 17, 2019. If the arrangement is not extended, GLAZA may be responsible for reimbursing the current Concessionaire for the unamortized capital investment of \$156,000.

Memorandum of Understanding: Marketing and Public Relations, and Site Rentals and Catered Events

On May 3, 2013, GLAZA and the Zoo executed a Memorandum of Understanding: Marketing and Public Relations and Site Rentals and Catered Events (the MOU), effective for a three-year period, from July 1, 2013, to June 30, 2016. The MOU was approved by the City Council on June 28, 2013, pending approval by the City Council of the Zoo’s Business and Marketing Plan. In November 2013, the Zoo presented its Business and Marketing Plan (“Plan”) to City Council for approval. In December, hearings were held by City Council, but no action was taken on the Plan, and a first amendment to the MOU was executed, extending the date for final approval of the Plan to March 31, 2014. After additional hearings in the spring of 2014, a second amendment to the MOU was executed, extending the date for final approval of the Plan to September 30, 2014. After additional hearings in the summer of 2014, the City Council approved the Zoo’s Business and Marketing Plan, ratified the MOU, and approved the third amendment to the MOU on September 23, 2014. A fourth amendment was executed on May 1, 2015, which updated GLAZA’s marketing strategies and redefined the revenue sharing agreement between GLAZA and the Zoo. A supplemental agreement to the MOU was signed on June 16, 2017, effective retroactive to July 1, 2016, which extended the term until June 30, 2017, and continued the services of the previous MOU and related amendments.

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 1 – ORGANIZATION (Continued)

Memorandum of Understanding: Marketing and Public Relations, and Site Rentals and Catered Events (Continued)

On August 22, 2018, GLAZA and the Zoo signed the first amendment to the supplemental agreement, which was effective July 1, 2017, to June 30, 2018, and continues the services outlined in the previous MOU and related amendments. As of November 13, 2018, the date the financial statements were available for issuance, GLAZA and the Zoo continue to work in good faith towards a new MOU, to be effective retroactively July 1, 2018.

Under the terms of the MOU, GLAZA assumed responsibility for marketing, strategic branding, and public relations for the Zoo, beginning July 1, 2013. GLAZA's objectives include investing in the Marketing and Public Relations Program, with the goals of raising the Zoo's visibility in the Los Angeles marketplace; increasing Zoo attendance, admissions revenue and other forms of earned revenue, and helping to guarantee the Zoo continues to flourish over the long term. As a component of GLAZA's overall marketing campaign, GLAZA also agreed to market the Zoo as a prime venue for catered events. In line with the MOU, GLAZA reassumed responsibility for site rentals from the Concessionaire in the fall of 2013.

Fundraising Focus

A major fundraising focus since the late 1990s has been engaging philanthropic and community support to invest in the improvement of facilities and exhibits at the Los Angeles Zoo. GLAZA's support and participation in these projects are negotiated in advance and vary by project. Generally, funds are raised before construction commences in order to spend them at such a time as needed.

As a result, there tends to be a time lag between raising the funds (indicated by contributions and grants in the temporarily restricted fund) and the transfer of these funds to the Zoo as the project is constructed (indicated by net assets released from temporary restrictions and expenses listed in "Program Services: Los Angeles Zoo & Botanical Gardens" on the Statements of Activities). The time between funds being raised (revenue) and being transferred to the Zoo (releases and expenses) can take several years, depending upon the timing of the project. Hence, there can be large swings in GLAZA's surplus or deficit in the temporarily restricted fund, as well as the overall consolidated yearly totals.

Over the years, GLAZA has successfully obtained donations from both public and private sources, which has resulted in such projects as the Chimpanzees of Mahale Mountains, Red Ape Rain Forest, the Winnick Family Children's Zoo, the Gottlieb Animal Health and Conservation Center, the Children's Discovery Center, the Front Entry Plaza and Sea Life Cliffs, the Campo Gorilla Reserve, the California Condor Rescue Zone, and Elephants of Asia. Additional capital projects included the Tom Mankiewicz Conservation Carousel, the Angela Collier World of Birds Theater, permanent outdoor lighting in sections of the Zoo, improvements to the Papiano Playpark, funding a conservation biologist position, and the Angela Collier Gardens, a space within the Zoo for hosting public and private events.

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

The accompanying financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

Comparative Amounts

The financial statements include certain prior-year summarized comparative information in total, but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with U.S. GAAP. Accordingly, such information should be read in conjunction with the Association's financial statements for the year ended June 30, 2017, from which the summarized information was derived.

Classes of Net Assets

GLAZA reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

- *Unrestricted* – These are not subject to donor-imposed restrictions. Unrestricted net assets may be designated for specific purposes by action of the board, or may otherwise be limited by contractual agreements with outside parties.
- *Temporarily Restricted* – These carry specific donor-imposed restrictions on the use of contributed funds, or are unspent earnings on permanently restricted endowment net assets. Temporary restrictions may expire due to the passage of time or through actions of GLAZA, pursuant to the stipulations indicated by the donor.
- *Permanently Restricted* – These are the net assets resulting from contributions and other inflows of assets whose use by GLAZA is limited by donor-imposed stipulations that neither expire by passage of time, nor can be fulfilled—or otherwise removed by—actions of GLAZA. Changes in the value of beneficial interest in perpetual trusts are recorded as permanently restricted net assets, and net investment revenue on permanently restricted net assets is recorded as temporarily restricted net assets until appropriated for expenditure.

Cash and Cash Equivalents

Cash and cash equivalents, which have not been board or donor restricted, consist of items with an original maturity when purchased at three months or less.

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Investments

GLAZA investments are reflected in the Statements of Financial Position at fair value. Changes in unrealized gains and losses resulting from changes in fair value are reflected in the Statements of Activities.

GLAZA's investments consist of equity securities, debt securities, and investments in mutual funds. GLAZA's equity securities, debt securities, and mutual fund investments are publicly traded on national securities exchanges and have readily available quoted market values. Purchases and sales of securities are reflected on the trade dates.

Investment income, interest, and dividends are presented net of related investment expenses.

Income earned from investments in all net asset classifications, except permanently restricted net assets, is recorded as unrestricted, except where the instructions of the donor specify otherwise.

Beneficial Interest in Perpetual Trusts

Donors have established and funded trusts and endowments, which are administered and controlled by the California Community Foundation. Under the terms of these trust/endowment agreements, GLAZA has the irrevocable right to receive all, or a portion of, the income earned on the trusts and endowments in perpetuity. GLAZA recognizes its beneficial interest in these trusts and endowments as permanently restricted net assets, based on the discounted cash flows of expected income to be received. Distributions of investment income from these trusts and endowments are recorded as "Contributions and grants" (in the Statements of Activities) that increase unrestricted net assets. Changes in the value of the beneficial interest on these trusts and endowments are recorded as "Change in value of beneficial interest in perpetual trusts" in the Statements of Activities, and are recognized as permanently restricted losses or gains.

Equipment and Leasehold Improvements

Equipment and leasehold improvements purchased by, or constructed for, the Association are capitalized and recorded at cost. Contributed items are recorded at fair value. Depreciation and amortization are provided on the straight-line basis over the estimated useful lives of the assets.

Equipment and leasehold improvements purchased or constructed for the Zoo are expensed as a program service. Such acquisitions are conveyed to the Zoo for their use.

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Revenue Recognition

Contributions are recorded in unrestricted net assets and are considered to be available for use unless restricted by the donor for a specific purpose. Conditional contributions are recognized as revenue and recorded in unrestricted net assets when the conditions on which they depend have been met.

Unconditional promises to give are recorded as receivables and contributions, distinguishing between contributions received for each net asset class, in accordance with donor-imposed restrictions. Contributions to be received after one year are discounted at an appropriate discount rate. An allowance for uncollectible contributions receivable is provided, if necessary, based on management's judgment, including such factors as prior collection history, type of contribution, nature of fundraising activity, and when contributions are anticipated to be received.

GLAZA records contributions as temporarily restricted if donor stipulations limit their use, either through purpose or time period. When donor restrictions expire—that is, when a time period ends, or a purpose is fulfilled—temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statements of Activities as “Net assets released from restrictions”.

Concessions revenue, which is included in Visitor Amenities revenue, is accrued based upon a percentage of gross receipts reported by the Concessionaire, as defined in the contract with the Joint Venture.

Membership dues are recognized as earned upon receipt, as the estimated future costs for providing the membership services are immaterial.

Advertising Costs

Advertising costs are expensed as incurred, and totaled approximately \$1,001,000 during the year ended June 30, 2018, and are shown within the Schedule of Functional Expenses.

Volunteer Services

Volunteers donate their time on behalf of various GLAZA and Zoo activities. GLAZA does not record the value of these services, as they do not meet the recognition criteria prescribed by U.S. GAAP.

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Income Taxes

GLAZA, as a not-for-profit California corporation, is exempt from federal income taxes under the Internal Revenue Code § 501(c)(3), and from franchise taxes under § 23710(d) of the California Revenue and Taxation Code, except with respect to any unrelated business income. GLAZA is classified as an organization other than a private foundation. Accordingly, no income tax provision is required. GLAZA recognizes the impact of tax positions in the financial statements if that position is more likely than not to be sustained on audit, based on the technical merits of the position.

GLAZA recognizes potential accrued interest and penalties related to uncertain tax positions in income tax expense. During the year ended June 30, 2018, GLAZA performed an evaluation of uncertain tax positions and did not identify any matters that would require recognition in the financial statements, or which may have an effect on its tax-exempt status.

Fair Value of Financial Instruments

Fair value is defined as the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date. These inputs can be readily observable, market-corroborated, or generally unobservable inputs. GLAZA utilizes valuation techniques that maximize the use of observable inputs, and minimize the use of unobservable inputs.

Based on the observability of the inputs used in the valuation techniques, GLAZA is required to provide the following information according to the fair value hierarchy. The fair value hierarchy ranks the quality and the reliability of the information used to determine fair values. As a basis for considering such assumptions, U.S. GAAP establishes a three-tier value hierarchy, which prioritizes the inputs used in the valuation methodologies in measuring fair value:

- Level 1 – Observable inputs that reflect quoted prices (unadjusted) for identical assets or liabilities in active markets
- Level 2 – Includes other inputs that are directly or indirectly observable in the marketplace
- Level 3 – Unobservable inputs, which are supported by little or no market activity

For the year ended June 30, 2018, the application of valuation techniques applied to similar assets and liabilities has been consistent with the techniques applied during the fiscal year ended June 30, 2017.

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Concentration of Credit Risk

Credit risk is the failure of another party to perform in accordance with the contractual terms. Financial instruments that potentially subject the Association to concentrations of credit risk consist primarily of cash and cash equivalents, investments, and promises to give and other receivables.

GLAZA places its cash and cash equivalents with investment-grade institutions. Certain account balances may exceed insurance coverage limits by the Federal Deposit Insurance Corporation (FDIC) and Securities Investor Protection Corporation, from time to time. FDIC insurance covers all deposit accounts up to \$250,000 per depositor, per insured bank. GLAZA has not experienced any losses in its cash and cash equivalents.

With respect to investments, GLAZA holds significant investments in the form of mutual funds, fixed income, and equity securities. Invested funds are subject to certain risks, such as market fluctuation, credit risk, and changes in interest rates, which could result in losses in the event of adverse economic circumstances. GLAZA attempts to limit its credit risk associated with its investments through diversification, and by utilizing the expertise and processes of an outside investment advisor.

With respect to promises to give and other receivables, GLAZA routinely assesses the financial strength of its debtors and believes that the related credit risk exposure is limited. At June 30, 2018, approximately 73% of total promises to give and other receivables were from four donors, which are for two specific capital projects (Angela Collier Gardens and SCAN Initiative).

Use of Estimates

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Recent Accounting Pronouncements

In August 2018, the FASB issued ASU 2018-13, Fair Value Measurement (Topic 820): Disclosure Framework—Changes to the Disclosure Requirements for Fair Value Measurement, which changes presentation in unrealized gains and losses, the range and weighted average of significant unobservable inputs used to develop Level 3 fair value measurements, and the narrative description of measurement uncertainty. Among other changes, the ASU removes the disclosure requirements for the amount of, and reasons for, transfers between Level 1 and Level 2 of the fair value hierarchy, the policy for timing of transfers between levels, and the valuation processes for Level 3 fair value measurements. ASU 2018-13 is effective for annual periods beginning after December 15, 2019. The Association is currently evaluating the impact the adoption of this guidance will have on its financial statements.

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Recent Accounting Pronouncements (Continued)

In June 2018, the FASB issued ASU 2018-08, *Not-For-Profit Entities (Topic 958): Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. The new guidance clarifies what an exchange transaction is, of which revenues would be reported under Topic 606, and what a contribution reported under Topic 958 is. The new guidance establishes a three-step process for the not for profit to walk through, in order to determine what type of transaction transpired, first, by determining if the transaction is an exchange, third-party payer, or a contribution. An exchange is where commensurate value is received by the resource provider and a recipient. If the transaction is nonreciprocal (i.e., a contribution), the recipient would apply contribution guidance. Second, if the not for profit has determined the transaction is a contribution, it has to determine if it is conditional or unconditional. Third, if a contribution is unconditional, it has to determine if it is restricted or unrestricted. ASU 2018-08 is effective for annual periods beginning after December 15, 2018, and interim periods within annual periods beginning after December 15, 2019. The Association is currently evaluating the impact the adoption of this guidance will have on its financial statements.

In February 2016, the FASB issued ASU 2016-02, *Leases (Topic 842)*. The guidance in this ASU supersedes the leasing guidance in Topic 840, *Leases*. Under the new guidance, lessees are required to recognize lease assets and lease liabilities on the balance sheet for all leases with terms longer than 12 months. Leases will be classified as either finance or operating, with classification affecting the pattern of expense recognition in the Statements of Activities. The new standard is effective for fiscal years beginning after December 15, 2019, including interim periods within those fiscal years. A modified retrospective transition approach is required for lessees for capital and operating leases existing at, or entered into after, the beginning of the earliest comparative period presented in the financial statements, with certain practical expedients available. The Association does not believe the adoption of this guidance will have a material financial impact on its financial statements.

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Recent Accounting Pronouncements (Continued)

In May 2014, the FASB issued ASU 2014-09, *Revenue from Contracts with Customers* (Topic 606), to supersede nearly all existing revenue recognition guidance under U.S. GAAP. The core principle of ASU 2014-09 is to recognize revenues when promised goods or services are transferred to customers in an amount that reflects the consideration to which an entity is expected to be entitled for those goods or services. ASU 2014-09 defines a five-step process to achieve this core principle, and in doing so, it is possible more judgment and estimates may be required within the revenue recognition process than required under existing U.S. GAAP, including identifying performance obligations in the contract, estimating the amount of variable consideration to include in the transaction price, and allocating the transaction price to each performance obligation. ASU 2014-09, as deferred one year by ASU 2015-14, will be effective for annual reporting periods beginning after December 15, 2018, using either of two methods: (a) retrospective to each prior reporting period presented, with the option to elect certain practical expedients, as defined within ASU 2014-09; or (b) retrospective with the cumulative effect of initially applying ASU 2014-09, recognized at the date of initial application and providing certain additional disclosures, as defined in ASU 2014-09. The Association has not yet selected a transition method and is currently evaluating the impact of the pending adoption of ASU 2014-09 on its financial statements. However, revenue from contributions and investment income is not impacted by the new standard.

In August 2016, the FASB issued ASU 2016-14, *Not-for-profit Entities* (Topic 958): *Presentation of Financial Statements of Not-for-profit Entities*, which simplifies and improves how a not-for-profit organization classifies its net assets, as well as the information it represents in financial statements and notes about its liquidity, financial performance, and cash flows. Among other changes, the ASU replaces the three current classes of net assets with two new classes, “net assets with donor restrictions” and “net assets without donor restrictions”, and expands disclosures about the nature and amount of any donor restrictions. ASU 2016-14 is effective for annual periods beginning after December 15, 2017. The Association is currently evaluating the impact the adoption of this guidance will have on its financial statements.

In November 2016, the FASB issued ASU 2016-18, *Statement of Cash Flows* (Topic 230): *Restricted Cash*, which provides guidance on the presentation of restricted cash, or restricted cash equivalents, in the Statements of Cash Flows. ASU 2016-18 will be effective for the Association beginning July 1, 2019. ASU 2016-18 must be applied using a retrospective transition method, with early adoption permitted. The Association is currently evaluating the impact the adoption of this guidance will have on its financial statements.

In May 2017, the FASB issued 2017-10, *Service Concession Arrangements* (Topic 853): *Determining the Customer of the Operation Service*. ASU 2017-10 provides guidance on how to address diversity in practice on how an operating entity determines the customer in service concession arrangements. ASU 2017-10 is effective for annual periods beginning after December 15, 2018. The Association is currently evaluating the impact the adoption of this guidance will have on its financial statements.

GREATER LOS ANGELES ZOO ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

June 30, 2018

NOTE 3 – FINANCIAL INSTRUMENTS AND FAIR VALUE MEASUREMENTS

The Association's financial instruments include investments and a beneficial interest in perpetual trusts. The Association's investments consist of operating reserves, funds functioning as endowment, and funds that have been restricted by the donor as endowment. The investments are governed by the Association's investment policy, which sets asset allocation ranges for marketable investments. The Association establishes the fair value of its investments based on quoted market prices of the specific security. The Association's beneficial interest in perpetual trusts is shown at the net present value of the future benefits expected to be received.

As of June 30, 2018, GLAZA's financial instruments measured on a recurring basis were classified by level within the valuation hierarchy as follows:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Investments				
US Treasuries	\$ 6,838,140	\$ -	\$ -	\$ 6,838,140
Bond mutual funds	4,180,789	-	-	4,180,789
Equity mutual funds	8,440,300	-	-	8,440,300
Equities	<u>1,144,327</u>	-	-	<u>1,144,327</u>
Total investments	\$ 20,603,556	\$ -	\$ -	\$ 20,603,556
Beneficial interest in perpetual trusts	<u>-</u>	<u>-</u>	<u>137,654</u>	<u>137,654</u>
Total	<u>\$ 20,603,556</u>	<u>\$ -</u>	<u>\$ 137,654</u>	<u>\$ 20,741,210</u>

The components of net investment income for the year ended June 30, 2018, were as follows:

Interest and dividend income	\$ 425,928
Realized and unrealized gains, net	686,036
Less investment management, brokerage, and custodial fees	<u>(71,580)</u>
Total net investment income	<u>\$ 1,040,384</u>

For the year ended June 30, 2018, the change in value of the beneficial interest in perpetual trusts was as follows:

Balance, beginning of the year	\$ 134,483
Net unrealized gain	<u>3,171</u>
Total beneficial interest in perpetual trusts	<u>\$ 137,654</u>

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 3 – FINANCIAL INSTRUMENTS AND FAIR VALUE MEASUREMENTS (Continued)

The beneficial interest in perpetual trusts is reported at the net present value of the estimated future amount to be received on such assets. The present value is based on the IAR 2012 Mortality Table, published by the Society of Actuaries.

NOTE 4 – PROMISES TO GIVE AND GRANTS RECEIVABLE, NET

Promises to give and grants receivables are expected to be realized in the following periods:

In one year or less	\$ 1,322,518
In one to four years	<u>1,250,328</u>
	2,572,846
Less present value discount at rates ranging from 2.29%–3.58%	(78,080)
Less allowance for uncollectible promises to give	<u>(41,997)</u>
Total promises to give and grants receivable, net	<u>\$ 2,452,769</u>

NOTE 5 – EQUIPMENT AND LEASEHOLD IMPROVEMENTS

At June 30, 2018, equipment and leasehold improvements consisted of the following:

Computer hardware and software	\$ 436,632
Furniture and fixtures	237,587
Vehicles	247,347
Leasehold improvements	313,093
Equipment	315,008
Leased equipment	<u>60,514</u>
	1,610,181
Less accumulated depreciation and amortization	<u>(1,256,825)</u>
Total equipment and leasehold improvements, net	<u>\$ 353,356</u>

Depreciation and amortization expense for equipment, leasehold improvements, and capital leases for the year ended June 30, 2018, was \$143,914, of which \$97,633 and \$46,281 is shown within the Schedule of Functional Expenses and Statement of Activities, respectively.

GREATER LOS ANGELES ZOO ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

June 30, 2018

NOTE 6 – DEFERRED COMPENSATION PLANS

GLAZA sponsors three deferred compensation plans, established as defined contribution plans (the “Plans”), to which it contributes certain percentages (ranging from 2% to 10%), as defined in the Plan agreements, of the qualifying Plans’ participants’ annual compensation. Vesting in employer contributions, plus actual earnings thereon, is based on years of service. In general, a participant vests 100% after five years of service. GLAZA has the right to modify or terminate the Plans in whole, or in part, at any time. GLAZA’s total contribution to the Plans for the year ended June 30, 2018, was \$332,461.

NOTE 7 – ACCRUED OBLIGATION TO THE CITY OF L.A.: ELEPHANTS OF ASIA EXHIBIT

In October 2007, GLAZA committed to raising \$4,500,000 for the Elephants of Asia Project (the “Project”). In May 2008, GLAZA had raised these funds and transferred them to the City of Los Angeles so that construction on the Project could begin. During the year ended June 30, 2009, GLAZA made an additional commitment and payment of \$50,000 to the Project. In addition, GLAZA transferred \$300,000 of unspent GLAZA contributions to the Front Entry and Sea Lion Cliffs project to the Project.

In October 2008, motions were introduced to the Los Angeles City Council proposing cancelation of the Project. As an inducement for the City of Los Angeles to continue with the Project, GLAZA offered to pay the City for the debt service of up to \$14,479,700 of the Municipal Improvement Corporation of Los Angeles funds then allocated to the Project, provided the Project was completed.

In January 2009, the Los Angeles City Council approved moving ahead with the Project. GLAZA entered into an agreement with the City on February 26, 2009, to formalize the terms of GLAZA’s commitments. The agreement provided that GLAZA restrict \$3.8 million of its unrestricted endowment as collateral, and allowed GLAZA to use a line of credit as a guarantee towards this commitment. To that end, GLAZA entered into an agreement with Wells Fargo Bank for a line of credit to support this commitment.

With the Project completed on December 16, 2010, GLAZA recorded an accrued obligation to the City of \$14 million during the year ended June 30, 2011. During the year ended June 30, 2012, GLAZA increased the accrued obligation by \$98,648 to reflect the increase in its share of the final construction costs for the Project. The City’s accounting for the Project was completed during the year ended June 30, 2013, and there was no change in GLAZA’s share of the final construction costs. However, GLAZA’s final commitments had not been set, as permanent financing had yet to be issued.

The debt service was billed to GLAZA by the City on a quarterly basis, assuming a twenty-year amortization schedule until the earlier of 1) refinancing the current commercial paper facility with long-term debt, or 2) paying off the entire outstanding balance.

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 7 – ACCRUED OBLIGATION TO THE CITY OF L.A.: ELEPHANTS OF ASIA EXHIBIT (Continued)

During the year ended June 30, 2017, GLAZA paid the remaining principal debt balance, totaling \$8,112,119.

NOTE 8 – LINE OF CREDIT

GLAZA has a \$6,000,000 line of credit with a bank, which expires on June 1, 2020. On July 1, 2018, GLAZA signed an amendment to the line of credit that extended the line until June 1, 2021; decreased available credit from \$6,000,000 to \$5,000,000; changed from a credit line to a revolving line of credit with a sweep option; and reduced the amount of collateral needed, from \$6,000,000 to \$5,000,000. GLAZA has the option of choosing an interest rate based either on LIBOR, plus 1.25%, or the bank’s prime lending rate. The line of credit is secured by GLAZA’s investments in US treasuries, valued at \$6,838,140 on June 30, 2018. As of June 30, 2018, there were no outstanding borrowings on this line of credit.

NOTE 9 – CAPITAL LEASES

At June 30, 2018, GLAZA had two outstanding capital leases, expiring in April 2019 and December 2022, respectively. Future minimum lease payments under these capital leases for future years ending June 30 are as follows:

2019	\$ 11,430
2020	3,840
2021	3,840
2022	3,840
2023	<u>4,676</u>
 Total payments	 27,626
Less interest	<u>(3,016)</u>
 Capital lease obligations	 <u>\$ 24,610</u>

GREATER LOS ANGELES ZOO ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

June 30, 2018

NOTE 10 – TEMPORARILY RESTRICTED NET ASSETS

The detail of temporarily restricted net assets at June 30, 2018, which are incurred at the discretion of the director of the Zoo, or the president of the GLAZA, as appropriate, in the specified areas and according to donor restrictions, is as follows:

GLAZA and Zoo Projects	
Zoo Master Plan and other capital projects	\$ 3,103,410
Zoo Animal and Plant Programs	598,972
Zoo Health Center	97,165
Zoo Conservation Projects	1,185,967
Zoo Education Projects	601,496
Zoo Marketing Projects	152,004
Greater Los Angeles Zoo Association Projects	56,526
Restricted for purpose	578,975
Allowance for uncollectible accounts and discount on promises to give	<u>(128,080)</u>
Total for GLAZA and Zoo Projects	6,246,435
Behavioral Enrichment Program	850,922
Unappropriated endowment earnings	<u>1,742,763</u>
Total temporarily restricted net assets	<u>\$ 8,840,120</u>

NOTE 11 – PERMANENTLY RESTRICTED NET ASSETS

Permanently restricted net assets at June 30, 2018, consisted of the following:

Endowments	
Laura Tyler Docent Endowment Fund	\$ 1,091,003
William Randolph Hearst Endowment for Education Programs	300,000
Kaye Jamison Docent Fund	367,807
L. Eugene Dudley Fund for Felines	80,000
Ofsanko Exhibit Improvement Fund	68,278
Zoo Scholarship Endowment Fund	36,750
General endowment fund	<u>150,000</u>
Total endowments	2,093,838
Beneficial interest in perpetual trusts	<u>137,654</u>
Total permanently restricted net assets	<u>\$ 2,231,492</u>

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 12 – ENDOWMENTS

The Association’s endowment funds consist of (a) funds functioning as endowment through designation by the board and (b) donor-restricted endowment funds. The earnings of the Association’s endowment funds support the mission of the Association. Net assets associated with endowment funds, including funds designated by the board to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

At June 30, 2018, GLAZA’s endowment net asset composition by type of fund was as follows:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Board-designated endowment funds	\$ 19,368,030	\$ -	\$ -	\$ 19,368,030
Unappropriated endowment earnings	-	1,742,763	-	1,742,763
Donor-restricted endowment funds	-	-	2,093,838	2,093,838
Total endowment funds	<u>\$ 19,368,030</u>	<u>\$ 1,742,763</u>	<u>\$ 2,093,838</u>	<u>\$ 23,204,631</u>

For the year ended June 30, 2018, GLAZA’s endowment net assets changed as follows:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Balance, beginning of the year	<u>\$ 19,193,991</u>	<u>\$ 1,512,657</u>	<u>\$ 1,984,307</u>	<u>\$ 22,690,955</u>
Investment return				
Interest and dividend income	242,571	81,914	-	324,485
Net realized and unrealized gains on investments	<u>484,397</u>	<u>163,578</u>	-	<u>647,975</u>
Total investment return	726,968	245,492	-	972,460
Contributions	-	-	109,531	109,531
Endowment earnings appropriated pursuant to spending policy	<u>(552,929)</u>	<u>(15,386)</u>	-	<u>(568,315)</u>
Total endowment funds	<u>\$ 19,368,030</u>	<u>\$ 1,742,763</u>	<u>\$ 2,093,838</u>	<u>\$ 23,204,631</u>

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 12 – ENDOWMENTS (Continued)

Investment Policy

GLAZA's primary investment objective is to provide for distributions as outlined in its Distribution Policy and to preserve capital, adjusted for the rate of inflation as determined by the Consumer Price Index. To satisfy its long-term rate-of-return objectives, GLAZA relies on a total return strategy, in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). GLAZA has chosen a diversified asset allocation that targets 60% of equity-based investments and 40% of cash and treasuries-based investments. Within the equity-based portion of the portfolio, GLAZA has additionally allocated investments between large-capitalization and small/mid-capitalization investments, between growth and value objectives, and between domestic and international investments.

Distribution Policy

Unless otherwise provided for in a mutual agreement between GLAZA and the endowment donor, GLAZA has a policy of appropriating for distribution, each year, 3% of its endowment fund's average at fair value over the prior three fiscal year ends through the preceding fiscal year in which the distribution is planned. Should less than 3% be distributed in one year (or several years), the difference between the actual distribution and the 3% maximum distribution can be distributed at a later time. However, this "look-back" period cannot go back more than three years. In establishing this policy, GLAZA has considered the long-term expected return on its endowment. Accordingly, over the long term, GLAZA expects the current spending policy to allow its endowment to grow at a rate of inflation as determined by the Consumer Price Index.

Funds with Deficiencies

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor requires GLAZA to retain as a fund of perpetual duration. Deficiencies of this nature are reported in as a reduction of unrestricted net assets. As of June 30, 2018, there were no such deficiencies.

NOTE 13 – TRANSACTIONS WITH THE CITY OF LOS ANGELES

Revenue

Under terms of the marketing MOU, GLAZA is to receive a rebate if fiscal year admissions volume targets are achieved by the Zoo. In the year ended June 30, 2018, GLAZA received a rebate of \$1,281,682 from the City. This amount is included in Unrestricted Contributions and grants in the Statements of Activities, and Accounts receivable – City of Los Angeles in the Statements of Financial Position.

GREATER LOS ANGELES ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 13 – TRANSACTIONS WITH THE CITY OF LOS ANGELES (Continued)

Expenses

GLAZA has several agreements with the City of Los Angeles and the Zoo to provide services and manage various activities. Per the Operating Agreement, GLAZA remits to the City 25% of membership fees received. Per the Concessions Agreement, GLAZA remits payments of varying percentages to the City for commissions received on services and amenities provided by the Concessionaire. GLAZA manages special events, such as Zoo Lights. Revenues exceeding expenses for these events are paid to the Zoo. GLAZA funds projects and exhibits on behalf of the Zoo, and funds are paid to the City, depending on each project's specific needs and timeline. In addition, City departments often provide GLAZA with vendor services, such as overtime event staffing and telephone, which are reimbursed separately and not part of the MOUs. For the year ended June 30, 2018, payments to the City totaled \$6,712,663.

NOTE 14 – RELATED PARTY TRANSACTIONS

The Association's board of trustees is actively involved in raising funds for the Association. During the year ended June 30, 2018, the Association received a total of \$806,921 in contributions from board of trustees' members. In addition, board members have agreed to contribute an additional amount of \$200,187 that has been recorded as promises to give. The present value of the promises to give available from board members at June 30, 2018, was \$194,582.

NOTE 15 – SUBSEQUENT EVENTS

The Association has evaluated subsequent events through November 13, 2018, which is the date the financial statements were available to be issued.

On July 1, 2018, GLAZA amended the line of credit, which extended the line until June 1, 2021; decreased the available credit from \$6,000,000 to \$5,000,000; changed from a credit line to a revolving line of credit with a sweep option; and reduced the amount of collateral needed from \$6,000,000 to \$5,000,000.

On October 12, 2018, a ninth amendment to the Concession Services Agreement was signed, which extended the length of the agreement to February 17, 2019.

SUPPLEMENTARY INFORMATION

GREATER LOS ANGELES ZOO ASSOCIATION
SCHEDULE OF FUNCTIONAL EXPENSES
Year Ended June 30, 2018

	Program Services			General and Administration	Fundraising	Total
	Los Angeles Zoo & Botanical Gardens	Greater Los Angeles Zoo Association	Total Program			
Salaries	\$ -	\$ 2,218,544	\$ 2,218,544	\$ 962,941	\$ 844,593	\$ 4,026,078
Employee Benefits	-	400,738	400,738	265,979	223,913	890,630
Payroll Taxes	-	179,086	179,086	67,688	59,188	305,962
Professional Services	217,897	235,973	453,870	65,690	65,181	584,741
Transfers to City	3,627,036	-	3,627,036	-	-	3,627,036
Advertising, Publicity, and Marketing Campaigns	-	1,107,499	1,107,499	-	4,105	1,111,604
Animals and Plants, and Supplies and Equipment	142,661	-	142,661	-	-	142,661
Board and Committee Meeting Expenses	-	126	126	9,017	-	9,143
Conservation Donations	217,000	-	217,000	-	-	217,000
Credit Card and Bank Fees	-	123,884	123,884	32,231	12,740	168,855
Depreciation	-	10,144	10,144	78,638	8,851	97,633
Special Events	-	335,193	335,193	-	20,071	355,264
Donor Cultivation, Events, and Recognition	-	-	-	-	111,197	111,197
Institutional and Professional Memberships	42,887	-	42,887	-	-	42,887
Educational Programs	75,874	-	75,874	-	-	75,874
Equipment Purchases	102,451	-	102,451	-	-	102,451
Exhibit Construction and Maintenance	250,025	20,017	270,042	-	-	270,042
Graphic Design	-	77,248	77,248	-	5,503	82,751
Insurance	-	147,928	147,928	78,767	9,519	236,214
Mail House Services	-	132,745	132,745	-	5,444	138,189
Marketing Research	-	57,900	57,900	-	-	57,900
Meetings and Conventions	56,152	18,227	74,379	3,063	1,643	79,085
Member Benefits and Premiums	-	233,306	233,306	-	-	233,306
Miscellaneous	90,575	81,493	172,068	118,069	4,937	295,074
Office Supplies	-	23,663	23,663	8,455	5,701	37,819
Permits, Licenses, and Legal Fees	-	2,175	2,175	20,265	46	22,486
Postage and Shipping	-	186,107	186,107	2,620	14,071	202,798
Printing	-	423,197	423,197	3,027	30,357	456,581
Rent, Storage, and Telephone	-	14,662	14,662	11,211	1,676	27,549
Repairs and Maintenance	31,071	19,105	50,176	13,217	54	63,447
Signs and Banners	-	23,124	23,124	-	878	24,002
Software, SAS Services, and Payroll	-	65,756	65,756	115,604	21,071	202,431
Travel and Entertainment	80,470	31,045	111,515	9,087	9,274	129,876
Zoo Ticket Purchases	-	227,041	227,041	-	5,165	232,206
	\$ 4,934,099	\$ 6,395,926	\$ 11,330,025	\$ 1,865,569	\$ 1,465,178	\$ 14,660,772