

Organization Information

Organization name:	Potter Park Zoological Society	Year organization founded:	1969
City:	Lansing	Organization type:	501(c)3 nonprofit organization
State:	MI	DUNS #:	105442797
County:	Ingham	Full-time staff:	11
Federal ID #:	382153808	Board Members:	6
NISP Discipline:	14 - Multidisciplinary	Fiscal year end date:	12-31
NISP Institution:	9 - Other Museum		
NTEE:	D50 - Zoos & Aquariums		

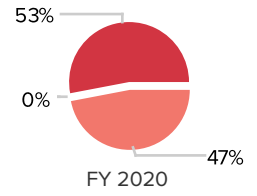
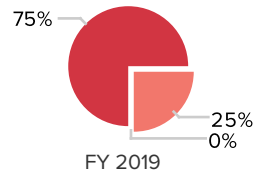
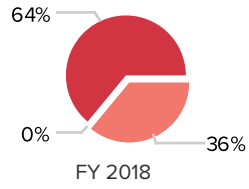
Applicant is audited or reviewed by an independent accounting firm.

Financial Summary

Unrestricted Activity	FY 2018	FY 2019	% Change	FY 2020	% Change
Unrestricted operating revenue					
Earned program	\$736,862	\$937,560	27%	\$517,831	-45%
Earned non-program	\$0	\$0	n/a		n/a
Total earned revenue	\$736,862	\$937,560	27%	\$517,831	-45%
Investment revenue	\$31	\$23	-26%	\$27	17%
Contributed revenue	\$412,662	\$310,714	-25%	\$457,557	47%
Total unrestricted operating revenue	\$1,149,555	\$1,248,297	9%	\$975,415	-22%
Less in-kind	\$169,843	\$151,518	-11%	\$162,520	7%
Unrestricted operating revenue less in-kind	\$979,712	\$1,096,779	12%	\$812,895	-26%
Operating expenses					
Program	\$1,001,147	\$973,865	-3%	\$585,492	-40%
Management & general	\$269,318	\$254,533	-5%	\$205,967	-19%
Fundraising	\$66,114	\$153,827	133%	\$109,345	-29%
Total operating expenses	\$1,336,579	\$1,382,225	3%	\$900,804	-35%
Less in-kind	\$169,843	\$151,518	-11%	\$162,520	7%
Unrestricted operating expenses less in-kind	\$1,166,736	\$1,230,707	5%	\$738,284	-40%
Unrestricted change in net assets - operating	-\$187,024	-\$133,928	28%	\$74,611	156%
Unrestricted change in net assets	-\$187,024	-\$133,928	28%	\$74,611	156%
Restricted change in net assets		\$149,707	n/a		-100%
Total change in net assets	-\$187,024	\$15,779	108%	\$74,611	373%

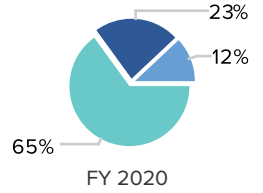
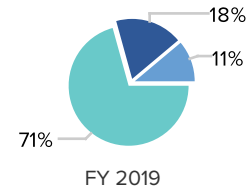
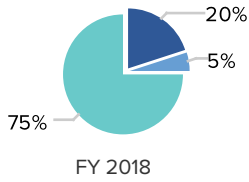
Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising



Revenue Details

Operating Revenue Earned - Program	FY 2018 Total	FY 2019 Total	FY 2020 Total	FY 2020 Unrestricted	FY 2020 Restricted
Subscriptions					
Membership fees - individuals	\$99,232	\$191,767	\$188,368	\$188,368	\$0
Membership fees - organizations					
Ticket sales & admissions	\$338,518	\$359,748	\$246,094	\$246,094	
Education revenue	\$284,873	\$386,045	\$24,766	\$24,766	
Publication sales					
Gallery sales		\$0			
Contracted services & touring fees			\$58,603	\$58,603	
Royalty & reproduction revenue					
Earned - program not listed above	\$14,239				
Total earned - program	\$736,862	\$937,560	\$517,831	\$517,831	
Earned - Non-program					
Rental revenue					
Sponsorship revenue	\$0	\$0			
Attendee-generated revenue not listed above					
Earned non-program not listed above					
Total earned - non-program	\$0	\$0			
Total earned revenue	\$736,862	\$937,560	\$517,831	\$517,831	

Contributed	FY 2018 Total	FY 2019 Total	FY 2020 Total	FY 2020 Unrestricted	FY 2020 Restricted
Individual	\$56,759	\$90,150	\$70,075	\$70,075	
Corporate	\$0	\$63,620	\$6,672	\$6,672	
Foundation	\$80,060	\$41,994	\$7,790	\$7,790	
County government	\$106,000	\$113,139	\$106,000	\$106,000	
Federal government	\$0	\$0	\$104,500	\$104,500	
In-kind operating contributions	\$169,843	\$151,518	\$162,520	\$162,520	
Special fundraising events					
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$412,662	\$460,421	\$457,557	\$457,557	
Operating investment revenue	\$31	\$23	\$27	\$27	
Total operating revenue	\$1,149,555	\$1,398,004	\$975,415	\$975,415	
Total operating revenue less operating in-kind	\$979,712	\$1,246,486	\$812,895	\$812,895	
Total revenue	\$1,149,555	\$1,398,004	\$975,415	\$975,415	
Total revenue less in-kind	\$979,712	\$1,246,486	\$812,895	\$812,895	

Revenue Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	n/a

Expense Details

	FY 2018 Total	FY 2019 Total	% Change	FY 2020 Total	% Change	FY 2020 Program	FY 2020 General & Administrative	FY 2020 Fundraising
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$614,005	\$632,914	3%	\$492,685	-22%	\$277,022	\$129,403	\$86,260
Professional fees	\$157,022	\$109,311	-30%	\$54,338	-50%	\$18,062	\$32,901	\$3,375
Total personnel expenses - Operating	\$771,027	\$742,225	-4%	\$547,023	-26%	\$295,084	\$162,304	\$89,635
Non-personnel expenses - Operating								
Occupancy costs	\$36,755	\$25,208	-31%	\$31,504	25%	\$29,228	\$2,276	\$0
Depreciation	\$8,413	\$6,539	-22%	\$4,610	-29%	\$4,031	\$579	\$0
Interest expense	\$1,415	\$830	-41%	\$523	-37%	\$523	\$0	\$0
Non-personnel expenses not listed above	\$518,969	\$607,423	17%	\$317,144	-48%	\$256,626	\$40,808	\$19,710
Total non-personnel expenses - Operating	\$565,552	\$640,000	13%	\$353,781	-45%	\$290,408	\$43,663	\$19,710
Total operating expenses	\$1,336,579	\$1,382,225	3%	\$900,804	-35%	\$585,492	\$205,967	\$109,345
Total expenses	\$1,336,579	\$1,382,225	3%	\$900,804	-35%			
Total expenses less in-kind	\$1,166,736	\$1,230,707	5%	\$738,284	-40%			
Total expenses less depreciation	\$1,328,166	\$1,375,686	4%	\$896,194	-35%			
Total expenses less in-kind and depreciation	\$1,158,323	\$1,224,168	6%	\$733,674	-40%			

Expense Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	n/a

Balance Sheet

Assets	FY 2018	FY 2019	% Change	FY 2020	% Change
Current assets					
Cash and cash equivalents	\$166,320	\$200,725	21%	\$204,439	2%
Receivables	\$89,709	\$73,906	-18%	\$104,704	42%
Investments - current			n/a		n/a
Prepaid expenses & other	\$3,642	\$11,436	214%	\$9,425	-18%
Total current assets	\$259,671	\$286,067	10%	\$318,568	11%
Long-term/non-current assets					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$21,846	\$16,500	-24%	\$11,890	-28%
Non-current assets not listed above			n/a		n/a
Total long-term/non-current assets	\$21,846	\$16,500	-24%	\$11,890	-28%
Total assets	\$281,517	\$302,567	7%	\$330,458	9%
Liabilities & Net Assets					
Current liabilities					
Accounts payable and accrued expenses	\$62,734	\$54,883	-13%	\$28,518	-48%
Deferred revenue	\$92,940	\$110,814	19%	\$95,519	-14%
Loans - current	\$4,765	\$5,043	6%	\$5,338	6%
Additional current liabilities not listed above			n/a		n/a
Total current liabilities	\$160,439	\$170,740	6%	\$129,375	-24%
Long-term/non-current liabilities					
Long-term/non-current loans	\$11,763	\$6,733	-43%	\$1,378	-80%
Additional long-term/non-current liabilities not listed above			n/a		n/a
Total long-term/non-current liabilities	\$11,763	\$6,733	-43%	\$1,378	-80%
Total liabilities	\$172,202	\$177,473	3%	\$130,753	-26%
Net assets					
Unrestricted	\$52,163	\$78,428	50%	\$160,547	105%
Restricted	\$57,152	\$46,666	-18%	\$39,158	-16%
Total net assets	\$109,315	\$125,094	14%	\$199,705	60%
Total liabilities & net assets	\$281,517	\$302,567	7%	\$330,458	9%

Balance Sheet Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	n/a

Balance Sheet Metrics

	FY 2018	FY 2019	% Change	FY 2020	% Change
Months of operating cash -- Unrestricted	1.38	1.34	-3%	2.2	65%
Working capital -- Unrestricted	\$42,080	\$68,661	63%	\$150,035	119%
Current ratio -- Unrestricted	1.26	1.4	11%	2.16	54%
Net assets as a % of total expenses	8%	9%	11%	22%	145%
Fixed assets (net)	\$21,846	\$16,500	-24%	\$11,890	-28%
Condition of fixed assets				733%	
Leverage -- Unrestricted	7%	5%	-38%	2%	-50%
Total debt	\$16,528	\$11,776	-29%	\$6,716	-43%
Debt service impact	0%	0%	-8%	1%	53%

Months of operating cash -- unrestricted (Unrestricted Cash & Cash Equivalents/(Total Expense/12)) indicates the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents. This ratio is calculated using unrestricted numbers only.

Working capital -- unrestricted (Unrestricted Current Assets minus Unrestricted Current Liabilities) consists of the unrestricted resources available for operations. This calculation of working capital may differ from your internal calculations. Adequate working capital provides financial strength and flexibility to your organization, the ability to meet obligations as they come due, and the ability to take more risks, knowing there is a cushion to fall back on.

Current ratio -- unrestricted (Unrestricted Current Assets divided by Unrestricted Current Liabilities) determines the organization's ability to pay current debt using current assets. A ratio of 1.0 indicates that current assets are equal to current liabilities. A ratio of around 1.5 is a more comfortable position, allowing for more cushion against uncollected receivables or timing discrepancies between expected receipts and disbursements. Ideally this number should approach 2 which indicates ample short-term liquidity to obviate the need to borrow or sell assets.

Net assets as % of total expenses measures the net worth of an organization in relationship to its operating size. It is calculated as total net assets divided by total expenses. If the trend is level or increasing, then total net assets are keeping pace with growth in operating expenses.

Condition of fixed assets indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props). This is especially significant for organizations that own a building or carry a long-term lease. Accumulated depreciation of less than 50% of the total value of fixed assets indicates a stock of relatively new assets. A high percentage (>80%) of accumulated depreciation could indicate aging infrastructure and need for funding the replacement or repair of fixed assets in the near future.

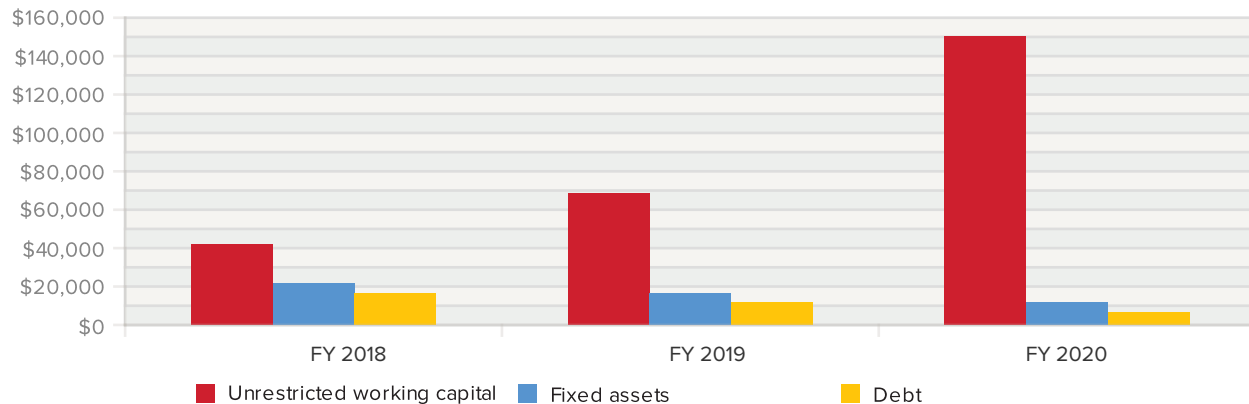
Leverage ratio (Total Debt divided by Total Unrestricted Assets) measures what proportion of your unrestricted assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

Fixed assets net is the value of all land, buildings, equipment, leasehold improvements and other property and equipment owned by the organization. It is calculated net of accumulated depreciation to reflect the reduction in the value of an asset as it ages and is used.

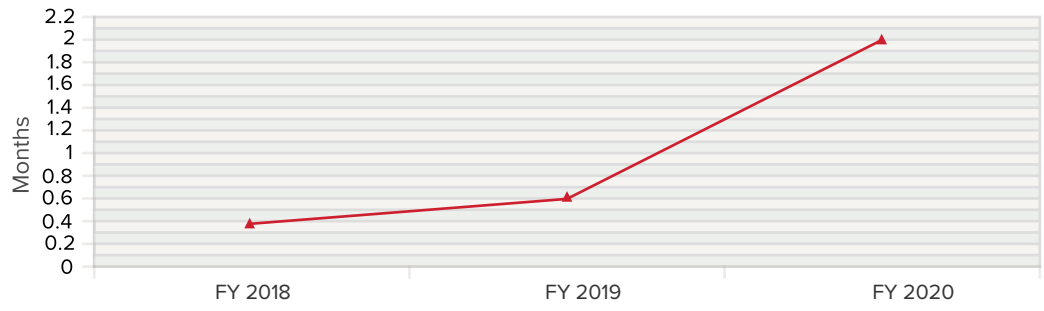
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

Debt service impact (Total Debt Service, including principal and interest, divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden. The higher the percentage, the more the organization has to dedicate its resources to debt repayment rather than programming and other operating expenses.

Components of Net Assets



**Months of
Unrestricted
Working Capital**



Attendance

	FY 2018	FY 2019	% Change	FY 2020	% Change
Total attendance					
Paid	247,349	245,365	-1%	108,705	-56%
Free	51,181	49,133	-4%	4,609	-91%
Total	298,530	294,498	-1%	113,314	-62%
In-person attendance					
Paid	247,349	245,365	-1%	108,705	-56%
Free	51,181	49,133	-4%	4,609	-91%
Total	298,530	294,498	-1%	113,314	-62%
Digital attendance					
Paid			n/a		n/a
Free			n/a		n/a
Total			n/a		n/a
In-person attendees 18 and under			n/a	72,000	n/a
Programs in schools	FY 2018	FY 2019	% Change	FY 2020	% Change
Children served in schools		2,995	n/a		-100%
Hours of instruction		2	n/a		-100%

Workforce

	FY 2018	FY 2019	% Change	FY 2020	% Change
Number of People					
Employees: Full-time permanent	12	10	-17%	11	10%
Employees: Part-time permanent	10	3	-70%	2	-33%
Employees: Part-time temporary	6	12	100%		-100%
Volunteers	536	293	-45%	121	-59%
Independent contractors			n/a		n/a
Interns and apprentices	12	17	42%	4	-76%
Total positions	576	335	-42%	138	-59%

Visual & Performing Artists

	FY 2018	FY 2019	% Change	FY 2020	% Change
Number of visual & performing artists			n/a		n/a
Payments to artists & performers			n/a	\$0	n/a

Covid-19 Impact

	FY 2018	FY 2019	FY 2020
Due to COVID-19 crisis restrictions on in-person gatherings and/or stay-at-home orders mandated by government health guidelines, how was staffing affected at your organization:			
Number of employees laid off			
Number of employees furloughed			6
Of those furloughed or laid off employees, how many (if any) have been brought back?			6

Mission and Constituency

Mission statement

Inspiring conservation of animals and the natural world.

Mission demographics

This organization's mission is not rooted in an explicitly identified ethnic, cultural or other demographic voice.

Racial/ethnic group

Additional group (please state)

Gender

Additional group (please state)

Sexual orientation

Additional group (please state)

Age group

Additional group (please state)

Disability

Additional characteristics

If the fields above are blank, this organization does not serve that demographic specifically.

Audience

The organization does not seek to primarily serve a specific audience.

Racial/ethnic group

Additional group (please state)

Gender

Additional group (please state)

Sexual orientation

Additional group (please state)

Age group

Additional group (please state)

Disability

Additional characteristics

Additional group (please state)

Community type served

Urban

If the fields above are blank, this organization does not serve that demographic specifically.

Program Activity

In-person activity	FY 2018		FY 2019		FY 2020	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)						
Productions (presented)						
Classes/assemblies/other programs in schools			35		3	33
Classes/workshops (outside of schools)	1	180	1	180	1	180
Field trips/school visits	4	421	4	425		
Guided tours	11	28	11	80	1	1
Lectures	3	5	3	5	1	3
Permanent exhibitions	53		53		53	
Temporary exhibitions						
Traveling exhibitions (hosted)						
Films screened						
Festivals/conferences	25		21		2	19,412
Readings/workshops (developing works)						
Community programs (not included above)					2	20
Additional programs not listed above	93	219	57	202	0	0

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Program Activity

Digital activity	FY 2018			FY 2019			FY 2020		
	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand
Productions (self-produced)									
Productions (presented)									
Classes/assemblies/other programs in schools									
Classes/workshops (outside of schools)									
Field trips/school visits									
Guided tours									
Lectures									
Permanent exhibitions									
Temporary exhibitions									
Traveling exhibitions (hosted)									
Films screened									
Broadcast productions									
Festivals/conferences									
Readings/workshops (developing works)									
Community programs (not included above)									
Additional programs not listed above									

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Digital activity financials	FY 2018		FY 2019		FY 2020	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$736,862		\$937,560		\$517,831	
Contributed revenue	\$412,662		\$460,421		\$457,557	
Operating expense	\$1,336,579		\$1,382,225		\$900,804	

Program Activity

	FY 2018 Total	FY 2019 Total % Change	FY 2020 Total % Change
Fiscally sponsored projects		n/a	n/a
Amount distributed to fiscally sponsored projects		n/a	n/a
Residencies		n/a	n/a
Scholarships awarded		n/a	n/a
Amount awarded in scholarships		n/a	n/a
Other grants awarded		n/a	n/a
Amount awarded in grants		n/a	n/a
Public art installations		n/a	n/a
Works commissioned		n/a	n/a
Films produced		n/a	n/a
World premieres		n/a	n/a
National premieres		n/a	n/a
Local/regional premieres		n/a	n/a
Published works (physical)		n/a	n/a
Published works (digital)		n/a	n/a
Private lessons (in-person)		n/a	n/a
Private lessons (digital)		n/a	n/a
Competitions		n/a	n/a
Open rehearsals		n/a	n/a

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Program Activity Narrative

FY 2018 n/a

FY 2019 n/a

FY 2020 The majority of the education programming at the zoo was cancelled for the 2020 season (due to COVID-19). We were able to reinstate our community engagement program FALCONERS (September 2020) and continue to offer incentive days (free) to the community throughout 2020.
With the closure and limited of schools, there were no outreach programs offered for the 2020 season. In 2020, the zoo closed mid-March and reopened to the public mid-June.