

**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: 9                                |
| Federal ID #: 382153808                           | Board Members: 8                                  |
| NISP Discipline: 14 - Multidisciplinary           | Fiscal year end date: 12-31                       |
| NISP Institution: 9 - Other Museum                |   |
| NTEE: D50 - Zoos & Aquariums                      |   |

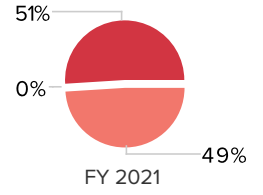
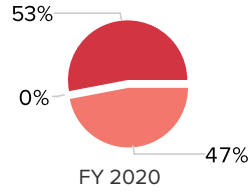
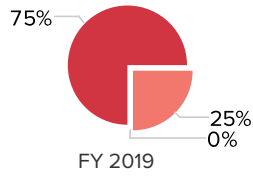
*Applicant is audited or reviewed by an independent accounting firm.*

**Financial Summary**

| Unrestricted Activity                         | FY 2019     | FY 2020   | % Change | FY 2021     | % Change |
|---|-------------|-----------|----------|-------------|----------|
| Unrestricted operating revenue                |             |           |          |             |          |
| Earned program                                | \$937,560   | \$517,831 | -45%     | \$635,051   | 23%      |
| Earned non-program                            | \$0         |           | n/a      | \$56,983    | n/a      |
| Total earned revenue                          | \$937,560   | \$517,831 | -45%     | \$692,034   | 34%      |
| Investment revenue                            | \$23        | \$27      | 17%      | \$0         | -100%    |
| Contributed revenue                           | \$310,714   | \$457,557 | 47%      | \$660,791   | 44%      |
| Total unrestricted operating revenue          | \$1,248,297 | \$975,415 | -22%     | \$1,352,825 | 39%      |
| Less in-kind                                  | \$151,518   | \$162,520 | 7%       | \$157,541   | -3%      |
| Unrestricted operating revenue less in-kind   | \$1,096,779 | \$812,895 | -26%     | \$1,195,284 | 47%      |
| Operating expenses                            |             |           |          |             |          |
| Program                                       | \$973,865   | \$585,492 | -40%     | \$801,802   | 37%      |
| Management & general                          | \$254,533   | \$205,967 | -19%     | \$228,424   | 11%      |
| Fundraising                                   | \$153,827   | \$109,345 | -29%     | \$148,299   | 36%      |
| Total operating expenses                      | \$1,382,225 | \$900,804 | -35%     | \$1,178,525 | 31%      |
| Less in-kind                                  | \$151,518   | \$162,520 | 7%       | \$157,541   | -3%      |
| Unrestricted operating expenses less in-kind  | \$1,230,707 | \$738,284 | -40%     | \$1,020,984 | 38%      |
| Unrestricted change in net assets - operating | -\$133,928  | \$74,611  | 156%     | \$174,300   | 134%     |
| Unrestricted change in net assets             | -\$133,928  | \$74,611  | 156%     | \$174,300   | 134%     |
| Restricted change in net assets               | \$149,707   |           | -100%    | \$536,338   | n/a      |
| Total change in net assets                    | \$15,779    | \$74,611  | 373%     | \$710,638   | 852%     |

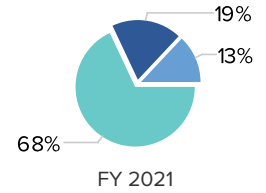
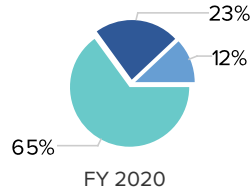
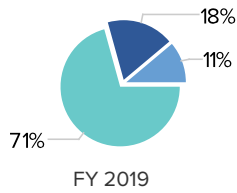
### Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



### Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising



## Revenue Details

| Operating Revenue<br>Earned - Program          | FY 2019<br>Total | FY 2020<br>Total | FY 2021<br>Total | FY 2021<br>Unrestricted | FY 2021<br>Restricted |
|--|------------------|------------------|------------------|-------------------------|-----------------------|
| Subscriptions                                  |                  |                  | \$0              | \$0                     |                       |
| Membership fees - individuals                  | \$191,767        | \$188,368        | \$223,007        | \$223,007               | \$0                   |
| Membership fees - organizations                |                  |                  | \$0              | \$0                     |                       |
| Ticket sales & admissions                      | \$359,748        | \$246,094        | \$268,223        | \$268,223               |                       |
| Education revenue                              | \$386,045        | \$24,766         | \$143,821        | \$143,821               |                       |
| Publication sales                              |                  |                  | \$0              | \$0                     |                       |
| Gallery sales                                  | \$0              |                  | \$0              | \$0                     |                       |
| Contracted services & touring fees             |                  | \$58,603         | \$0              | \$0                     |                       |
| Royalty & reproduction revenue                 |                  |                  | \$0              | \$0                     |                       |
| Earned - program not listed above              |                  |                  |                  |                         |                       |
| <b>Total earned - program</b>                  | <b>\$937,560</b> | <b>\$517,831</b> | <b>\$635,051</b> | <b>\$635,051</b>        |                       |
| <b>Earned - Non-program</b>                    |                  |                  |                  |                         |                       |
| Rental revenue                                 |                  |                  | \$0              | \$0                     |                       |
| Sponsorship revenue                            | \$0              |                  | \$0              | \$0                     |                       |
| Attendee-generated revenue not<br>listed above |                  |                  | \$0              | \$0                     |                       |
| Earned non-program not listed above            |                  |                  | \$56,983         | \$56,983                |                       |
| <b>Total earned - non-program</b>              | <b>\$0</b>       |                  | <b>\$56,983</b>  | <b>\$56,983</b>         |                       |
| <b>Total earned revenue</b>                    | <b>\$937,560</b> | <b>\$517,831</b> | <b>\$692,034</b> | <b>\$692,034</b>        |                       |

| Contributed   | FY 2019            | FY 2020          | FY 2021            | FY 2021            | FY 2021          |
|---|--------------------|------------------|--------------------|--------------------|------------------|
|   | Total              | Total            | Total              | Unrestricted       | Restricted       |
| Individual  | \$90,150           | \$70,075         | \$695,806          | \$68,833           | \$626,973        |
| Corporate   | \$63,620           | \$6,672          | \$20,000           | \$20,000           |                  |
| Foundation  | \$41,994           | \$7,790          | \$42,491           | \$42,491           |                  |
| County government                                     | \$113,139          | \$106,000        | \$0                |                    |                  |
| Federal government                                    | \$0                | \$104,500        | \$106,200          | \$106,200          |                  |
| In-kind operating contributions                       | \$151,518          | \$162,520        | \$157,541          | \$157,541          |                  |
| Special fundraising events                            |                    |                  |                    |                    |                  |
| Contributions not listed above                        | \$0                | \$0              | \$175,091          | \$175,091          |                  |
| Net assets released from restriction                  | \$0                | \$0              | \$0                | \$90,635           | -\$90,635        |
| <b>Total contributed revenue</b>                      | <b>\$460,421</b>   | <b>\$457,557</b> | <b>\$1,197,129</b> | <b>\$660,791</b>   | <b>\$536,338</b> |
| Operating investment revenue                          | \$23               | \$27             | \$0                | \$0                | \$0              |
| <b>Total operating revenue</b>                        | <b>\$1,398,004</b> | <b>\$975,415</b> | <b>\$1,889,163</b> | <b>\$1,352,825</b> | <b>\$536,338</b> |
| <b>Total operating revenue less operating in-kind</b> | <b>\$1,246,486</b> | <b>\$812,895</b> | <b>\$1,731,622</b> | <b>\$1,195,284</b> | <b>\$536,338</b> |
| <b>Total revenue</b>                                  | <b>\$1,398,004</b> | <b>\$975,415</b> | <b>\$1,889,163</b> | <b>\$1,352,825</b> | <b>\$536,338</b> |
| <b>Total revenue less in-kind</b>                     | <b>\$1,246,486</b> | <b>\$812,895</b> | <b>\$1,731,622</b> | <b>\$1,195,284</b> | <b>\$536,338</b> |

## Revenue Narrative

|         |     |
|---------|-----|
| FY 2019 | n/a |
| FY 2020 | n/a |
| FY 2021 | n/a |

## Expense Details

|  | FY 2019<br>Total | FY 2020<br>Total | %<br>Change | FY 2021<br>Total | %<br>Change | FY 2021<br>Program | FY 2021<br>General &<br>Administrative | FY 2021<br>Fundraising |
|--|------------------|------------------|-------------|------------------|-------------|--------------------|--|------------------------|
| Personnel expenses -<br>Operating                                |                  |                  |             |                  |             |                    |  |                        |
| W2 employees (salaries,<br>payroll taxes and fringe<br>benefits) | \$632,914        | \$492,685        | -22%        | \$628,461        | 28%         | \$345,646          | \$174,302                              | \$108,513              |
| Professional fees  | \$109,311        | \$54,338         | -50%        | \$75,124         | 38%         | \$25,041           | \$25,042                               | \$25,041               |
| Total personnel expenses -<br>Operating                          | \$742,225        | \$547,023        | -26%        | \$703,585        | 29%         | \$370,687          | \$199,344                              | \$133,554              |
| Non-personnel expenses -<br>Operating                            |                  |                  |             |                  |             |                    |  |                        |
| Occupancy costs  | \$25,208         | \$31,504         | 25%         | \$39,340         | 25%         | \$13,113           | \$13,114                               | \$13,113               |
| Depreciation   | \$6,539          | \$4,610          | -29%        | \$4,770          | 3%          |                    | \$4,770                                |                        |
| Interest expense   | \$830            | \$523            | -37%        | \$0              | -100%       |                    |  |                        |
| Non-personnel expenses not<br>listed above                       | \$607,423        | \$317,144        | -48%        | \$430,830        | 36%         | \$418,002          | \$11,196                               | \$1,632                |
| Total non-personnel<br>expenses - Operating                      | \$640,000        | \$353,781        | -45%        | \$474,940        | 34%         | \$431,115          | \$29,080                               | \$14,745               |
| Total operating expenses   | \$1,382,225      | \$900,804        | -35%        | \$1,178,525      | 31%         | \$801,802          | \$228,424                              | \$148,299              |
| Total expenses   | \$1,382,225      | \$900,804        | -35%        | \$1,178,525      | 31%         |                    |  |                        |
| Total expenses less in-kind                                      | \$1,230,707      | \$738,284        | -40%        | \$1,020,984      | 38%         |                    |  |                        |
| Total expenses<br>less depreciation                              | \$1,375,686      | \$896,194        | -35%        | \$1,173,755      | 31%         |                    |  |                        |
| Total expenses less<br>in-kind and depreciation                  | \$1,224,168      | \$733,674        | -40%        | \$1,016,214      | 39%         |                    |  |                        |

## Expense Narrative

|         |     |
|---------|-----|
| FY 2019 | n/a |
| FY 2020 | n/a |
| FY 2021 | n/a |

**Balance Sheet**

| Assets  | FY 2019          | FY 2020          | % Change    | FY 2021            | % Change      |
|---|------------------|------------------|-------------|--------------------|---------------|
| <b>Current assets</b>   |                  |                  |             |                    |               |
| Cash and cash equivalents                                     | \$200,725        | \$204,439        | 2%          | \$637,985          | 212%          |
| Receivables   | \$73,906         | \$104,704        | 42%         | \$304,878          | 191%          |
| Investments - current   |                  |                  | n/a         |                    | n/a           |
| Prepaid expenses & other                                      | \$11,436         | \$9,425          | -18%        | \$2,831            | -70%          |
| <b>Total current assets</b>                                   | <b>\$286,067</b> | <b>\$318,568</b> | <b>11%</b>  | <b>\$945,694</b>   | <b>197%</b>   |
| <b>Long-term/non-current assets</b>                           |                  |                  |             |                    |               |
| Investments - non current                                     |                  |                  | n/a         | \$125,000          | n/a           |
| Fixed assets (net of accumulated depreciation)                | \$16,500         | \$11,890         | -28%        | \$13,219           | 11%           |
| Non-current assets not listed above                           |                  |                  | n/a         |                    | n/a           |
| <b>Total long-term/non-current assets</b>                     | <b>\$16,500</b>  | <b>\$11,890</b>  | <b>-28%</b> | <b>\$138,219</b>   | <b>1,062%</b> |
| <b>Total assets</b>   | <b>\$302,567</b> | <b>\$330,458</b> | <b>9%</b>   | <b>\$1,083,913</b> | <b>228%</b>   |
| <b>Liabilities &amp; Net Assets</b>                           |                  |                  |             |                    |               |
| <b>Current liabilities</b>                                    |                  |                  |             |                    |               |
| Accounts payable and accrued expenses                         | \$54,883         | \$28,518         | -48%        | \$36,579           | 28%           |
| Deferred revenue  | \$110,814        | \$95,519         | -14%        | \$129,373          | 35%           |
| Loans - current   | \$5,043          | \$5,338          | 6%          |                    | -100%         |
| Additional current liabilities not listed above               |                  |                  | n/a         | \$7,618            | n/a           |
| <b>Total current liabilities</b>                              | <b>\$170,740</b> | <b>\$129,375</b> | <b>-24%</b> | <b>\$173,570</b>   | <b>34%</b>    |
| <b>Long-term/non-current liabilities</b>                      |                  |                  |             |                    |               |
| Long-term/non-current loans                                   | \$6,733          | \$1,378          | -80%        |                    | -100%         |
| Additional long-term/non-current liabilities not listed above |                  |                  | n/a         |                    | n/a           |
| <b>Total long-term/non-current liabilities</b>                | <b>\$6,733</b>   | <b>\$1,378</b>   | <b>-80%</b> |                    | <b>-100%</b>  |
| <b>Total liabilities</b>                                      | <b>\$177,473</b> | <b>\$130,753</b> | <b>-26%</b> | <b>\$173,570</b>   | <b>33%</b>    |
| <b>Net assets</b>   |                  |                  |             |                    |               |
| Unrestricted  | \$78,428         | \$160,547        | 105%        | \$334,847          | 109%          |
| Restricted  | \$46,666         | \$39,158         | -16%        | \$575,496          | 1,370%        |
| <b>Total net assets</b>                                       | <b>\$125,094</b> | <b>\$199,705</b> | <b>60%</b>  | <b>\$910,343</b>   | <b>356%</b>   |
| <b>Total liabilities &amp; net assets</b>                     | <b>\$302,567</b> | <b>\$330,458</b> | <b>9%</b>   | <b>\$1,083,913</b> | <b>228%</b>   |

**Balance Sheet Narrative**

|         |     |
|---------|-----|
| FY 2019 | n/a |
| FY 2020 | n/a |
| FY 2021 | n/a |

## Balance Sheet Metrics

|  | FY 2019  | FY 2020   | % Change | FY 2021   | % Change |
|--|----------|-----------|----------|-----------|----------|
| Months of operating cash -- Unrestricted | 1.34     | 2.2       | 65%      | 1.78      | -19%     |
| Working capital -- Unrestricted          | \$68,661 | \$150,035 | 119%     | \$196,628 | 31%      |
| Current ratio -- Unrestricted            | 1.4      | 2.16      | 54%      | 2.13      | -1%      |
| Net assets as a % of total expenses      | 9%       | 22%       | 145%     | 77%       | 248%     |
| Fixed assets (net)                       | \$16,500 | \$11,890  | -28%     | \$13,219  | 11%      |
| Condition of fixed assets                |          | 733%      |          | 36%       |          |
| Leverage -- Unrestricted                 | 5%       | 2%        | -50%     |           | -100%    |
| Total debt                               | \$11,776 | \$6,716   | -43%     |           | -100%    |
| Debt service impact                      | 0%       | 1%        | 53%      | 0%        | -100%    |

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.

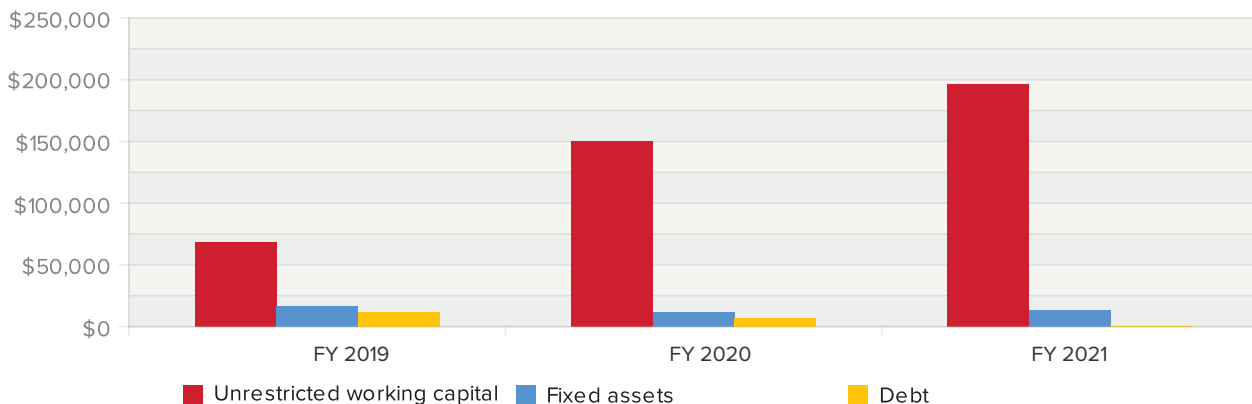
Leverage ratio (Total Debt divided by Total Unrestricted Assets) measures what proportion of your unrestricted assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

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.

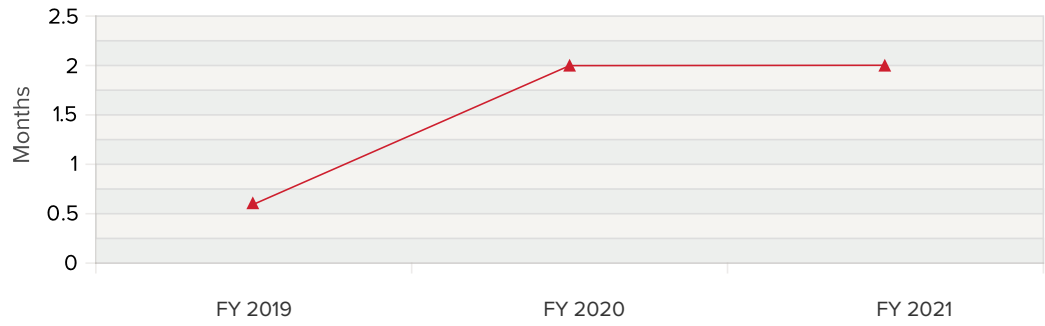
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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 2019        | FY 2020        | % Change        | FY 2021        | % Change        |
|----------------------------------|----------------|----------------|-----------------|----------------|-----------------|
| <b>Total attendance</b>          |                |                |                 |                |                 |
| Paid                             | 245,365        | 108,705        | -56%            | 173,112        | 59%             |
| Free                             | 49,133         | 4,609          | -91%            | 7,845          | 70%             |
| <b>Total</b>                     | <b>294,498</b> | <b>113,314</b> | <b>-62%</b>     | <b>180,957</b> | <b>60%</b>      |
| <b>In-person attendance</b>      |                |                |                 |                |                 |
| Paid                             | 245,365        | 108,705        | -56%            | 173,062        | 59%             |
| Free                             | 49,133         | 4,609          | -91%            | 7,820          | 70%             |
| <b>Total</b>                     | <b>294,498</b> | <b>113,314</b> | <b>-62%</b>     | <b>180,882</b> | <b>60%</b>      |
| <b>Digital attendance</b>        |                |                |                 |                |                 |
| Paid                             |                |                | n/a             | 50             | n/a             |
| Free                             |                |                | n/a             | 25             | n/a             |
| <b>Total</b>                     |                |                | <b>n/a</b>      | <b>75</b>      | <b>n/a</b>      |
| In-person attendees 18 and under |                | 72,000         | n/a             | 135,000        | 88%             |
| <b>Programs in schools</b>       | <b>FY 2019</b> | <b>FY 2020</b> | <b>% Change</b> | <b>FY 2021</b> | <b>% Change</b> |
| Children served in schools       | 2,995          |                | -100%           |                | n/a             |
| Hours of instruction             | 2              |                | -100%           |                | n/a             |

**Workforce**

| Number of People               | FY 2019    | FY 2020    | % Change    | FY 2021    | % Change    |
|--------------------------------|------------|------------|-------------|------------|-------------|
| Employees: Full-time permanent | 10         | 11         | 10%         | 9          | -18%        |
| Employees: Part-time permanent | 3          | 2          | -33%        | 3          | 50%         |
| Employees: Part-time temporary | 12         |            | -100%       | 5          | n/a         |
| Volunteers                     | 293        | 121        | -59%        | 589        | 387%        |
| Independent contractors        |            |            | n/a         |            | n/a         |
| Interns and apprentices        | 17         | 4          | -76%        | 18         | 350%        |
| <b>Total positions</b>         | <b>335</b> | <b>138</b> | <b>-59%</b> | <b>624</b> | <b>352%</b> |

**Visual & Performing Artists**

|                                       | FY 2019 | FY 2020 | % Change | FY 2021 | % Change |
|---------------------------------------|---------|---------|----------|---------|----------|
| Number of visual & performing artists |         |         | n/a      |         | n/a      |
| Payments to artists & performers      |         | \$0     | n/a      | \$0     | n/a      |

**Covid-19 Impact**

|  | FY 2019 | FY 2020 | FY 2021 |
|--|---------|---------|---------|
| 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   |         |         | 0       |
| 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 2019            |                    | FY 2020            |                    | FY 2021            |                    |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|  | 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                | 3                  | 445                |
| Field trips/school visits                    | 4                  | 425                |                    |                    |                    |                    |
| Guided tours                                 | 11                 | 80                 | 1                  | 1                  | 1                  | 12                 |
| Lectures                                     | 3                  | 5                  | 1                  | 3                  | 1                  | 3                  |
| Permanent exhibitions                        | 53                 |                    | 53                 |                    | 53                 |                    |
| Temporary exhibitions                        |                    |                    |                    |                    |                    |                    |
| Traveling exhibitions (hosted)               |                    |                    |                    |                    |                    |                    |
| Films screened                               |                    |                    |                    |                    |                    |                    |
| Festivals/conferences                        | 21                 |                    | 2                  | 19,412             | 12                 | 42                 |
| Readings/workshops (developing works)        |                    |                    |                    |                    |                    |                    |
| Community programs (not included above)      |                    |                    | 2                  | 20                 | 2                  | 22                 |
| Additional programs not listed above         | 57                 | 202                | 0                  | 0                  | 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 2019            |                           |           | FY 2020            |                           |           | FY 2021            |                           |           |
|--|--------------------|---------------------------|-----------|--------------------|---------------------------|-----------|--------------------|---------------------------|-----------|
|  | 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                        |                    |                           |           |                    |                           |           | 1                  | 1                         |           |
| Readings/workshops (developing works)        |                    |                           |           |                    |                           |           |                    |                           |           |
| Community programs (not included above)      |                    |                           |           |                    |                           |           | 1                  | 2                         |           |
| 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 2019     |  | FY 2020   |  | FY 2021     |  |
|-----------------------------|-------------|--|-----------|--|-------------|--|
|                             | Total       | Associated with digital program delivery | Total     | Associated with digital program delivery | Total       | Associated with digital program delivery |
| Earned revenue              | \$937,560   |  | \$517,831 |  | \$692,034   |  |
| Contributed revenue         | \$460,421   |  | \$457,557 |  | \$1,197,129 |  |
| Operating expense           | \$1,382,225 |  | \$900,804 |  | \$1,178,525 |  |

## Program Activity

|   | FY 2019 | FY 2020 | % Change | FY 2021 | % 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 2019 | n/a  |
| FY 2020 | <p>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.</p> <p>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.</p>   |
| FY 2021 | <p>Several of our educational programs and public events were reinstated in 2021 after taking a break in 2020 in response to the pandemic. You will see an increase in program numbers and occurrences due to several of our programs and public events reinstated since 2020. Through conversations with school districts and teachers, we learned that field trips and outreach programs may be limited for their school due to budget availability, concerns toward the ongoing pandemic, limited capabilities with the current guidelines, and so on. With this knowledge, we anticipated smaller numbers than our regular season. Regardless, our top priority is the safety of our guests, staff, and animals as we continue to follow our safety protocols to ensure a safe and welcoming visit for each guest. Potter Park Zoo has long been a destination for families, school groups, and guests as a place where lasting memories are created. In 2021, one of our goals was to improve and provide an even more impactful visit through enhanced educational opportunities. Conservation-education stations are found throughout the zoo where the zoo's education volunteers interact with guests and engage them about the zoo's animals, conservation initiatives, and what 'you' can do locally to help. Through these offers and more, it is our mission of inspiring conservation of animals and the natural world to all who visit.</p> |