

**SAINT LOUIS ZOO  
ZOOLOGICAL SUBDISTRICT OF THE  
METROPOLITAN ZOOLOGICAL PARK AND MUSEUM  
DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
ST. LOUIS, MISSOURI**

**FINANCIAL STATEMENTS  
AND SUPPLEMENTAL INFORMATION**

**YEAR ENDED DECEMBER 31, 2014**

**SAINT LOUIS ZOO  
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
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## INDEPENDENT AUDITORS' REPORT

Commission of the  
Zoological Subdistrict of the Metropolitan  
Zoological Park and Museum District  
St. Louis, Missouri

### Report on the Financial Statements

We have audited the accompanying basic financial statements of the Saint Louis Zoological Subdistrict and its discretely presented component unit, the Saint Louis Zoo Association, and the financial statements on the aforementioned component unit of the Zoological Subdistrict of the Metropolitan Zoological Park and Museum District, collectively a component unit of the Metropolitan Zoological Park and Museum District, as of and for the year ended December 31, 2014, and the related notes to the financial statements, which collectively compromise the entity's basic financial statements as listed in the accompanying table of contents.

### 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.

### Auditors' Responsibility

Our responsibility is to express opinions 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 auditors' 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 entity'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 entity'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 opinions.

## **Opinions**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Saint Louis Zoological Subdistrict and its discretely presented component unit, the Saint Louis Zoo Association, and the financial statements on the aforementioned unit of the Zoological Subdistrict of the Metropolitan Zoological Park and Museum District as of December 31, 2014, and the respective changes in financial position and cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## **Other Matters**

### *Required Supplementary Information*

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 4 through 11 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### *Other Information*

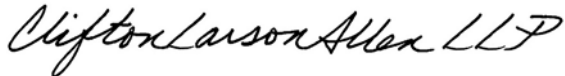
Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Saint Louis Zoological Subdistrict and its discretely presented component unit, the Saint Louis Zoo Association's basic financial statements. The Schedule of Other Operating Revenues and Expenditures on page 37 listed in the table of contents is presented for purposes of additional analysis and is not a required part of the basic 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 basic 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 basic financial statements as a whole.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Saint Louis Zoological Subdistrict and its discretely presented component unit, the Saint Louis Zoo Association's basic financial statements. The additional supplementary information on pages 38 through 68 are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Commission of the  
Zoological Subdistrict of the Metropolitan  
Zoological Park and Museum District

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Saint Louis Zoological Subdistrict and its discretely presented component unit, the Saint Louis Zoo Association. The unaudited comparative totals accompanying the basic financial statements on pages 12-17 and 37 are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly we do not express an opinion and do not provide any assurance on it.

A handwritten signature in cursive script that reads "CliftonLarsonAllen LLP".

**CliftonLarsonAllen LLP**

St. Louis, Missouri  
April 9, 2015

## **MANAGEMENT'S DISCUSSION AND ANALYSIS**

**SAINT LOUIS ZOO  
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MANAGEMENT'S DISCUSSION AND ANALYSIS  
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The management's discussion and analysis of the Saint Louis Zoological Subdistrict's (Zoo) financial performance provides a comprehensive overview of the Zoo's financial activities and the operational results for the fiscal year ended December 31, 2014. The Zoo's financial statements are prepared in accordance with GASB 34. Those standards added transparency by requiring new information and restructuring much of the information that government had presented in the past. Our goal is to enhance the readers' understanding of the Zoo's financial statements by emphasizing current year results compared to prior-year information.

Consistent with recent GASB guidance, beginning with the 2012 reporting period, the St. Louis Zoo Association (Association) is being reported as a discretely presented component unit of the Saint Louis Zoological Subdistrict (Zoo).

**Financial and Operational Highlights**

The Zoo's key financial highlights for calendar year 2014 are as follows:

The net position of the Saint Louis Zoo totaled \$135,809,699 at the close of 2014; this represents an increase of \$10.1 million, or 8.1 percent, over the 2013 net position.

- The unrestricted net position decreased by \$2.4 million, or 15.9 percent, less than 2013 net position.
- Invested in capital assets were \$12.5 million, or 11.3 percent, higher than 2013 totals.
- Tax support (net of uncollectible tax expense) from the Zoo Museum District under the accrual basis method was \$21.1 million for the year ended December 31, 2014, which is a 0.1 percent increase when compared to 2013. The tax rate reached the maximum eight cents on each \$100 of assessed property valuation.
- **STRATEGIC CAPITAL SPENDING:** In 2014, capital spending additions totaled over \$22.6 million for construction-in-progress, including \$13.7 million in strategic capital and \$8.9 million in business-as-usual expenditures. The \$1.6 million accrual of the remediation costs posted in 2013 was reversed, and the actual expenditures were recorded in the Expansion Site Demolition amount.

The capital spending discussed below will be paid via capital transfer from the Saint Louis Zoo Association, the 501(c)(3) support organization of the Saint Louis Zoo.

- In 2014 construction was completed on the new River's Edge animal habitats. This addition, which opened on June 7, 2014, provides more spacious, enriching, and naturalistic environments for the Andean bears and Malayan sun bears and a home to the Zoo's newest species in the Purina Painted Dog Preserve. Total expenditures on this project were \$7.7 million.
- The Donor Brick Plaza was completed in November 2014 to raise funds for *The Living Promise Campaign* and to present the visitors with a fresh and colorful first impression on the north side of the Zoo. The famous rock in front of The Living World building is now surrounded by a rubberized surface, making it safer when kids climb on the landmark. The design and construction totaled \$388,860.

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- Moving in from the plaza you see the effects of the North Arrival Experience-Phase IV project. Inside the guests are greeted by the efficiency and openness of the new Welcome Center, which includes the Welcome Desk and Guest Services. This area opened in October 2014 and provides a larger desk area and a bank of monitors to help keep the guests informed. Across the upper level is the newly renovated Cafe Kudu restaurant, which opened in August 2014, creating a spacious new design that allows for better flow through all of the food stations. The cost of this remodeling project was \$588,846. Work also began on the Tree Top gift shop expansion, utilizing the former Zoo entrance to enlarge this retail space. After the old entry doors were closed off, the expansion of the Tree Top Shop began. The extension of this retail area will be complete in early 2015. The total cost of these project upgrades was \$3,598,523.
- In 2014 more progress was made toward completion of McDonnell Polar Bear Point. This project will create a new expanded home for polar bears and provide a better visitor experience. This exhibit will double the size of the former polar bear habitat at the Zoo, adding a walk-through interpretive center for underwater observation, a second shallow splash pool with window viewing, and two large dry land viewing windows. Lastly, there is an interactive viewing area to demonstrate the learned behaviors of the bears – training used to aid veterinary examinations and animal management. Video monitors and other features in the viewing area offer visitors a deeper understanding of the challenges polar bears face in the wild. To date we have spent \$13.7 million on the construction of this new habitat. The scheduled opening for this exhibit is in June 2015.
- In the Wild area of the Zoo, renovations to the Carousel Plaza and the installation of restrooms were completed. Visitors had limited access to this area during the height of the polar bear exhibit construction due to path closures. The restrooms added onto the railroad office/first aid station building allowed the Zoo to remove the portable restrooms that were being used in that corner. The first aid station was also expanded and now includes a waiting area and a lactation room along with the exam room. The total cost of the plaza and restrooms project was \$950,352.
- In 2014, the demolition of the former Forest Park Hospital was concluded and the site improvements began. The final costs for these Expansion Site projects were \$4,830,574 for abatement and demolition, \$2,736,988 for the refurbishment of the 6-story parking structure and \$428,386 for design. The garage was used for employee parking throughout the summer, and the ground parking was used for overflow customer parking. Site improvements included the addition of trees, shrubs, and grasses in the islands and along street edges. The use of plants that are native to Missouri in these spaces will reduce the site's environmental impact. The inner part of the field will be planted with buffalo grass, which can survive with little irrigation and should not require mowing. The site will include two pollinator gardens: an experimental garden for quantitative data and an interpretive garden to attract bees, birds, and butterflies.



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**VISITOR ATTENDANCE, SATISFACTION:** In 2014, the Zoo recorded its fourth-highest attendance in history with 3,070,315 visitors. This number trailed last year's count by 156,493 due to more below-average temperature days and greater above-average precipitation than was experienced in 2014.

- In 2014, through exit surveys, 94 percent of our guests rated their experiences excellent or very good, which equaled the rating for 2013.
- On average, guests spent \$7.93 per person, per visit, generating on-grounds revenues of \$24.4 million. This represents a \$0.26 increase in per capita spending over the 2013 amount of \$7.67, a 3.4 percent increase.

**Required Financial Statements**

The financial statements presented by the management of the Zoo include Statements of Net Position, Statements of Activities and Changes in Net Position, and a Statement of Cash Flows. These statements are prepared using the full accrual basis of accounting. This method of accounting recognizes revenues at the time they are earned and expenses when the related liability occurs.

The Statement of Net Position (page 12) summarizes the financial position of the Zoo as of December 31, 2014. This statement is a snapshot of the Zoo's current and other assets as well as its capital assets, long term and other liabilities. This schedule also shows any restrictions on the entity's assets.

The Statement of Activities and Changes in Net Position (page 14) summarizes calendar year 2014 revenues and expenses. This statement indicates the success of the Zoo in maintaining expenses below the level of revenues. This statement was redesigned this year to show the tax revenue in the non-operating section.

The Statement of Cash Flows (page 16) accounts for the net change in cash and cash equivalents by summarizing cash receipts and cash disbursements resulting from operating activities, non-capital financing activities, capital and related financing activities, and investment activities. This statement assists the user in determining the sources of cash coming into the Zoo, the items for which the cash was expended, and the beginning and ending cash balance.

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**Financial Analysis**

<b>Saint Louis Zoo</b>				
<b>Statement of Net Position (Primary Government Only)</b>				
<b>As of December 31, 2014</b>				
	<u>2014</u>	<u>2013</u>	<u>Change \$\$</u>	<u>Change %</u>
<b>Assets</b>				
Current and Other Assets	\$21,334,678	\$22,754,299	(\$1,419,621)	-6.2%
Capital Assets(Net)	123,128,921	110,607,119	\$12,521,802	11.3%
<b>Total Assets</b>	<b>\$144,463,599</b>	<b>\$133,361,418</b>	<b>\$11,102,181</b>	<b>8.3%</b>
<b>Liabilities</b>				
Current	7,763,579	6,847,544	\$916,035	13.4%
Long Term	890,321	835,999	\$54,322	6.5%
<b>Total Liabilities</b>	<b>\$8,653,900</b>	<b>\$7,683,543</b>	<b>\$970,357</b>	<b>12.6%</b>
<b>Net Positions</b>				
Unrestricted	12,680,778	15,070,756	(\$2,389,978)	-15.9%
Invested in Capital Assets	123,128,921	110,607,119	\$12,521,802	11.3%
<b>Total Net Position</b>	<b>\$135,809,699</b>	<b>\$125,677,875</b>	<b>\$10,131,824</b>	<b>8.1%</b>
<b>Total Liabilities &amp; Net Position</b>	<b>\$144,463,599</b>	<b>\$133,361,418</b>	<b>\$11,102,181</b>	<b>8.3%</b>

**Analysis:**

- Current and other assets decreased by \$1,419,621 (-6.2 percent) as compared to 2013 primarily due to the timing of transfers and deposits. The Zoo borrowed money from the Association; this amount was netted against the money owed to the Zoo. The result was that the Due from Component Unit line item was zero at year-end 2014, as compared to a balance of \$6.1 million at the end of 2013. Inversely, the variance for Cash & Cash Equivalents increased by \$3.5 million and the Due from the ZMD line item increased by \$1.1 million (9.1 percent) over the previous year. For cash, a timing issue occurred when a capital transfer of \$4.4 million was received from the Association late in December.
- Current and long-term liabilities increased by \$970,357 (12.6 percent). As mentioned above, the money owed between the entities was netted against each other. The \$1.7 million increase in the Due to Component Unit item is used to bridge the gap between the end of season and receipt of tax revenue. Accounts Payable also increased by \$693,450. These increases were offset by a \$1.5 million decrease in accrued expenses. In 2013 the Zoo accrued for the abatement costs for the expansion site. This work was completed in 2014. Two other items affecting this area were a withholding tax decrease of \$269,256 due to the audit reclassifying entry countered by a \$643,342 and an increase to AP Retainage associated with construction payments.
- Total unrestricted net assets, a useful indicator of the Zoo's financial position, decreased by \$2.4 million (-15.9 percent).

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- Invested in capital assets rose \$12.5 million (11.3 percent). In 2014 this change resulted from the addition of \$22.6 million of construction in progress and \$10 million in depreciation costs. There were also \$21.3 million in completed projects transferred to fixed assets (*detailed earlier in **Financial and Operational Highlights and Note 8***).

<b>Saint Louis Zoo</b>				
<b>Statement of Activities and Changes in Net Position (Primary Government Only)</b>				
<b>For the Year Ended December 31,</b>				
	<u>2014</u>	<u>2013</u>	<u>Change \$</u>	<u>Change %</u>
Operating Revenues	\$23,117,816	\$23,393,469	(\$275,653)	-1.2%
Operating Expenses	55,139,260	53,368,942	\$1,770,318	3.3%
<b>Operating Income (Loss)</b>	<b>(\$32,021,444) *</b>	<b>(\$29,975,473)</b>	<b>(\$2,045,971)</b>	<b>6.8%</b>
Non-operating Revenue	21,083,143 *	21,067,294	\$15,849	0.1%
Non-operating Expense	-	-	-	
Income (Loss) Before Contributions	(\$10,938,301)	(\$8,908,179)	(\$2,030,122)	22.8%
Contributions and Transfers (non-capital)	\$1,416,455	\$1,285,046	\$131,409	10.2%
Contributions and Transfers (capital)	\$19,653,670	\$14,892,767	\$4,760,903	32.0%
<b>Change in Net Position</b>	<b>\$10,131,824</b>	<b>\$7,269,634</b>	<b>\$2,862,190</b>	<b>39.4%</b>
<b>Net Position - beginning of year</b>	<b>125,677,875</b>	<b>118,408,241</b>	<b>7,269,634</b>	<b>6.1%</b>
<b>Net Position - end of year</b>	<b>\$135,809,699</b>	<b>\$125,677,875</b>	<b>\$10,131,824</b>	<b>8.1%</b>
* Beginning with the 2014 Audit, Tax Revenue was moved from Operating to Non-Operating revenue.				

**Analysis:**

- In 2014, the Zoo's net position increased \$10.1 million (8.1 percent) as compared to a 2013 increase of \$7.3 million (6.1 percent).

In 2014, the Zoo achieved its fourth highest attendance with 3.07 million visitors. Year-to-year comparisons are as follows:

- Operating revenue** decreased by \$275,653 (-1.2 percent) due to negative revenue variances for food service (\$196,288); animal shows (\$133,475); and gift shops (\$311,266). Though the Zoo was close to meeting attendance targets, construction on grounds made foot traffic challenging in certain areas of the Zoo. These negative variances were offset by increases in other revenue (\$311,531). The biggest increase in other revenue came in the miscellaneous income line items, which included insurance reimbursements, energy rebates, and the sale of scrap metal, recyclables, and used equipment.

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- **Operating expense** increased by \$1.8 million (3.3 percent) over 2013, due to increases in salaries, fringe benefits, depreciation, and marketing. Salaries increase each year due to the raise pool, but also in 2014, five new employees were added. The Membership Department exceeded budget because of the need to service and maintain more member households. The Audio Visual Department surpassed budget after it assumed responsibility for providing support for new cameras being installed in the animal areas and increased service for events. Thirdly, Group Sales saw a rise in part-time wages for staff at the ticket desk. Fringe benefits costs were greater due to higher salaries and worker's compensation insurance premiums that increased due to a rising loss modification rate. Completed construction projects caused depreciation costs to rise. Marketing expenses increased due to the development costs associated with creating the new Zoo mobile application and some 2013 outdoor signage expenses that were not paid until 2014. Utilities decreased due to the demolition at the Zoo Expansion site, the full-year closure of the Penguin and Puffin Coast, and the closure of the old polar bear exhibit.
- **Non-operating revenue**, which will now include tax revenue, increased by a \$15,849, which is due to the 0.1 percent increase in tax revenue received.
- **Contributions and Transfers**, which are the funds that are moved from the component unit (the Association) to the primary government unit (the Zoo), were \$21.1 million in 2014 and \$16.2 million in 2013. The capital contributions provided funds for construction, improvements at the expansion site, and programs. Overall, these transfers increased by \$4.8 million, from \$14.9 million in 2013 to \$19.7 million in 2014. The other transfers, showing a net increase of \$131,409, were for the WildCare Institute (\$48,818) and the Endowment Harvest (\$90,885), offset by a decrease in animal food (\$8,294).

	<u>2014</u>	<u>2013</u>	<u>Change \$\$</u>	<u>Change %</u>
Cash Flows from Operating Activities	(\$18,302,262)	(\$18,265,581)	(\$36,681)	0.2%
Cash Flows from Non-Capital Financing Activities	19,945,975	22,196,215	(2,250,240)	-10.1%
Cash Flows from Capital and Related Financing Activities	1,834,001	(3,954,290)	5,788,291	-146.4%
Cash Flows from Investing Activities	8,635	8,321	314	3.8%
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<b>\$3,486,349</b>	<b>(\$15,335)</b>	<b>\$3,501,684</b>	<b>-22834.6%</b>
Cash and cash equivalents at beginning of year	3,084,727	3,100,062	(15,335)	-0.5%
Cash and cash equivalents at end of year	<b>\$6,571,076</b>	<b>\$3,084,727</b>	<b>\$3,486,349</b>	<b>113.0%</b>

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**Cash Flow Analysis:**

- Net cash from non-capital financing activities decreased \$2.3 million due to less cash received from property tax assessments (\$1.8 million).
- Net cash used from capital and related financing activities increased \$5.8 million due to an \$11.5 million increase in cash received from the component unit for costs associated with the campaign and the expansion project. This was offset by a \$5.7 million decrease in payments for property and equipment.
- Cash flows from investing activities increased \$314 due to interest earned on the bank accounts.

**Economic Outlook:**

The Saint Louis Zoological Subdistrict experienced its fourth-highest attendance in Zoo history, serving 3,070,315 visitors in 2014. The Zoo projects that attendance of 3.1 million is achievable in 2015. The upcoming year will mark the opening of the long awaited McDonnell Polar Bear Point and the return of the Penguin & Puffin Coast exhibit, which has been closed since 2013. Both of these popular exhibits are expected to drive an increase in attendance.

With construction being completed around the Zoo grounds, access is restored to a number of attractions and venues, increasing the opportunities for revenue. The Wild area had little visitor access due to the path being closed by the polar bear exhibit construction and the work that was being performed on new bathrooms and the Carousel Cafe. Access to the Carousel and the retail and food outlets in the Wild should increase revenue at those locations.

With relatively flat tax projections and no new significant earned revenue generating opportunities to offset projected increases in labor and fringe costs as well as growing infrastructure costs, the Saint Louis Zoo will face financial challenges in the near future. Our goals of maintaining our world class status, expanding education programs, continuing to support conservation initiatives and significant research and conservation breeding programs are threatened by limited resources. The Zoo has been working diligently to explore sources of additional revenue and reduce costs to improve its financial prospects in future years so that it can continue to accomplish its mission and ensure that the Saint Louis Zoo remains world-class.

**The Saint Louis Zoo Association**

The Saint Louis Zoo Association, as a component unit of the Saint Louis Zoological Subdistrict, completed the \$120 million *The Living Promise Campaign* in 2014. The campaign, designed to support development of new animal exhibits, enhance visitors' experience, upgrade physical infrastructure, and strengthen the endowment, exceeded its goal by \$14 million, including bequests intentions.

In 2014, Association revenue decreased by \$644,482 (-4.4 percent) when compared to 2013. The largest decreases came from contributions (\$476,407), followed by A ZOO ADO (\$515,569). The contributions decreased due to the completion of the Campaign and payments from the donors coming in at a slower-than-expected pace. The Zoo's primary midsummer fundraisers alternate annually, with the formal ZOOFARI typically recording over twice the revenue as its less formal counterpart A ZOO ADO. This was an even-dated year, so 2014 hosted A ZOO ADO, which brought in gross income of \$515,569 less than the previous year

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when the higher-grossing ZOOFARI was held. Other revenue also increased by \$199,839 due to sponsorship efforts, especially one established with a group of Chevrolet dealers.

Expenses also decreased by \$207,344, mainly due to the \$182,134 decrease in other expenditures. This decrease is attributable to the entertainment expense line item, a cost that is lower for A ZOO ADO than for ZOOFARI.

The non-operating revenues decreased by \$5.9 million. Investment income was down \$5.2 million due to a poor performance year for the portfolio. Bequests and endowment contributions decreased by \$612,508 mainly due to a \$500,000 drop in endowed position new gifts.

In 2014, the Association transferred \$21.1 million to the Zoo for construction, demolition, and improvements at the Zoo expansion site, the Endowment Harvest, animal food, and other programs.

**Contacting the Saint Louis Zoological Subdistrict**

This financial report is designed to provide a general overview of the Zoo's financial activity. The notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the financial statements. Questions regarding any of the information provided in this report or requests for additional information should be addressed to the Chief Financial Officer, Saint Louis Zoo, One Government Drive, Saint Louis, MO 63110.

## **FINANCIAL STATEMENTS**

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 STATEMENT OF NET POSITION**

**DECEMBER 31, 2014**

**(WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION AS OF DECEMBER 31,  
 2014 AND 2013)**

	2014		Comparative Totals (Unaudited)*	
	Primary Government	Component Unit		
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association	2014	2013
<b>ASSETS</b>				
<b>CURRENT ASSETS</b>				
Cash and Cash Equivalents (Note 3)	\$ 6,571,076	\$ 9,089,052	\$ 15,660,128	\$ 20,008,869
Investments (Note 3)	-	208,933	208,933	208,109
Due from Zoo Museum District, Net (Note 1)	13,556,044	-	13,556,044	12,427,511
Pledges Receivable, Net (Note 6)	-	5,858,619	5,858,619	6,423,595
Miscellaneous Receivables	152,846	724,363	877,209	463,800
Due from Component Unit, Net (Note 2)	-	1,773,941	-	-
Inventories	779,214	29,940	809,154	840,543
Prepaid Expenses	275,498	93,263	368,761	399,785
Accrued Interest Receivable	-	67,816	67,816	115,073
Total Current Assets	<u>21,334,678</u>	<u>17,845,927</u>	<u>37,406,664</u>	<u>40,887,285</u>
<b>LONG-TERM INVESTMENTS (NOTE 3)</b>	-	62,093,240	62,093,240	67,946,409
<b>BENEFICIAL INTEREST IN A TRUST AGREEMENT (NOTE 5)</b>	-	239,568	239,568	258,450
<b>PLEDGES RECEIVABLE, NONCURRENT, NET (NOTE 6)</b>	-	7,979,008	7,979,008	9,779,736
<b>OTHER ASSETS (NOTE 7)</b>	-	1,479,880	1,479,880	1,481,535
<b>PROPERTY AND EQUIPMENT (NOTE 8)</b>	<u>123,128,921</u>	<u>-</u>	<u>123,128,921</u>	<u>110,607,119</u>
Total Assets	<u>\$ 144,463,599</u>	<u>\$ 89,637,623</u>	<u>\$ 232,327,281</u>	<u>\$ 230,960,534</u>

\* Totals are unaudited and eliminations have been made for transactions between the primary government and its discretely presented component unit.

See accompanying Notes to Financial Statements.



**SAINT LOUIS ZOO  
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
STATEMENT OF NET POSITION**

**DECEMBER 31, 2014**

**(WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION AS OF DECEMBER 31,  
2014 AND 2013)**

	2014		Comparative Totals (Unaudited)*	
	Primary Government	Component Unit		
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association	2014	2013
<b>LIABILITIES AND NET POSITION</b>				
<b>CURRENT LIABILITIES</b>				
Accounts Payable	\$ 4,661,540	\$ 95,862	\$ 4,757,402	\$ 4,073,899
Accrued Expenses and Other Liabilities (Note 1)	1,328,098	496,259	1,824,357	3,178,595
Due to Component Unit, Net (Note 2)	1,773,941	-	-	-
Deferred Support and Income (Note 10)	-	117,831	117,831	78,591
Total Current Liabilities	<u>7,763,579</u>	<u>709,952</u>	<u>6,699,590</u>	<u>7,331,085</u>
<b>OTHER LIABILITIES (NOTE 1)</b>	-	1,851,411	1,851,411	1,856,900
<b>DEFERRED INFLOWS OF RESOURCES (NOTE 10)</b>	293,938	-	293,938	276,213
<b>OBLIGATION UNDER TRUST AGREEMENT (NOTE 5)</b>	-	92,948	92,948	110,988
<b>POST-EMPLOYMENT OBLIGATIONS (NOTE 12)</b>	596,383	-	596,383	559,786
Total Liabilities	<u>8,653,900</u>	<u>2,654,311</u>	<u>9,534,270</u>	<u>10,134,972</u>
<b>NET POSITION (NOTE 11 AND NOTE 15)</b>				
Invested in Capital Assets Restricted For Expendable	123,128,921	-	123,128,921	110,607,119
Endowment - Donor Restricted	-	12,059,275	12,059,275	11,660,115
Capital Projects - Donor Restricted	-	10,772,880	10,772,880	12,158,068
Nonexpendable				
Endowment - Donor Restricted	-	30,950,021	30,950,021	29,352,530
Unrestricted	<u>12,680,778</u>	<u>33,201,136</u>	<u>45,881,914</u>	<u>57,047,730</u>
Total Net Position	<u>135,809,699</u>	<u>86,983,312</u>	<u>222,793,011</u>	<u>220,825,562</u>
Total Liabilities and Net Position	<u>\$ 144,463,599</u>	<u>\$ 89,637,623</u>	<u>\$ 232,327,281</u>	<u>\$ 230,960,534</u>

\* Totals are unaudited and eliminations have been made for transactions between the primary government and its discretely presented component unit.

See accompanying Notes to Financial Statements.

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 STATEMENT OF ACTIVITIES AND CHANGES IN NET POSITION  
 YEAR ENDED DECEMBER 31, 2014  
 (WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION FOR THE YEARS  
 ENDED DECEMBER 31, 2014 AND 2013)**

	2014			
	Primary	Component		
	Government	Unit	(Unaudited)*	
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association		
<b>OPERATING REVENUES</b>				
Food and Beverage	\$ 9,745,570	\$ -	\$ 9,745,570	\$ 9,941,858
Contributions	-	6,122,746	6,122,746	6,599,153
Membership Dues and Parent Program	-	4,316,655	4,316,655	4,276,436
Gift Shops	3,558,916	-	3,558,916	3,870,182
Parking Lot	2,907,471	-	2,907,471	2,887,479
Attractions	2,499,814	-	2,499,814	2,586,040
Other	812,619	1,151,630	1,952,249	1,440,489
Marlin Perkins Society	-	1,798,475	1,798,475	1,737,648
Education	1,473,257	-	1,473,257	1,448,737
Children's Zoo	702,055	-	702,055	720,440
ZOOFARI and A ZOO ADO	-	495,962	495,962	1,011,531
Guest Services	433,642	-	433,642	362,758
Animal Shows	377,095	-	377,095	510,570
Group Sales	362,922	-	362,922	316,145
WildCare Institute	244,455	-	244,455	248,562
Total Operating Revenues	<u>23,117,816</u>	<u>13,885,468</u>	<u>36,991,284</u>	<u>37,958,028</u>
<b>OPERATING EXPENSES</b>				
Salaries and Wages	22,238,949	2,011,737	24,250,686	23,229,210
Fringe Benefits	6,225,909	564,319	6,790,228	6,480,341
Merchandise	4,136,067	27,957	4,164,024	4,200,411
Animal Food and Medical Care	1,102,139	-	1,102,139	1,096,128
Utilities	2,676,412	2,110	2,678,522	3,309,712
Supplies	1,667,892	1,003,679	2,671,571	2,533,126
Property and Liability Insurance	588,084	-	588,084	539,710
Other Operating Expenditures	2,050,564	1,739,565	3,778,129	3,905,322
Conservation and Research	801,830	-	801,830	812,515
Travel	211,227	20,110	231,337	297,684
Legal/Audit/Consulting	230,653	211,266	441,919	613,832
Repairs and Maintenance	1,137,648	-	1,137,648	1,093,488
Printing and Graphics	197,051	534,616	731,667	708,831
Marketing	1,425,721	106,306	1,532,027	1,393,892
Animal Sales and Purchases, Net	134,960	-	134,960	80,008
Major Expense	274,856	-	274,856	383,163
Depreciation (Note 8)	10,039,298	-	10,039,298	9,108,064
Loss on Disposal of Property and Equipment	-	-	-	514
Total Operating Expenses	<u>55,139,260</u>	<u>6,221,665</u>	<u>61,348,925</u>	<u>59,785,951</u>
Operating Income (Loss)	<u>(32,021,444)</u>	<u>7,663,803</u>	<u>(24,357,641)</u>	<u>(21,827,923)</u>
<b>NONOPERATING REVENUES</b>				
Tax Revenue, Net	21,074,508	-	21,074,508	21,058,973
Investment Income	8,635	2,232,957	2,241,592	7,521,790
Bequest and Endowment Contributions	-	3,008,990	3,008,990	3,621,498
Total Nonoperating Revenues	<u>21,083,143</u>	<u>5,241,947</u>	<u>26,325,090</u>	<u>32,202,261</u>
Income (Loss) Before Contributions	<u>\$ (10,938,301)</u>	<u>\$ 12,905,750</u>	<u>\$ 1,967,449</u>	<u>\$ 10,374,338</u>

\* Totals are unaudited and eliminations have been made for transactions between the primary government and its discretely presented component unit.

See accompanying Notes to Financial Statements.

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 STATEMENT OF ACTIVITIES AND CHANGES IN NET POSITION (CONTINUED)  
 YEAR ENDED DECEMBER 31, 2014  
 (WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION FOR THE YEARS  
 ENDED DECEMBER 31, 2014 AND 2013)**

	2014		Comparative Totals (Unaudited)*	
	Primary Government	Component Unit		
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association	2014	2013
<b>CONTRIBUTIONS</b>				
Parent Program	\$ 339,512	\$ (339,512)	\$ -	\$ -
Capital Projects	19,653,670	(19,653,670)	-	-
WildCare Institute	131,058	(131,058)	-	-
Endowment Harvest	909,885	(909,885)	-	-
Carousel	36,000	(36,000)	-	-
Total Contributions	<u>21,070,125</u>	<u>(21,070,125)</u>	<u>-</u>	<u>-</u>
<b>CHANGES IN NET POSITION</b>	10,131,824	(8,164,375)	1,967,449	10,374,338
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>125,677,875</u>	<u>95,147,687</u>	<u>220,825,562</u>	<u>210,451,224</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 135,809,699</u>	<u>\$ 86,983,312</u>	<u>\$ 222,793,011</u>	<u>\$ 220,825,562</u>

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**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 STATEMENT OF CASH FLOWS  
 YEAR ENDED DECEMBER 31, 2014  
 (WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION FOR THE YEARS  
 ENDED DECEMBER 31, 2014 AND 2013)**

	2014		Comparative Totals (Unaudited)*	
	Primary Government	Component Unit		
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association		
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Cash Received from Patrons/Contributors	\$ 23,071,894	\$ 15,760,697	\$ 38,832,591	\$ 41,689,114
Cash Paid to Employees and Suppliers	(45,815,010)	(5,920,259)	(51,735,269)	(49,593,063)
Cash Received from (Paid to) Component Unit for Operations	4,440,854	(4,440,854)	-	-
Net Cash Used in Operating Activities	<u>(18,302,262)</u>	<u>5,399,584</u>	<u>(12,902,678)</u>	<u>(7,903,949)</u>
<b>CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES</b>				
Cash Received from Property Tax Assessments	19,945,975	-	19,945,975	22,196,215
Cash Contributions Received for Board Restricted		1,411,499	1,411,499	1,278,203
Cash Contributions Received for Permanent Endowment	-	1,597,491	1,597,491	2,343,292
Net Cash Provided by Non-Capital Financing Activities	<u>19,945,975</u>	<u>3,008,990</u>	<u>22,954,965</u>	<u>25,817,710</u>
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>				
Cash Received from (Paid to) Component Unit for Property and Equipment	24,395,101	(24,395,101)	-	-
Payments for Property and Equipment	(22,561,100)	-	(22,561,100)	(16,924,116)
Net Cash Used in Capital and Related Financing Activities	<u>1,834,001</u>	<u>(24,395,101)</u>	<u>(22,561,100)</u>	<u>(16,924,116)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Investment Maturities and Sales	-	18,138,199	18,138,199	18,890,829
Investment Purchases	-	(10,047,260)	(10,047,260)	(16,837,317)
Cash Received from Investment Earnings	8,635	60,498	69,133	43,157
Net Cash Provided by Investing Activities	<u>8,635</u>	<u>8,151,437</u>	<u>8,160,072</u>	<u>2,096,669</u>
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	3,486,349	(7,835,090)	(4,348,741)	3,086,314
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<u>3,084,727</u>	<u>16,924,142</u>	<u>20,008,869</u>	<u>16,922,555</u>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<u>\$ 6,571,076</u>	<u>\$ 9,089,052</u>	<u>\$ 15,660,128</u>	<u>\$ 20,008,869</u>

\* Totals are unaudited and eliminations have been made for transactions between the primary government and its discretely presented component unit.

See accompanying Notes to Financial Statements.

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 STATEMENT OF CASH FLOWS (CONTINUED)  
 YEAR ENDED DECEMBER 31, 2014  
 (WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION FOR THE YEARS  
 ENDED DECEMBER 31, 2014 AND 2013)**

	2014		Comparative Totals (Unaudited)*	
	Primary Government	Component Unit		
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association		
<b>Reconciliation of Operating Income (Loss) to Net Cash</b>				
<b>Used in Operating Activities</b>				
Operating Income (Loss)	\$ (32,021,444)	\$ 7,663,803	\$ (24,357,641)	\$ (21,827,923)
Adjustments to Reconcile Operating Income (Loss) to Net Cash Used in Operating Activities				
Depreciation	10,039,298	-	10,039,298	9,108,064
Loss on Disposal of Property and Equipment	-	-	-	514
Due to/from Component Unit	4,440,854	(4,440,854)	-	-
(Increase) Decrease in Assets:				
Pledges Receivable	-	2,365,704	2,365,704	3,272,461
Miscellaneous Receivables	(63,651)	(349,758)	(413,409)	(9,925)
Inventories	(8,466)	39,868	31,402	1,362
Prepaid Expenses	37,652	(6,628)	31,024	(122,405)
Other Assets	-	1,655	1,655	-
Increase (Decrease) in Liabilities:				
Accounts Payable	693,439	(9,945)	683,494	1,168,597
Accrued Expenses and Other Current Liabilities	(1,474,266)	114,539	(1,359,727)	409,874
Post-Employment Obligations	36,597	-	36,597	116,299
Obligation Under Trust Agreement	-	(18,040)	(18,040)	(5,988)
Deferred Inflows of Resources	17,725	-	17,725	49,147
Deferred Support and Income	-	39,240	39,240	(64,026)
<b>Net Cash Used in Operating Activities</b>	<b><u>\$ (18,302,262)</u></b>	<b><u>\$ 5,399,584</u></b>	<b><u>\$ (12,902,678)</u></b>	<b><u>\$ (7,903,949)</u></b>

\* Totals are unaudited and eliminations have been made for transactions between the primary government and its discretely presented component unit.

See accompanying Notes to Financial Statements.

**SAINT LOUIS ZOO  
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2014**

**NOTE 1 DESCRIPTION OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The following is a summary of significant generally accepted accounting policies in the United States of America employed in the preparation of the accompanying financial statements of the Saint Louis Zoological Subdistrict (Zoo) of the Metropolitan Zoological Park and Museum District and the Saint Louis Zoo Association.

**Reporting Entity**

*Saint Louis Zoo*

The Saint Louis Zoological Subdistrict (the Zoo) is a subdistrict of the Metropolitan Zoological Park and Museum District (the Zoo Museum District), which an act of the Missouri State Legislature established in 1971. The Saint Louis Zoo Association (the Association) provides its services entirely to the Zoo; however, operates under a different governing body than the Zoo. As such, the Association is presented in a separate column and included as a discretely presented component unit of the Zoo. A component unit is a separate legal entity that is financially accountable to the Zoo whose exclusion would cause the Zoo's financial statements to be misleading. The Zoo and the Association are collectively referred to as the "Saint Louis Zoo." The Saint Louis Zoo is a component unit of the Zoo Museum District.

*Saint Louis Zoological Subdistrict*

The Zoo is supported primarily by property tax revenues from the City and County of St. Louis provided through the Zoo Museum District, Zoo operations, and contributions from its component unit, the Saint Louis Zoo Association. The Zoo is considered the primary government, and its operations are considered a major enterprise fund in the financial statements, as defined in the governmental accounting standards board ("GASB").

*Saint Louis Zoo Association*

The Association is a component unit of the Zoo. The Association is a separately incorporated not-for-profit organization whose purpose is to support and enhance zoological programs, research, and institutions in the St. Louis region and throughout Missouri for charitable purposes by providing facilities, funds, and advice, and whose proceeds from operations and fundraising activities are periodically donated to the Zoo. The Association operates under an annual operating permit in accordance with certain directives of the Zoo and its Commissioners. The Association includes endowment funds that were established to hold and manage financial assets, both donor restricted and board designated, for the advancement of the Zoo and to further its conservation and educational mission. These resources will help support professional positions, education programs, and conservation and research activities of the Zoo.

**SAINT LOUIS ZOO  
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2014**

**NOTE 1 DESCRIPTION OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Reporting Entity (Continued)**

*Saint Louis Zoo Association (Continued)*

The Association is exempt from federal tax under Section 501(c)(3) of the Internal Revenue Code and, as such, has adopted pronouncements of the FASB in accounting and reporting proprietary activities. This includes applicable Accounting Standards Codification (ASC) 958-605, *Not-for-Profit Revenue Recognition*, and ASC 958-205, *Not-for-Profit Presentation of Financial Statements*. As such, certain revenue recognition criteria and presentation features are different from GASB revenue and expense recognition criteria and financial reporting and disclosure presentation features. No modifications have been made to the Association financial information in the financial statements for these differences, except for the reclassification of net position amounts in the statement of net position.

An internal memorandum of understanding dated November 20, 2004, states that all bequests and planned giving to the Zoo or any of the support organizations will be held as endowment funds unless otherwise directed by the donor. This memorandum was retroactively adopted on January 1, 2004.

**Measurement Focus, Basis of Accounting, and Financial Statement Presentation**

The financial statements of the Saint Louis Zoo are reported using the full accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied by the City and County of St. Louis and reported to the Zoo Museum District.

**Fund Accounting**

To ensure observance of limitations and restrictions placed on the use of resources available to the Zoo, the accounts of the Zoo are maintained in accordance with the principles of fund accounting. This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purpose. The assets, liabilities, and net position of the Zoo are reported as a major enterprise fund.

The Zoo's enterprise fund records tax revenues, restricted and unrestricted gifts, grants, and operating revenues that are used to pay for both operating expenses and capital expenditures to maintain the services provided to the users of the Zoo facilities. The fund includes the cost of purchased property and equipment, the fair value of donated equipment, and the related depreciation expense.

**SAINT LOUIS ZOO  
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
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NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2014**

**NOTE 1 DESCRIPTION OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Use of Estimates**

The preparation of the Saint Louis Zoo's financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, and expenses and the content of footnote disclosures concerning the circumstances and amount of contingent assets and liabilities at the date of the financial statements. Actual results could differ from those estimates.

**Cash Equivalents**

For purposes of the statement of cash flows, the Saint Louis Zoo considers all highly liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents.

**Tax Receivable and Revenue**

The Zoo Museum District Board has established a tax rate for the Zoo of eight cents of the maximum eight cents on each \$100 of assessed property valuation in the City and County of St. Louis. The Zoo recognizes such tax revenues and the related receivable in the period in which the taxes have been levied (full accrual basis of accounting). The Zoo Museum District receives the monies from the tax collectors' offices, and may withhold up to 5 percent of total tax revenue collected to defray its operating expenditures. The Zoo Museum District withheld 5 percent during the year ended December 31, 2014. Excess funds of \$845,110 were distributed to the Zoo during the year ended December 31, 2014. Such amounts, if any, are included in tax revenue in the accompanying financial statements. The tax receivable of \$14,344,343 has been reduced by an allowance for uncollectible accounts of \$788,299 at December 31, 2014. Tax revenues of \$21,074,508 are reported net of uncollectible tax recoveries of \$62,017 for the year ended December 31, 2014.

**Pledges Receivables**

The Association records restricted pledges as a pledge receivable and as restricted contributions and income upon receipt of the pledge. Contributions are released from restrictions upon recognition of the capital project expenditure for the particular project, based on cash collected against the pledge. The Association's development department performs ongoing evaluations of the pledge receivables and delinquency statements are sent to donors periodically throughout the year.



**SAINT LOUIS ZOO  
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2014**

**NOTE 1 DESCRIPTION OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Pledges Receivables (Continued)**

Pledge receivables are stated at the amount management expects to collect from the outstanding balance, net of the discount of approximately 1 percent to present value (see Note 6) which is estimated to reflect fair market value at December 31, 2014. Pledge receivables are further reduced by an allowance that reflects management's best estimate of the amount that will not be collected (see Note 6). This allowance account is established based on historical collection experience coupled with management's evaluation of outstanding pledge receivables at the end of the year. At December 31, 2014, management has recorded \$81,759 as an allowance for doubtful accounts.

During the year ended December 31, 2014, management provided for probable uncollectible amounts through a charge to expense and a credit to pledges receivable. Bad debt expense related to pledges for the Association amounted to \$85,085 for the year ended December 31, 2014.

**Inventories**

Inventories, which are adjusted to annual physical counts and consist of food, beverages, novelties, and gifts, are valued at the lower of cost or market, cost being determined on the average cost basis.

**Property and Equipment**

Purchased property and equipment is stated at cost and donated assets are recorded at fair value at the date of donation. Depreciation is computed using the straight-line method with a full year of depreciation in year placed in service (none taken in year of disposal) over the estimated lives of the assets, ranging from 3 to 25 years. The cost of normal maintenance and repairs that do not enhance functionality or materially extend the life of an asset are not capitalized. Construction in progress are projects under construction, for which depreciation will be recorded when the project is complete and placed in service. Land held for development represents land and improvements that are being held for future development and are not being depreciated as it is not placed in service.

**Animal Transactions**

Animal transactions that do not involve either the receiving or disbursing of cash are not recorded in the Zoo's financial statements. Those transactions that involve cash are recorded on the accrual basis of accounting in the period the animal was shipped or received.

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 NOTES TO FINANCIAL STATEMENTS  
 DECEMBER 31, 2014**

**NOTE 1 DESCRIPTION OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Gift Annuity Contracts**

The Association executes gift annuity contracts upon the donation of various assets to the Association. The Association may then purchase an annuity on the donor's behalf or choose to underwrite the annuity obligation. Currently, all gift annuity contracts are underwritten by the Association. The donor proceeds from the gift annuity contracts are invested. The Association recognizes contributions for the amount of the donated assets less the cost or value of the annuity. At December 31, 2014, the amounts of gift annuity obligations are \$2,086,411 for the Association and are reflected as accrued expenses and other liabilities on the balance sheet, of which \$1,851,411 is considered non-current. At December 31, 2014, \$235,000 is considered current based on an estimate of annuity payments to be paid during 2015. The gift annuity contracts are at fair value in accordance with ASC 820-10.

**Donations**

Donations and donated services are valued at fair value at the time of donation. Donations are considered available for unrestricted use unless specifically restricted by the donor. No amounts have been reflected in the financial statements for certain donated services since no objective basis is available to measure the value of such services; however, a substantial number of volunteers have donated significant amounts of time to the Saint Louis Zoo's programs and fundraising campaigns.

**NOTE 2 TRANSACTIONS WITH COMPONENT UNIT**

The Zoo received support from the Association, whose charitable purpose as a component unit of the Zoo is to provide periodic support for the Zoo operations, capital projects, programs, and other designated initiatives. The following is a list and brief description of transfers reported as contributions received by the Zoo from the Association during the year ended December 31, 2014:

Type of Transaction	Amount
Parent Program Support	\$ 339,512
Capital Project Support	19,653,670
WildCare Institute Support	131,058
Endowment Harvest	909,885
Carousel (Membership Benefit)	36,000
	<b>\$ 21,070,125</b>

The Zoo performs certain accounting functions and other services for the Association. Amounts due to the Zoo from the Association for these services are recorded on the accrual basis of accounting in the period the services are performed. An annual fee of \$12,000 is charged to the Association for the management fees provided by the Zoo.

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**NOTE 2 TRANSACTIONS WITH COMPONENT UNIT (CONTINUED)**

Other amounts included in due to/from affiliates relate to various expense reimbursements and bequest contributions recognized as income to the Association, but received by the Zoo. Amounts expended for capital projects by the Zoo are included in due to/from the Association based on the Association's commitment to fund specific capital projects of the Zoo. These amounts are classified as current, as reimbursements are expected to occur during 2015.

**NOTE 3 CASH AND INVESTMENTS**

Investments are presented at fair value and consist of money market funds, certificates of deposit, corporate notes, mutual funds, common stocks, and U.S. Government and agency obligations. A comparison of fair value and amortized cost of investments as of December 31, 2014 is as follows:

	<u>Fair Value</u>	<u>Cost or Amortized Cost</u>	
Association:			
Money Market Funds	\$ 562,227	\$ 562,227	
U.S. Government and Agency Obligations	1,239,738	1,228,119	
Corporate Notes/Obligations	5,746,919	5,741,630	
Foreign Notes/Obligations	1,064,787	1,067,537	
Municipal Issues	463,579	451,543	
Mutual Funds	36,845,608	29,748,416	
Alternative Investment Funds	<u>16,379,315</u>	<u>15,406,792</u>	
Total	<u>\$ 62,302,173</u>	<u>\$ 54,206,264</u>	
	<u>Zoo</u>	<u>Association</u>	<u>Total</u>
Unrealized Gains	\$ -	\$ 396,928	\$ 396,928
Realized Gains	-	622,420	622,420
Dividend and Interest Income	<u>8,635</u>	<u>1,213,609</u>	<u>1,222,244</u>
Total Investment Income	<u>\$ 8,635</u>	<u>\$ 2,232,957</u>	<u>\$ 2,241,592</u>

Investment income is \$2,241,592 for the year ended December 31, 2014, which includes unrealized appreciation in fair value of \$396,928, realized gains of \$622,420, and dividends and interest of \$1,222,244.

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**NOTE 3 CASH AND INVESTMENTS (CONTINUED)**

The Association's and Zoo's cash balances, money market funds and certificates of deposit are held at numerous banks and are covered by federal depository insurance up to \$250,000 per bank by each entity or collateralized by securities held in each entity's name. At December 31, 2014, the Association's bank balances are \$9,000,209. At December 31, 2014, the Zoo bank balances are \$6,808,373. Of the Association's and Zoo's bank balances of \$15,808,582, the amount of \$385,673 was considered uncollateralized by securities at December 31, 2014.

Investments of the Association are reported at fair value as described in Note 16 and are subject to the inherent risks of volatility in the market.

**NOTE 4 ASSETS RESTRICTED FOR ENDOWMENT**

Association assets restricted for endowment consist of the following at December 31, 2014:

Cash and Cash Equivalents	\$ 359,854
Investments, Non-Current, Net of Gift Annuity Obligations	48,116,565
Pledge Receivables, Current	1,023,472
Pledge Receivables, Net Non-Current	2,410,677
Miscellaneous Receivables, Current	337,507
Prepaid Expenses	6,366
Accrued Interest Receivable	67,805
Other Assets	1,479,880
Other Liabilities	<u>(7,777)</u>
	<u>\$ 53,794,349</u>

The Association has \$10,785,053 of unrestricted funds designated by the Board of Directors to function as endowments, see Note 15 on page 32.

**NOTE 5 BENEFICIAL INTEREST IN A TRUST AGREEMENT**

The Association is a beneficiary of a donor's irrevocable charitable remainder unitrust agreement. The trust assets are managed by a third-party who is the corporate trustee and who remits payments under the terms of the trust to the donor and provides reporting of the trust assets to the Association. The investments held under this agreement consist primarily of equity and fixed income securities. These investments are recorded at their fair value of \$239,568 at December 31, 2014.

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**NOTE 5 BENEFICIAL INTEREST IN A TRUST AGREEMENT (CONTINUED)**

The obligation under this trust agreement is \$92,948 at December 31, 2014, which represents the present value of future amounts payable under the terms of this charitable remainder unitrust agreement based on Internal Revenue Service guidelines. The agreement terminates upon the earlier of the grantor's death, which occurred during 2012, or not more than ten years later, should his children survive him. The agreement provides that the children of the grantor become successor trustees upon his death for a period of not more than ten years. The Association would become the beneficiary of the remainder of the trust assets after this term.

**NOTE 6 PLEDGES RECEIVABLE**

Association pledges receivable at December 31, 2014, consist of pledges from corporations, individuals, trusts, and foundations for various capital projects and general operations. Substantially all of the pledges receivable are restricted for use by the Association for Zoo renovation and expansion of exhibits and endowed positions.

	Association												
Pledges Receivable Before Unamortized Discount and Allowance for Doubtful Accounts	\$ 13,964,112												
Less Unamortized Discount	<u>(44,726)</u>												
Subtotal	13,919,386												
Less Allowance for Doubtful Accounts	<u>(81,759)</u>												
Pledges Receivable, Net	<u>\$ 13,837,627</u>												
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;"></th> <th style="text-align: right; border-bottom: 1px solid black;">Association</th> </tr> </thead> <tbody> <tr> <td>Amounts Due in:</td> <td></td> </tr> <tr> <td style="padding-left: 20px;">Less Than One Year</td> <td style="text-align: right;">\$ 5,940,378</td> </tr> <tr> <td style="padding-left: 20px;">Years One to Five</td> <td style="text-align: right;">7,723,734</td> </tr> <tr> <td style="padding-left: 20px;">More Than Five Years</td> <td style="text-align: right;"><u>300,000</u></td> </tr> <tr> <td>Total</td> <td style="text-align: right;"><u>\$ 13,964,112</u></td> </tr> </tbody> </table>			Association	Amounts Due in:		Less Than One Year	\$ 5,940,378	Years One to Five	7,723,734	More Than Five Years	<u>300,000</u>	Total	<u>\$ 13,964,112</u>
	Association												
Amounts Due in:													
Less Than One Year	\$ 5,940,378												
Years One to Five	7,723,734												
More Than Five Years	<u>300,000</u>												
Total	<u>\$ 13,964,112</u>												

The pledge receivables are recorded at their fair value based on discounted future cash flows at a rate of approximately 1 percent.

**NOTE 7 OTHER ASSETS**

The Association received a bequest during the year ended December 31, 2011, which includes artwork and other items. At December 31, 2014, the fair value of the bequest is \$1,479,880, which is included in other assets and temporarily restricted net assets.

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**NOTE 8 PROPERTY AND EQUIPMENT**

Capital asset activity for the year ended December 31, 2014 is as follows:

	<u>Balance January 1, 2014</u>	<u>Additions</u>	<u>Transfers or Retirements</u>	<u>Balance December 31, 2014</u>
<b>Zoo:</b>				
Capital Assets, Not Being Depreciated:				
Land Held for Development	\$ 6,308,610	\$ -	\$ -	\$ 6,308,610
Construction in Progress	22,971,174	22,561,098	(21,275,777)	24,256,495
Total Capital Assets, Not Being Depreciated	29,279,784	22,561,098	(21,275,777)	30,565,105
Capital Assets, Being Depreciated:				
Buildings and Improvements and Equipment	214,650,572	21,275,779	-	235,926,351
Less Accumulated Depreciation for:				
Buildings and Improvements and Equipment	(133,323,237)	(10,039,298)	-	(143,362,535)
Total Capital Assets, Being Depreciated, Net	81,327,335	11,236,481	-	92,563,816
Zoo	110,607,119	33,797,579	(21,275,777)	123,128,921
<b>Association:</b>				
Capital Assets, Being Depreciated:				
Buildings and Improvements and Equipment	108,156	-	-	108,156
Less Accumulated Depreciation for:				
Buildings and Improvements and Equipment	(108,156)	-	-	(108,156)
Total Capital Assets, Being Depreciated, Net	-	-	-	-
<b>Combined Zoo and Association</b>	<u>\$ 110,607,119</u>	<u>\$ 33,797,579</u>	<u>\$ (21,275,777)</u>	<u>\$ 123,128,921</u>

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**NOTE 8 PROPERTY AND EQUIPMENT (CONTINUED)**

Depreciation expense was \$10,039,298 for the Zoo for the year ended December 31, 2014.

The Zoo has executed contracts for the completion of various projects and exhibits. Commitments for contracts related to the above projects that were not completed at December 31, 2014, totaled approximately \$6,266,231.

**NOTE 9 EMPLOYEE BENEFIT PLANS**

**Pension Plan**

Substantially all of the Saint Louis Zoo's regular salaried employees (as paid by the Zoo with applicable salary and fringe allocated to the Association's employees) are covered by a multi-employer defined benefit pension plan administered by the Employee Retirement System of the City of St. Louis. Provisions and subsequent amendments to the plan are established under St. Louis City code. A separate financial statement for this plan for the Saint Louis Zoo is not available. However, more detailed information regarding the plan document and financial information based on the most recent actuarial valuation as of October 1, 2014, can be obtained from the Employee Retirement System of the City of St. Louis, online at <https://www.stlouis-mo.gov/government/departments/employee-retirement/Publications-and-Documents.cfm> or by obtaining by writing to City of Saint Louis, 1114 Market St, Suite 900, Saint Louis, MO 63101.

Contribution rates for participating plan members are purportedly set forth by city code. The contribution rate remitted by the Saint Louis Zoo to the Retirement System is based on the percent of covered wages paid as described below. The Zoo and Association had pension expense for contributions to the Employee Retirement System of The City of St. Louis (Retirement System) to fund the cost of benefits as follows.

	<u>2014</u>	<u>2013</u>	<u>2012</u>
Contribution Rate:			
July 1 - December 31	15.12%	15.54%	14.27%
January 1 - June 30	15.54%	14.27%	12.69%
Pension Expense - Year Ended December 31,:			
Zoo	\$ 2,287,089	\$ 2,217,558	\$ 1,955,828
Association	<u>271,322</u>	<u>257,868</u>	<u>203,480</u>
Total	<u>\$ 2,558,411</u>	<u>\$ 2,475,426</u>	<u>\$ 2,159,308</u>

A separate actuarial estimate of the Saint Louis Zoo's share of vested and nonvested benefits and net position available for benefits is not available.

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**NOTE 9 EMPLOYEE BENEFIT PLANS (CONTINUED)**

**Deferred Compensation Plan**

The Saint Louis Zoo has a deferred compensation plan administered that covers all full-time employees. Participants may contribute and defer part of their compensation on a pre-tax basis in accordance with Section 457 of the Internal Revenue Code. For 2014, a participant's annual contribution is limited to the lesser of \$17,500 or 100 percent of the participant's annual compensation. Participants are permitted to make additional deferrals of income for one or more of the last three tax years that end before normal retirement age. The allowable deferral for such participant is increased, up to a limit of twice the standard dollar amount for the year, by the amount of allowable deferrals not made in any previous plan years. Alternatively, individuals age 50 or over may make additional catch-up contributions as defined under Section 457, with certain limitations during the last three years of employment prior to attaining normal retirement age. Benefits under this plan are payable only in the event of separation from service or unforeseeable emergency resulting in severe financial hardship. The plans are administered by third parties.

**Supplemental Benefits**

The Zoo paid supplemental compensation of \$182,957 to a key officer of the Zoo during the year ended December 31, 2014. An employment agreement with this same key officer provides for the Zoo to make an annual supplemental compensation payment. This amount is not certain and is to be negotiated and determined annually by the Zoo's Board of Commissioners. The key officer is not eligible for this future supplemental compensation payment if he ceases employment with the Zoo.

**NOTE 10 DEFERRED SUPPORT AND INCOME / DEFERRED INFLOWS OF RESOURCES**

The Zoo and Association are periodically awarded grants or contributions from various institutions, private foundations, corporations, and individuals, the use of which is usually designated for specified research and educational programs or activities. However, some donors make contributions without designating the funds for specific initiatives. In these instances the use of funds is designated at the discretion of Zoo management. Grants and designated contributions are initially deferred when received. The grants are subsequently recognized as contribution revenue when expenditures are incurred relating to the designated purpose or activity. The Association deferred income of \$117,831 as of December 31, 2014, consists primarily of prepaid sponsorships. Income from these sponsorships is recognized in the period in which the event occurs. The Zoo recognizes revenue and expenses in accordance with GASB 33. The Zoo adopted GASB 65 in 2013. In accordance with GASB 65, certain assets and liabilities previously reported as deferred assets or deferred support and income are now reported by the Zoo as either deferred outflows from resources (assets) and deferred inflows from resources (liabilities) in the statement of net position. Deferred inflows of resources of \$293,938 primarily represent grants awarded to the Zoo which have not been expended as of December 31, 2014.



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**NOTE 11 NET POSITION**

Net positions are displayed in the components as follows:

Zoo

*Invested in Capital Assets* – This consists of capital assets, net of accumulated depreciation, less the outstanding balances of any bonds, notes, or other borrowings that are attributable to the acquisition, construction, or improvements of those assets.

Zoo and Association

*Unrestricted* – This consists of net position that do not meet the definition of “restricted” or “invested in capital assets.” The Zoo’s Board of Commissioners and management have designated \$1,045,446 of unrestricted net positions for exhibit replacement. The Board of the Association has designated \$10,785,053 of certain unrestricted donor gifts or gifts transferred in from the Zoo as board designated as more fully described in Note 15.

Association

*Nonexpendable* – This consists of net positions that are legally restricted by outside donors. These nonexpendable funds are permanently restricted Association endowment funds and will be restricted in perpetuity by the donor as more fully described in Note 15.

*Expendable* – This consists of net positions that are legally restricted by outside donors or by law through constitutional provisions or enabling legislation. The Association’s expendable funds are temporarily restricted donations restricted by outside donors for a specific purpose, primarily capital projects. These net positions will be released upon meeting that specific purpose. The Association endowment funds’ temporarily restricted net positions are related to the income earned on the permanently restricted net position that is restricted for educational programs, animal health and welfare, conservation and research activities, endowed positions, and institutional operations. See Note 15. These net positions will be released when appropriated for expenditures. Temporarily restricted net position total \$10,772,880 and \$12,059,275 for the Association non-endowed and endowed funds, respectively, as of December 31, 2014.

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**NOTE 12 POST-EMPLOYMENT OBLIGATIONS**

The Zoo has several post-separation employment agreements in place with key officers and two former retired key officers. Generally accepted accounting principles require the recording of such obligations over the period that the key officer is employed with the Zoo. The terms of these agreements require payments to the key officer upon their separation or retirement from the Zoo ranging from three to eleven years. The amount of post-separation employment obligations in the Zoo's statement of net position is \$596,383 as of December 31, 2014, its estimated net present value. The amount of expense related to these post-separation employment obligations is \$36,597 for the year ended December 31, 2014.

**NOTE 13 CONTINGENCIES**

The Zoo is a defendant in various claims and legal actions arising in the ordinary course of its operations. In the opinion of management, all such matters are adequately covered by insurance or, if not so covered, are without merit or involve such amounts that unfavorable disposition would not have a material effect on the financial statements of the Saint Louis Zoo.

**NOTE 14 SERVICE AGREEMENT COMMITMENTS**

The Zoo has entered into certain equipment and service agreements with various expiration dates. The expense associated with these service agreements totaled \$187,620 for the year ended December 31, 2014.

Future minimum payments are as follows at December 31, 2014:

2015	\$ 110,291
2016	19,538
2017	<u>1,400</u>
Total	<u>\$ 131,229</u>

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**NOTE 15 ASSOCIATION NET POSITION**

The Association consists of individual funds established for a variety of purposes. The Association includes both unrestricted and donor-restricted funds. As required by generally accepted accounting principles, net position in the Association is classified and accounted for based on the existence or absence of donor-imposed restrictions.

The Association also includes both donor-restricted endowment funds and funds designated by the Board of Directors to function as endowments. As required by generally accepted accounting principles, net position associated with endowment funds, including funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

Association net position composition by type of net position for non-endowment funds as of December 31, 2014:

	Unrestricted	Temporarily Restricted	Total
Association Non-Endowment Net Position, Beginning of Year	\$ 32,603,420	\$ 12,158,068	\$ 44,761,488
Investment Earnings	307,750	-	307,750
Operating Revenues	7,762,722	-	7,762,722
Contributions	2,654,407	3,468,339	6,122,746
Net Position Released	4,853,527	(4,853,527)	-
Appropriations for:			
Operations	5,605,503	-	5,605,503
Transfers to Zoo	20,160,240	-	20,160,240
Total Appropriations for Expenditures	25,765,743	-	25,765,743
Association Non-Endowment Net Position, End of Year	\$ 22,416,083	\$ 10,772,880	\$ 33,188,963

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**NOTE 15 ASSOCIATION NET POSITION (CONTINUED)**

**Interpretation of Relevant Law**

For endowment funds, the Board of Directors of the Association has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Association's endowment funds classify permanently restricted net position as (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund.

In accordance with UPMIFA, the organization considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- (1) The duration and preservation of the fund
- (2) The purposes of the organization and the donor-restricted endowment fund
- (3) General economic conditions
- (4) The possible effect of inflation and deflation
- (5) The expected total return from income and the appreciation of investments
- (6) Other resources of the organization
- (7) The investment policies of the organization

Association net position composition by type of net position for endowment funds as of December 31, 2014:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Donor-Restricted Endowment Funds	\$ -	\$ 12,059,275	\$ 30,950,021	\$ 43,009,296
Board-Designated Endowment Funds	<u>10,785,053</u>	<u>-</u>	<u>-</u>	<u>10,785,053</u>
Total Endowment Funds	<u>\$ 10,785,053</u>	<u>\$ 12,059,275</u>	<u>\$ 30,950,021</u>	<u>\$ 53,794,349</u>

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**NOTE 15 ASSOCIATION NET POSITION (CONTINUED)**

**Interpretation of Relevant Law (Continued)**

Changes in the Association net position for endowment funds for the year ended December 31, 2014:

	Unrestricted		Temporarily Donor- Restricted	Permanently Donor- Restricted	Total
	General	Board Designated			
Association Endowment Funds Net Position, Beginning of Year	\$ -	\$ 9,373,554	\$ 11,660,115	\$ 29,352,530	\$ 50,386,199
Investment Return:					
Investment Income	-	-	857,010	-	857,010
Net Appreciation (Realized and Unrealized)	-	-	1,068,197	-	1,068,197
Total Investment Return	-	-	1,925,207	-	1,925,207
Contributions	-	1,411,499	-	1,597,491	3,008,990
Appropriations for:					
Harvest-available for use	-	-	914,500	-	914,500
Operations	-	-	611,547	-	611,547
Total Appropriations for Expenditures	-	-	1,526,047	-	1,526,047
Association Endowment Funds Net Position, End of Year	<u>\$ -</u>	<u>\$ 10,785,053</u>	<u>\$ 12,059,275</u>	<u>\$ 30,950,021</u>	<u>\$ 53,794,349</u>

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**NOTE 15 ASSOCIATION NET POSITION (CONTINUED)**

**Interpretation of Relevant Law (Continued)**

Description of amounts classified as permanently restricted net position of the Association as of December 31, 2014, is as follows:

Permanently Restricted Net Position

- |  |                      |
|--|----------------------|
| (1) The portion of perpetual endowment funds that is required to be retained permanently by explicit donor stipulation | <u>\$ 30,950,021</u> |
|--|----------------------|

**Return Objectives and Risk Parameters**

The Association has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. The Association endowment fund assets include those assets of donor-restricted funds that the organization must hold in perpetuity or for a donor-specified period(s) as well as board-designated funds. Under this policy, as approved by the Board of Directors, the Association, and are divided into the Short-Term pool, Capital Appreciation, and Capital Preservation categories. The Short-Term pool consists of cash and treasury bills and treasury index funds. The Capital Appreciation (target 70 percent) is comprised mostly of equity funds with a small percentage of alternative investment funds. The Capital Preservation (target 30 percent) is mostly Fixed Income with some alternative investment funds.

**Strategies Employed for Achieving Objectives**

To satisfy its long-term rate-of-return objectives, the Association 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). The Association targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

**Spending Policy and How the Investment Objectives Relate to Spending Policy**

The Association has a policy of appropriating for distribution each year up to 5 percent of the Association endowment fund assets based on a 5 year trailing average. In establishing this policy, the Association considered the long-term expected return on its endowment. Accordingly, over the long term, the Association expects the current spending policy to allow its endowment to grow at an average of 3.5 percent annually. For the year ended December 31, 2014, the Association approved a distribution of 3 percent. This is consistent with the organization's objective to maintain the purchasing power of the Association assets held in perpetuity or for a specified term as well as to provide additional real growth through new gifts and investment return.

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**NOTE 16 FAIR VALUE MEASUREMENT**

The fair values of significant financial assets and liabilities that are measured on a recurring basis for the Association at December 31, 2014, are as follows:

	Association			
	Fair Value Measurements at Reporting Date Using			
Total Fair Value	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	
Investments - Current (Note 3)	\$ 208,933	\$ 208,933	\$ -	\$ -
Long-Term Investments (Note 3)	62,093,240	37,198,902	8,515,023	16,379,315
Pledge Receivables - Current	5,858,619	-	5,858,619	-
Pledge Receivables - Non-Current	7,979,008	-	7,979,008	-
Beneficial Interest in a Trust Agreement	239,568	-	-	239,568
Obligation Under Trust Agreement	(92,948)	-	-	(92,948)
Gift Annuities - Other Liabilities	(2,086,411)	-	(2,086,411)	-
<b>Total</b>	<b><u>\$74,200,009</u></b>	<b><u>\$37,407,835</u></b>	<b><u>\$20,266,239</u></b>	<b><u>\$16,525,935</u></b>

Financial assets valued using Level 1 inputs are based on unadjusted quoted market prices within active markets. Financial assets and financial liabilities valued using Level 2 are based on inputs other than quoted prices (interest rates) that are observable for the financial asset or liability. Financial assets valued using Level 3 are based on unobservable inputs using net asset value of the alternative investment funds' most recent available financial statements. These alternative investment funds are Blackstone Partners Offshore Fund, Ltd., Archipelago Holdings, Ltd. Class A, Forester Offshore, Ltd, Wellington Diversified Inflation Hedge Fund, Brandywine Global Investment Management Trust: Global Opportunistic Fixed Income Fund, and IR&M Intermediate Fund LLC. Each fund has varying liquidity restrictions requiring from 2 to 100 days notice to liquidate with frequency varying from daily to semi-annually.

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 NOTES TO FINANCIAL STATEMENTS  
 DECEMBER 31, 2014**

**NOTE 16 FAIR VALUE MEASUREMENT (CONTINUED)**

The following table sets forth a summary of changes in the fair value of the Association's Level 3 assets for the year ended December 31, 2014:

	Investments	Beneficial Interest in a Trust Agreement	Obligation Under Trust Agreements
January 1, 2014	\$ 9,367,563	\$ 258,450	\$ (110,988)
Net Purchases (Sales)	6,925,007	(11,469)	-
Distributions	-	(17,925)	-
Change in Value	-	-	18,040
Trust Fees	-	(5,320)	-
Unrealized and Realized Gains	86,745	15,832	-
December 31, 2014	<u>\$ 16,379,315</u>	<u>\$ 239,568</u>	<u>\$ (92,948)</u>

**NOTE 17 INCOME TAXES**

The Association has adopted ASC 740-10, *Accounting for Uncertainty in Income Taxes*, as it relates to uncertain tax positions and has evaluated their tax positions taken for all open tax years. Currently, the 2011 and subsequent tax years are open and subject to examination by the Internal Revenue Service for the Association (including former Foundation, Friends, and the Endowment Trust). However, the Association is not currently under audit nor have they been contacted by this jurisdiction.

Based on the evaluation of the Association's tax position, management believes all positions taken would be upheld under an examination. Therefore, no provision for the effects of uncertain tax positions has been recorded as of December 31, 2014.

The tax exempt status of the Zoo and the Association are disclosed in Note 1.

**NOTE 18 SUBSEQUENT EVENTS**

The Saint Louis Zoo has evaluated subsequent events through April 9, 2015, the date the financial statements were available to be issued.



**SUPPLEMENTARY INFORMATION - AUDITED**

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 SCHEDULE OF OTHER OPERATING REVENUES AND EXPENDITURES  
 YEAR ENDED DECEMBER 31, 2014  
 (WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION FOR YEARS ENDED  
 DECEMBER 31, 2014 AND 2013)**

	2014			
	Primary	Component		
	Government	Unit	Comparative Totals (Unaudited)*	
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association		
<b>OTHER OPERATING REVENUES</b>				
Endocrinology Lab Fees	\$ 89,294	\$ -	\$ 89,294	\$ 95,686
Miscellaneous Income	460,925	102,652	551,577	295,889
Event Fees and Sales	-	645,440	645,440	452,094
Sponsorship and Underwriting	262,400	403,538	665,938	596,820
<b>TOTAL OTHER OPERATING REVENUES</b>	<b>\$ 812,619</b>	<b>\$ 1,151,630</b>	<b>\$ 1,952,249</b>	<b>\$ 1,440,489</b>
<b>OTHER OPERATING EXPENDITURES</b>				
Staff Benefits and Development	\$ 194,607	\$ -	\$ 194,607	\$ 165,255
Donor Premiums and Recognition	-	432,731	432,731	279,478
Bank Charges and Fees	11,734	221,470	233,204	219,721
Loss on Stock Gift/Fees/Commissions	-	115,009	115,009	109,226
Machinery and Equipment Purchases (Non-Capitalizable)	137,099	2,451	139,550	149,291
Dues/Subscriptions/Registration Fees	124,114	15,734	139,848	101,586
Rentals	-	62,659	62,659	52,530
Creative Development	-	8,780	8,780	17,390
Grant Expenses	191,387	-	191,387	209,416
Pledge Discount/Bad Debt Expense	-	88,597	88,597	246,197
Gift Annuity Expense	-	170,038	170,038	76,367
Entertainment	-	124,880	124,880	248,906
Other Outside Services	635,643	116,937	752,580	842,727
Miscellaneous	755,980	380,279	1,124,259	1,187,232
<b>TOTAL OTHER OPERATING EXPENDITURES</b>	<b>\$ 2,050,564</b>	<b>\$ 1,739,565</b>	<b>\$ 3,778,129</b>	<b>\$ 3,905,322</b>

\* Totals are unaudited and eliminations have been made for transactions between the primary government and its discretely presented component unit.

**ADDITIONAL SUPPLEMENTARY INFORMATION - UNAUDITED**

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 COMBINING AND COMBINED STATEMENT OF NET POSITION (UNAUDITED)  
 DECEMBER 31, 2014  
 (WITH SUMMARIZED FINANCIAL INFORMATION AS OF DECEMBER 31, 2013)**

<b>ASSETS</b>	2014	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents (Note 3)	\$ 6,571,076	\$ 9,089,052
Investments (Note 3)	-	208,933
Due from Zoo Museum District, Net (Note 1)	13,556,044	-
Pledges Receivable, Net (Note 6)	-	5,858,619
Miscellaneous Receivables	152,846	724,363
Due from Component Unit, Net (Note 2)	-	1,773,941
Inventories	779,214	29,940
Prepaid Expenses	275,498	93,263
Accrued Interest Receivable	-	67,816
Total Current Assets	21,334,678	17,845,927
<b>LONG-TERM INVESTMENTS (NOTE 3)</b>	-	62,093,240
<b>BENEFICIAL INTEREST IN A TRUST AGREEMENT (NOTE 5)</b>	-	239,568
<b>PLEDGES RECEIVABLE, NONCURRENT, NET (NOTE 6)</b>	-	7,979,008
<b>OTHER ASSETS (NOTE 7)</b>	-	1,479,880
<b>PROPERTY AND EQUIPMENT (NOTE 8)</b>	123,128,921	-
Total Assets	\$ 144,463,599	\$ 89,637,623

2014		
Eliminating Entries	Combined Total	2013
\$ -	<b>\$ 15,660,128</b>	\$ 20,008,869
-	<b>208,933</b>	208,109
-	<b>13,556,044</b>	12,427,511
-	<b>5,858,619</b>	6,423,595
-	<b>877,209</b>	463,800
(1,773,941)	-	-
-	<b>809,154</b>	840,543
-	<b>368,761</b>	399,785
-	<b>67,816</b>	115,073
<b>(1,773,941)</b>	<b>37,406,664</b>	40,887,285
-	<b>62,093,240</b>	67,946,409
-	<b>239,568</b>	258,450
-	<b>7,979,008</b>	9,779,736
-	<b>1,479,880</b>	1,481,535
-	<b>123,128,921</b>	110,607,119
<b>\$ (1,773,941)</b>	<b>\$ 232,327,281</b>	<b>\$ 230,960,534</b>

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 COMBINING AND COMBINED STATEMENT OF NET POSITION (UNAUDITED) (CONTINUED)  
 DECEMBER 31, 2014  
 (WITH SUMMARIZED FINANCIAL INFORMATION AS OF DECEMBER 31, 2013)**

	2014	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
<b>LIABILITIES AND NET POSITION</b>		
<b>CURRENT LIABILITIES</b>		
Accounts Payable	\$ 4,661,540	\$ 95,862
Accrued Expenses and Other Liabilities (Note 1)	1,328,098	496,259
Due to Component Unit, Net (Note 2)	1,773,941	-
Deferred Support and Income (Note 10)	-	117,831
Total Current Liabilities	7,763,579	709,952
<b>OTHER LIABILITIES (NOTE 1)</b>	-	1,851,411
<b>DEFERRED INFLOWS OF RESOURCES (NOTE 10)</b>	293,938	-
<b>OBLIGATION UNDER TRUST AGREEMENT (NOTE 5)</b>	-	92,948
<b>POST-EMPLOYMENT OBLIGATIONS (NOTE 12)</b>	596,383	-
Total Liabilities	8,653,900	2,654,311
<b>NET POSITION (NOTE 11 AND NOTE 15)</b>		
Invested in Capital Assets	123,128,921	-
Restricted For		
Expendable		
Endowment - Donor Restricted	-	12,059,275
Capital Projects - Donor Restricted	-	10,772,880
Nonexpendable		
Endowment - Donor Restricted	-	30,950,021
Unrestricted	12,680,778	33,201,136
Total Net Position	135,809,699	86,983,312
Total Liabilities and Net Position	\$ 144,463,599	\$ 89,637,623

2014		
Eliminating Entries	Combined Total	2013
\$ -	<b>\$ 4,757,402</b>	\$ 4,073,899
-	<b>1,824,357</b>	3,178,595
(1,773,941)	-	-
-	<b>117,831</b>	78,591
<u>(1,773,941)</u>	<u><b>6,699,590</b></u>	<u>7,331,085</u>
-	<b>1,851,411</b>	1,856,900
-	<b>293,938</b>	276,213
-	<b>92,948</b>	110,988
-	<b>596,383</b>	559,786
<u>(1,773,941)</u>	<u><b>9,534,270</b></u>	<u>10,134,972</u>
-	<b>123,128,921</b>	110,607,119
-	<b>12,059,275</b>	11,660,115
-	<b>10,772,880</b>	12,158,068
-	<b>30,950,021</b>	29,352,530
<u>-</u>	<u><b>45,881,914</b></u>	<u>57,047,730</u>
<u>-</u>	<u><b>222,793,011</b></u>	<u>220,825,562</u>
<u><u>\$ (1,773,941)</u></u>	<u><u><b>\$ 232,327,281</b></u></u>	<u><u>\$ 230,960,534</u></u>

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 COMBINING AND COMBINED STATEMENT OF ACTIVITIES  
 AND CHANGES IN NET POSITION (UNAUDITED)  
 YEAR ENDED DECEMBER 31, 2014**

**(WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2013)**

	2014	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
<b>OPERATING REVENUES</b>		
Food and Beverage	\$ 9,745,570	\$ -
Contributions	-	6,122,746
Membership Dues and Parent Program	-	4,316,655
Gift Shops	3,558,916	-
Parking Lot	2,907,471	-
Attractions	2,499,814	-
Other	812,619	1,151,630
Marlin Perkins Society	-	1,798,475
Education	1,473,257	-
Children's Zoo	702,055	-
ZOOFARI and A ZOO ADO	-	495,962
Guest Services	433,642	-
Animal Shows	377,095	-
Group Sales	362,922	-
WildCare Institute	244,455	-
	<b>23,117,816</b>	<b>13,885,468</b>
Total Operating Revenues		
<b>OPERATING EXPENSES</b>		
Salaries and Wages	22,238,949	2,011,737
Fringe Benefits	6,225,909	564,319
Merchandise	4,136,067	27,957
Animal Food and Medical Care	1,102,139	-
Utilities	2,676,412	2,110
Supplies	1,667,892	1,003,679
Property and Liability Insurance	588,084	-
Other Operating Expenditures	2,050,564	1,739,565
Conservation and Research	801,830	-
Travel	211,227	20,110
Legal/Audit/Consulting	230,653	211,266
Repairs and Maintenance	1,137,648	-
Printing and Graphics	197,051	534,616
Marketing	1,425,721	106,306
Animal Sales and Purchases, Net	134,960	-
Major Expense	274,856	-
Depreciation (Note 8)	10,039,298	-
Loss on Disposal of Property and Equipment	-	-
	<b>55,139,260</b>	<b>6,221,665</b>
Total Operating Expenses		
Operating Income (Loss)	<b>(32,021,444)</b>	<b>7,663,803</b>
<b>NONOPERATING REVENUES</b>		
Tax Revenue, Net	21,074,508	-
Investment Income	8,635	2,232,957
Bequest and Endowment Contributions	-	3,008,990
	<b>21,083,143</b>	<b>5,241,947</b>
Total Nonoperating Revenues		
Income (Loss) Before Contributions	<b>\$ (10,938,301)</b>	<b>\$ 12,905,750</b>



2014		
Eliminating Entries	Combined Total	2013
\$ -	\$ 9,745,570	\$ 9,941,858
-	6,122,746	6,599,153
-	4,316,655	4,276,436
-	3,558,916	3,870,182
-	2,907,471	2,887,479
-	2,499,814	2,586,040
(12,000)	1,952,249	1,440,489
-	1,798,475	1,737,648
-	1,473,257	1,448,737
-	702,055	720,440
-	495,962	1,011,531
-	433,642	362,758
-	377,095	510,570
-	362,922	316,145
-	244,455	248,562
(12,000)	36,991,284	37,958,028
-	24,250,686	23,229,210
-	6,790,228	6,480,341
-	4,164,024	4,200,411
-	1,102,139	1,096,128
-	2,678,522	3,309,712
-	2,671,571	2,533,126
-	588,084	539,710
(12,000)	3,778,129	3,905,322
-	801,830	812,515
-	231,337	297,684
-	441,919	613,832
-	1,137,648	1,093,488
-	731,667	708,831
-	1,532,027	1,393,892
-	134,960	80,008
-	274,856	383,163
-	10,039,298	9,108,064
-	-	514
(12,000)	61,348,925	59,785,951
-	(24,357,641)	(21,827,923)
-	21,074,508	21,058,973
-	2,241,592	7,521,790
-	3,008,990	3,621,498
-	26,325,090	32,202,261
\$ -	\$ 1,967,449	\$ 10,374,338

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 COMBINING AND COMBINED STATEMENT OF ACTIVITIES  
 AND CHANGES IN NET POSITION (UNAUDITED) (CONTINUED)  
 YEAR ENDED DECEMBER 31, 2014  
 (WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2013)**

	2014	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
<b>CONTRIBUTIONS</b>		
Parent Program	\$ 339,512	\$ (339,512)
Capital Projects	19,653,670	(19,653,670)
WildCare Institute	131,058	(131,058)
Endowment Harvest	909,885	(909,885)
Carousel	36,000	(36,000)
Total Contributions	21,070,125	(21,070,125)
<b>CHANGES IN NET POSITION</b>	10,131,824	(8,164,375)
<b>NET POSITION, BEGINNING OF YEAR</b>	125,677,875	95,147,687
<b>NET POSITION, END OF YEAR</b>	\$ 135,809,699	\$ 86,983,312

2014		
Eliminating Entries	Combined Total	2013
\$ -	\$ -	\$ -
-	-	-
-	-	-
-	-	-
-	-	-
-	<b>1,967,449</b>	10,374,338
-	<b>220,825,562</b>	210,451,224
<b>\$ -</b>	<b>\$ 222,793,011</b>	<b>\$ 220,825,562</b>

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 COMBINING AND COMBINED STATEMENT OF CASH FLOWS (UNAUDITED)  
 YEAR ENDED DECEMBER 31, 2014**

**(WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2013)**

	2014	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Cash Received from Patrons/Contributors	\$ 23,071,894	\$ 15,760,697
Cash Paid to Employees and Suppliers	(45,815,010)	(5,920,259)
Cash Received from (Paid to) Component Unit for Operations	4,440,854	(4,440,854)
	<u>(18,302,262)</u>	<u>5,399,584</u>
<b>CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES</b>		
Cash Received from Property Tax Assessments	19,945,975	-
Cash Contributions Received for Board Restricted		1,411,499
Cash Contributions Received for Permanent Endowment	-	1,597,491
	<u>19,945,975</u>	<u>3,008,990</u>
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
Cash Received from (Paid to) Component Unit for Property and Equipment	24,395,101	(24,395,101)
Payments for Property and Equipment	(22,561,100)	-
	<u>1,834,001</u>	<u>(24,395,101)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Investment Maturities and Sales	-	18,138,199
Investment Purchases	-	(10,047,260)
Cash Received from Investment Earnings	8,635	60,498
	<u>8,635</u>	<u>8,151,437</u>
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	3,486,349	(7,835,090)
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<u>3,084,727</u>	<u>16,924,142</u>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<u>\$ 6,571,076</u>	<u>\$ 9,089,052</u>

2014		
Eliminating Entries	Combined Total	2013
\$ -	<b>\$ 38,832,591</b>	\$ 41,689,114
-	<b>(51,735,269)</b>	(49,593,063)
-	-	-
-	<b>(12,902,678)</b>	(7,903,949)
-	<b>19,945,975</b>	22,196,215
-	<b>1,411,499</b>	1,278,203
-	<b>1,597,491</b>	2,343,292
-	22,954,965	25,817,710
-	-	-
-	<b>(22,561,100)</b>	(16,924,116)
-	<b>(22,561,100)</b>	(16,924,116)
-	<b>18,138,199</b>	18,890,829
-	<b>(10,047,260)</b>	(16,837,317)
-	<b>69,133</b>	43,157
-	<b>8,160,072</b>	2,096,669
-	<b>(4,348,741)</b>	3,086,314
-	<b>20,008,869</b>	16,922,555
<b>\$ -</b>	<b>\$ 15,660,128</b>	<b>\$ 20,008,869</b>

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 COMBINING AND COMBINED STATEMENT OF CASH FLOWS (UNAUDITED) (CONTINUED)  
 YEAR ENDED DECEMBER 31, 2014  
 (WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2013)**

	2014	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
<b>Reconciliation of Operating Loss to Net Cash Used in Operating Activities</b>		
Operating Loss	\$ (32,021,444)	\$ 7,663,803
Adjustments to Reconcile Operating Loss to Net Cash Used in Operating Activities		
Depreciation	10,039,298	-
Loss on Disposal of Property and Equipment	-	-
Due to/from Component Unit	4,440,854	(4,440,854)
(Increase) Decrease in Assets:		
Pledges Receivable	-	2,365,704
Miscellaneous Receivables	(63,651)	(349,758)
Inventories	(8,466)	39,868
Prepaid Expenses	37,652	(6,628)
Other Assets	-	1,655
Increase (Decrease) in Liabilities:		
Accounts Payable	693,439	(9,945)
Accrued Expenses and Other Current Liabilities	(1,474,266)	114,539
Post-Employment Obligations	36,597	-
Obligation Under Trust Agreement	-	(18,040)
Deferred Inflows of Resources	17,725	-
Deferred Support and Income	-	159,240
	<b>\$ (18,302,262)</b>	<b>\$ 5,519,584</b>

<u>2014</u>			
<u>Eliminating</u> <u>Entries</u>	<u>Combined</u> <u>Total</u>	<u>2013</u>	
\$ -	<b>\$ (24,357,641)</b>	\$ (21,827,923)	
-	<b>10,039,298</b>	9,108,064	
-	-	514	
-	-	-	
-	<b>2,365,704</b>	3,272,461	
-	<b>(413,409)</b>	(9,925)	
-	<b>31,402</b>	1,362	
-	<b>31,024</b>	(122,405)	
-	<b>1,655</b>	-	
-	<b>683,494</b>	1,168,597	
-	<b>(1,359,727)</b>	409,874	
-	<b>36,597</b>	116,299	
-	<b>(18,040)</b>	(5,988)	
-	<b>17,725</b>	49,147	
-	<b>159,240</b>	(64,026)	
<u>\$ -</u>	<u><b>\$ (12,782,678)</b></u>	<u>\$ (7,903,949)</u>	

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 SCHEDULE OF COMBINING AND COMBINED OTHER OPERATING REVENUES  
 AND EXPENDITURES (UNAUDITED)  
 YEAR ENDED DECEMBER 31, 2014**

**(WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2013)**

	2014	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
<b>OTHER OPERATING REVENUES</b>		
Endocrinology Lab Fees	\$ 89,294	\$ -
Miscellaneous Income	460,925	102,652
Event Fees and Sales	-	645,440
Sponsorship and Underwriting	262,400	403,538
	<u>812,619</u>	<u>1,151,630</u>
<b>TOTAL OTHER OPERATING REVENUES</b>	<u>\$ 812,619</u>	<u>\$ 1,151,630</u>
<b>OTHER OPERATING EXPENDITURES</b>		
Staff Benefits and Development	\$ 194,607	\$ -
Donor Premiums and Recognition	-	432,731
Bank Charges and Fees	11,734	221,470
Loss on Stock Gift/Fees/Commissions	-	115,009
Machinery and Equipment Purchases (Non-Capitalizable)	137,099	2,451
Dues/Subscriptions/Registration Fees	124,114	15,734
Rentals	-	62,659
Creative Development	-	8,780
Grant Expenses	191,387	-
Pledge Discount/Bad Debt Expense	-	88,597
Gift Annuity Expense	-	170,038
Entertainment	-	124,880
Other Outside Services	635,643	116,937
Miscellaneous	755,980	380,279
	<u>2,050,564</u>	<u>1,739,565</u>
<b>TOTAL OTHER OPERATING EXPENDITURES</b>	<u>\$ 2,050,564</u>	<u>\$ 1,739,565</u>



2014		
Eliminating Entries	Combined Total	2013
\$ -	\$ <b>89,294</b>	\$ 95,686
(12,000)	<b>551,577</b>	295,889
-	<b>645,440</b>	452,094
-	<b>665,938</b>	596,820
<u>\$ (12,000)</u>	<u>\$ <b>1,952,249</b></u>	<u>\$ 1,440,489</u>
\$ -	\$ <b>194,607</b>	\$ 165,255
-	<b>432,731</b>	279,478
-	<b>233,204</b>	219,721
-	<b>115,009</b>	109,226
-	<b>139,550</b>	149,291
-	<b>139,848</b>	101,586
-	<b>62,659</b>	52,530
-	<b>8,780</b>	17,390
-	<b>191,387</b>	209,416
-	<b>88,597</b>	246,197
-	<b>170,038</b>	76,367
-	<b>124,880</b>	248,906
-	<b>752,580</b>	842,727
(12,000)	<b>1,124,259</b>	1,187,232
<u>\$ (12,000)</u>	<u>\$ <b>3,778,129</b></u>	<u>\$ 3,905,322</u>

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 COMBINING AND COMBINED STATEMENT OF ACTIVITIES  
 AND CHANGES IN NET POSITION  
 YEAR ENDED DECEMBER 31, 2014  
 COMBINED 2014 ACTUAL vs. 2014 BUDGET COMPARISON (UNAUDITED)**

	2014 Combined Actuals	2014 Combined Budget YTD	Over / (Under) Budget	% Change
*** ATTENDANCE ***	3,070,315	3,100,000	(29,685)	-0.96%
<b>OPERATING REVENUES</b>				
Food and Beverage	\$ 9,745,570	\$ 9,426,721	\$ 318,849	3.38%
Contributions	6,122,746	5,000,000	1,122,746	22.45%
Membership Dues and Parent Program	4,316,655	4,549,710	(233,055)	-5.12%
Gift Shops	3,558,916	3,589,500	(30,584)	-0.85%
Parking Lot	2,907,471	2,862,955	44,516	1.55%
Attractions	2,499,814	2,768,010	(268,196)	-9.69%
Other	1,952,249	1,314,316	637,933	48.54%
Marlin Perkins Society	1,798,475	1,450,000	348,475	24.03%
Education	1,473,257	1,667,700	(194,443)	-11.66%
Children's Zoo	702,055	799,542	(97,487)	-12.19%
ZOOFARI and A ZOO ADO	495,962	481,000	14,962	3.11%
Guest Services	433,642	403,691	29,951	7.42%
Animal Shows	377,095	476,750	(99,655)	-20.90%
Group Sales	362,922	306,740	56,182	18.32%
WildCare Institute	244,455	47,489	196,966	414.76%
<b>Total operating revenues</b>	<b>36,991,284</b>	<b>35,144,124</b>	<b>1,847,160</b>	<b>5.26%</b>
<b>OPERATING EXPENSES</b>				
Salaries and Wages	24,250,686	23,920,038	330,648	1.38%
Fringe Benefits	6,790,228	6,833,961	(43,733)	-0.64%
Merchandise	4,164,024	4,101,172	62,852	1.53%
Animal Food and Medical Care	1,102,139	1,137,877	(35,738)	-3.14%
Utilities	2,678,522	3,438,976	(760,454)	-22.11%
Supplies	2,671,571	2,868,264	(196,693)	-6.86%
Property and Liability Insurance	588,084	657,960	(69,876)	-10.62%
Other Operating Expenditures	3,778,129	3,498,344	279,785	8.00%
Conservation and Research	801,830	908,677	(106,847)	-11.76%
Travel	231,337	330,416	(99,079)	-29.99%
Legal/Audit/Consulting	441,919	570,530	(128,611)	-22.54%
Repairs and Maintenance	1,137,648	989,868	147,780	14.93%
Printing and Graphics	731,667	848,649	(116,982)	-13.78%
Marketing	1,532,027	1,514,765	17,262	1.14%
Animal Sales and Purchases, Net	134,960	134,500	460	0.34%
Major Expense	274,856	617,273	(342,417)	-55.47%
Depreciation	10,039,298	9,000,000	1,039,298	11.55%
<b>Total Operating Expenses</b>	<b>61,348,925</b>	<b>61,371,270</b>	<b>(22,345)</b>	<b>-0.04%</b>
<b>Operating Loss</b>	<b>\$ (24,357,641)</b>	<b>\$ (26,227,146)</b>	<b>\$ 1,869,505</b>	<b>-7.13%</b>

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 COMBINING AND COMBINED STATEMENT OF ACTIVITIES  
 AND CHANGES IN NET POSITION  
 YEAR ENDED DECEMBER 31, 2014  
 COMBINED 2014 ACTUAL vs. 2014 BUDGET COMPARISON (UNAUDITED)**

	2014 Combined Actuals	2014 Combined Budget YTD	Over / (Under) Budget	% Change
<b>NONOPERATING REVENUES</b>				
Tax Revenue (Net)	\$ 21,074,508	\$ 21,020,123	\$ 54,385	0.26%
Investment Income	2,241,592	2,942,500	(700,908)	-23.82%
Bequest and Endowment Contributions	3,008,990	805,000	2,203,990	273.79%
<b>Total Nonoperating Revenues</b>	<b>26,325,090</b>	<b>24,767,623</b>	<b>1,557,467</b>	<b>6.29%</b>
<b>Income (Loss) Before Contributions and Transfers</b>	<b>1,967,449</b>	<b>(1,459,523)</b>	<b>3,426,972</b>	<b>-234.80%</b>
<b>CONTRIBUTIONS AND TRANSFERS</b>				
Transfer In (Zoo) - Program Contributions	506,570	403,000	103,570	25.70%
Transfer Out (Assn)- Program Contributions	(506,570)	(403,000)	(103,570)	25.70%
Transfer In (Zoo) - Capital Contributions	19,653,670	19,023,230	630,440	3.31%
Transfer Out (Assn)- Capital Contributions	(19,653,670)	(19,023,230)	(630,440)	3.31%
Transfer In (Zoo) - Endowment Harvest	909,885	909,885	-	0.00%
Transfer Out (Assn)- Endowment Harvest	(909,885)	(909,885)	-	0.00%
<b>Total Contributions and Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>CHANGES IN NET POSITION</b>	<b>\$ 1,967,449</b>	<b>\$ (1,459,523)</b>	<b>\$ 3,426,972</b>	<b>-234.80%</b>

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL  
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ATTENDANCE

The Zoo nearly met its targeted attendance for 2014, finishing with 3,070,315 visitors. This amount was only 29,685, or 1%, less than budget and was 156,463, or 4.9%, below the same period last year. Although the Zoo attracted a record-breaking number of Wild Lights visitors, wet fall weather prevented the Zoo from reaching the 3.1 million visitor mark.

<u>5 Year Average</u>	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
3,154,274	3,070,315	3,100,000	(29,685)	(0.96%)

TAX REVENUE

Tax Revenue was recorded at \$54,385, or 0.26%, favorable to budget and \$15,535, or 0.07%, better than 2013. The 2014 tax rate was the maximum allowable rate of 8.00 cents per \$100 of assessed property value.

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$21,074,508	\$21,020,123	\$54,385	0.26%

FOOD & BEVERAGE

Food and Beverage revenue exceeded budget primarily due to increased sales from visitors at special events (such as Boo at the Zoo and WildLights) and per capita spending rose due to increased beverage and ice cream treat sales. This higher-than-budgeted revenue was partially offset by increased labor costs and by the greater cost of goods sold driven by higher sales.

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Sales	\$9,745,570	\$9,426,721	\$318,849	3.38%
Per Capita	\$3.17	\$3.04	\$.13	4.28%
Net	\$4,098,414	\$3,935,092	\$163,322	4.15%

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**GIFT SHOPS**

Gift Shop revenue nearly met the budget despite slightly lower than projected attendance numbers. Sales at Treetop Shop were negatively impacted by construction in The Living World for part of the year. Savings were realized by the careful management of Cost of Goods Sold and Labor expenses. In addition, labor dollars were saved by not hiring a full-time professional until May and eliminating a part-time administrative assistant.

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Sales	\$3,558,916	\$3,589,500	(\$30,584)	(0.85%)
Per Capita	\$1.16	\$1.16	\$0.00	0.00%
Net	\$1,522,353	\$1,375,023	\$147,330	10.71%

**PARKING LOTS**

Parking Lot revenue ended the year favorable to budget due to increased revenue thanks to strong July attendance and increases in parking prices during Fair St. Louis. Net income exceeded budget due to greater revenue and increased labor cost controls.

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$2,907,471	\$2,862,955	\$44,516	1.55%
Per Capita	\$.95	\$.92	\$.03	3.26%
Net	\$2,571,433	\$2,475,922	\$95,511	3.86%

**ATTRACTIONS (RAILROAD, CAROUSEL, SIMULATOR, 3D MOVIE)**

Attractions revenue ended the year below the budgeted amount primarily due to reduced Carousel ticket sales (a result of path closures during the McDonnell Polar Bear Point exhibit construction) and lower than budgeted sales of Safari Passes (due to the Safari Pass price increase). Efficient management and labor controls partially offset the reduced revenue.

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$2,499,814	\$2,768,010	(\$268,196)	(9.69%)
Per Capita	\$.81	\$.89	(\$.08)	(8.99%)
Net	\$1,505,410	\$1,685,074	(\$179,664)	(10.66%)

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**CHILDREN'S ZOO**

Children's Zoo revenue fell short of 2014 projections due to the lower than budgeted attendance numbers and less than budgeted Safari Pass sales. These figures do not include approximately \$49K in funds from donations and endowment harvests. Annually these funds are transferred to the Emerson Children's Zoo as non-operating revenue/program contributions, helping to offset expenses.

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$702,055	\$799,542	(\$97,487)	(12.19%)
Per Capita	\$.23	\$.26	(\$.03)	(11.54%)
Net	(\$469,372)	(\$393,372)	(\$76,000)	19.32%

**ANIMAL SHOWS**

The Sea Lion Show fell short of 2014 revenue projections primarily due to an aggressive budget and less than projected attendance. The reduction in revenue resulted in a comparable decline in net income.

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$377,095	\$476,750	(\$99,655)	(20.90%)
Per Capita	\$.12	\$.15	(\$.03)	(20.00%)
Net	\$64,045	\$155,656	(91,611)	(58.85%)

**GUEST SERVICES**

Guest Services experienced greater than projected revenue in 2014 due to modest increases in Caricature and stroller rental revenues as well as the addition of revenue from a new photo program. Since it was added in mid-year 2014, the photo program was not included in the final budget.

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$433,642	\$403,691	\$29,951	7.42%
Per Capita	\$.14	\$.13	\$.01	7.69%
Net	\$200,991	\$155,365	\$45,626	29.37%

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**EDUCATION**

Education revenue overall is unfavorable to budget due to several factors: gallery fees for the Wild Wonder Outpost that fell below projections, a low number of registrations for the new preschool program and a decline in Stingrays at Caribbean Coast exhibit revenue (a result of lower-than-budgeted Safari Pass sales). These variances were partially offset by lower-than-anticipated expenditures. These figures do not include approximately \$102K in funds from donations and endowment contributions, which were transferred to the Education Department as non-operating revenue/program contributions.

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$1,473,257	\$1,667,700	(\$194,443)	(11.66%)
Net	(\$1,077,781)	(\$999,692)	(\$78,089)	7.81%

**GROUP SALES**

Group Sales revenue is favorable to budget primarily due to another exceptional year for the Behind the Scenes Tours program, which ended the year \$59K ahead of projections. Net income ended the year unfavorable to budget due to the need to hire unbudgeted part-time staffs for the Group Sales desk and higher-than-budgeted costs related to on-site event supplies and credit card fees. These figures do not include revenue that is transferred to other departments (such as external catering).

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$362,922	\$306,740	\$56,182	18.32%
Net	(\$276,189)	(\$204,726)	(\$71,463)	34.91%

**INVESTMENT INCOME**

Overall investment revenue ended the year 24% behind budget (6% of the portfolio value). The Long Term pool returned 4% led by strong relative performance from U.S. Equities. The Short Term pool, which is comprised of a short duration portfolio, returned 0.3% for the year, trailing the Merrill Lynch 1-3 year treasury index (0.6%).

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
	\$2,241,592	\$2,942,500	(\$700,908)	(23.82%)

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**SUPPORT**

Contributions – Contributions of \$6,122,746 exceeded the budget of \$5,000,000. In 2014 *The Living Promise Campaign* came to a close and ended with a successful fundraising year.

Bequest & Endowment Contributions – Endowment contributions of \$3,008,990 exceeded the budget of \$805,000 by \$2,203,990. Gifts to the Zoo's endowment continue to be a popular option for Zoo donors, and in 2014, the Zoo received a generous gift to endow another professional staff position.

Membership Dues and Parent Program – Membership and Parent Program ended the year \$233,055 unfavorable to budget. While Membership revenue fell below projections—a 4.9% unfavorable variance for 2014. Membership Revenue was \$48,499, or 1.2%, better than 2013. The Zoo finished the year with 48,852 member households, a 1.3% increase over the previous year-end household totals. The increase in the number of households came particularly at the Family and Grandparent levels. Higher level memberships (Keeper, Zoologist and Director) also experienced significant increases. Membership net income of \$2,718,285 was unfavorable to the budget of \$3,126,035 by \$407,750 (13.04%), and Parent Program net income of \$179,829 exceeded the budget of \$169,973 by \$9,856 (5.80%).

ZOOFARI/A Zoo Ado – 2014 was a Zoo Ado year. Event revenue was favorable to budget by \$14,962, primarily due to higher-than-anticipated ticket sales and auction proceeds. Net income from A Zoo Ado was \$272,354, which was \$8,480 (3.02%) below the \$280,834 budget. This unfavorable variance is a result of higher than budgeted food & beverage costs (a result of the expanded footprint of the event).

Marlin Perkins Society – The Marlin Perkins Society ended December with a positive budget variance of \$348,475, or 24%, and \$60,827, or 3.5%, better than YTD 2013. 126 new members joined the Marlin Perkins Society in 2014 and 115 current members increased their level of support. Marlin Perkins Society net income of \$1,352,021 exceeded the budget of \$883,443 by \$468,578 (53.04%).

**SALARIES**

Salaries ended the year over budget by \$330,648 (1.38%) as a result of the following factors: a higher-than-budgeted supplemental compensation payout (\$93K), greater labor costs due to: staffing the Group Sales desk (\$83K) and Welcome Desk (\$38K); increased Food Service sales (\$75K); and housekeeping & grounds activities (\$53K).



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**FRINGE BENEFITS**

Fringes were \$43,733 (0.64%) favorable to budget mainly due to a decrease in the pension rate (effective mid-year), lower-than-budgeted group insurance costs, and a decline in the cost of unemployment claims. These favorable variances were partially offset by year-end adjustments to the vacation accrual and a significant increase in Worker's Compensation Insurance.

**MERCHANDISE**

This category captures the cost of running refreshments and gift shops as well as guest services and tends to increase or decrease with sales. Merchandise cost ended the year \$62,852 (1.53%) over budget due to higher-than-budgeted revenue generated by the Food Service operation..

**ANIMAL FOOD AND MEDICAL CARE**

Animal Food & Medical Care was \$35,738 favorable to budget primarily due to overall savings of approximately \$22K in animal food, \$5K in endocrinology lab fees and \$7K in medical supplies.

**UTILITIES**

Utility expenditures ended the year \$760,454 (22.11%) favorable to budget. Water costs were under budget due to conservation efforts and the closing of the polar bear exhibit and parts of Penguin & Puffin Coast. Sewer costs dropped below budgeted amounts because water usage directly affects sewer costs. Also, an inaccurate water meter reading in November 2013 resulted in a credit of approximately \$116,000 in 2014.

**SUPPLIES**

Overall supply spending was \$196,693 favorable to budget for 2014. While many expenses in this category were either over or under budgeted spending, this overall favorable variance was primarily due to reduced buying for computer software, postage, on site event supplies, and food and beverage service. In addition, the Zoo experienced lower costs for janitorial and landscaping supplies.

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**PROPERTY & LIABILITY INSURANCE**

Property and liability insurance costs ended the year \$69,876 favorable to budget as a result of the demolition and removal of buildings and structures on the Zoo Expansion Site.

**OTHER OPERATING EXPENDITURES**

The \$279,785 unfavorable variance in this sector primarily resulted from year-end accounting adjustments related to gift annuities, grant expenses, donor insurance gifts, bad debt expense, and pledge write-offs. In addition to these accounting adjustments, spending on public relations, compliance costs, small machinery and equipment and other services was lower than expected. This category also includes the unbudgeted spending of donated funds – these expenditures were reimbursed by private donations from the Association as non-operating revenue.

**ANIMAL SALES AND PURCHASES**

This category varies greatly from year to year based on the needs of the animals in the Zoo's care. In 2014, the budget totaled \$134,500, versus actual spending of \$134,960.

**LEGAL / AUDIT / CONSULTING**

Legal, audit and consulting expenses were \$128,611, or 22.5%, favorable to budget—a result of lower-than-anticipated consulting fees caused by the completion of the PCI compliance initiative and due to planned programs or upgrades that did not occur. Several active litigation cases in 2014 (each carrying a large deductible) increased the Zoo's legal fees.

**PRINTING AND GRAPHICS**

Printing and graphics costs were \$116,982, or 13.8%, favorable to budget due to savings in several areas. The Zoo discontinued the use of River's Edge maps in 2014, saving \$25,000. Switching to a per sheet charge on copier usage has reduced this expense by \$19,000. Zoo administrative staff did not need to order letterhead in 2014, saving \$11,000. The Marketing Department spent less on print advertising than was budgeted.

**MARKETING**

Marketing expenses ended the year \$17,262 (1.14%) unfavorable to budget primarily due to out-of-budget expenditures related to development of the mobile app.

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**CONSERVATION AND RESEARCH**

Conservation expenses ended the year \$106,847 favorable to budget. While many expenses in this category were either over or under budget, this favorable variance was primarily the result of less-than-anticipated spending on Field Research Conservation projects, Field Conservation projects, field education support, the annual conservation dinner and other WildCare center projects

**TRAVEL**

Travel expenses were favorable to budget by \$99,079 due to efforts to decrease out-of-town travel and travel-related activities.

**REPAIRS & MAINTENANCE**

Repairs and Maintenance expenditures were \$147,780, or 14.9%, unfavorable to budget. This variance reflected the costs for preparations needed for the Association of Zoos and Aquariums (AZA) Accreditation inspection that occurred in 2014.

**MAJOR EXPENSE**

Major Expense ended the year favorable to budget by \$342,417 primarily due to less-than-anticipated spending on the Distance Learning Studio and AZA Accreditation and Strategic Planning. These favorable variances were partially offset by the expensing of non-depreciable costs related to the implementation of SharePoint, customization of the Zoo Information Management System (ZIMS) animal record keeping system, and design work associated with water reclamation. The Major Expense category reflects the cost of projects initially budgeted as part of the business as usual (BAU) capital budget but expensed later after it was determined they did not meet the Zoo's minimum fixed asset definition. The costs for the Distance Learning Studio and Strategic Planning will continue into 2015.

**DEPRECIATION**

2014 Depreciation totaled \$10,039,298, which exceeded the \$9,000,000 budget by \$1,039,298. Several new fixed assets began depreciating this year, including the River's Edge Addition, the North Arrival Experience donor brick plaza, the new Food Service point of sale system and demolition & renovations completed at the Zoo Expansion Site.

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**YEAR ENDED DECEMBER 31, 2014**

	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association	Eliminating Entries	2014 Combined Actuals	2014 Combined Total Budget
*** ATTENDANCE ***				3,070,315	3,100,000
<b>Operating revenues:</b>					
Tax revenue	\$ 21,012,491	\$ -	\$ -	\$ 21,012,491	\$ 21,020,123
Allowance for uncollectible taxes expense	62,017	-	-	62,017	-
3D Movie	86,596	-	-	86,596	145,043
Animal shows	377,095	-	-	377,095	476,750
Building rent	229,346	-	-	229,346	231,490
Carousel	503,491	-	-	503,491	645,614
Children's Zoo	702,055	-	-	702,055	799,542
Education	1,473,257	-	-	1,473,257	1,667,700
Gift shops	3,558,916	-	-	3,558,916	3,589,500
Group sales	134,482	-	-	134,482	75,250
Guest services	433,642	-	-	433,642	403,691
Marlin Perkins Society	-	1,798,475	-	1,798,475	1,450,000
Membership dues	-	3,976,523	-	3,976,523	4,182,710
Misc. Contributions	-	62,637	-	62,637	86,550
Other	811,713	1,151,630	(12,000)	1,951,344	1,227,766
Parent Program	-	340,132	-	340,132	367,000
Parking lot	2,907,471	-	-	2,907,471	2,862,955
Railroad	1,619,409	-	-	1,619,409	1,651,122
Food Service	9,745,570	-	-	9,745,570	9,426,721
Simulator	290,318	-	-	290,318	326,231
WildCare Institute	244,455	-	-	244,455	47,489
ZOOFARI / A ZOO ADO	-	495,962	-	495,962	481,000
Campaign Contributions - Unrestricted	-	1,738,801	-	1,738,801	1,930,685
Dividends and Interest (Zoo)	8,635	-	-	8,635	15,000
Endowment Harvest	909,885	4,615	-	914,500	914,500
Endowment Investment Income (Limited by Expense)	-	611,550	-	611,550	467,560
<b>Total operating revenues</b>	<b>45,110,843</b>	<b>10,180,325</b>	<b>(12,000)</b>	<b>55,279,168</b>	<b>54,491,994</b>
<b>Operating expenses:</b>					
Salaries and wages	22,238,949	2,011,737	-	24,250,686	23,920,038
Fringe benefits	6,225,909	564,319	-	6,790,228	6,833,961
Animal food	782,409	-	-	782,409	805,225
Animal medical care	319,730	-	-	319,730	332,652
Animal sales and purchases, net	134,960	-	-	134,960	134,500
Marketing	1,425,721	106,306	-	1,532,027	1,514,765
Merchandise	4,136,067	27,957	-	4,164,024	4,101,172
Other operating expenditures	1,989,713	1,739,024	(12,000)	3,716,737	3,461,546
Conservation & Research	801,830	-	-	801,830	908,677
Travel	211,227	20,110	-	231,337	330,416
Legal/Audit/Consulting	230,653	211,266	-	441,919	570,530
Printing and graphics	197,051	534,616	-	731,668	848,649
Property and liability insurance	588,084	-	-	588,084	657,960
Repairs and maintenance	1,137,648	-	-	1,137,648	989,868
Supplies	1,667,892	1,003,679	-	2,671,571	2,868,264
Utilities	2,676,412	2,110	-	2,678,522	3,438,976
Major Expense	114,114	-	-	114,114	47,573
BAU Capital Expenses	1,700,799	-	-	1,700,799	1,952,427
<b>Total operating expenses</b>	<b>46,579,167</b>	<b>6,221,125</b>	<b>(12,000)</b>	<b>52,788,291</b>	<b>53,717,198</b>
<b>TOTAL OPERATING CASH FLOW</b>	<b>(1,468,324)</b>	<b>3,959,200</b>	<b>-</b>	<b>2,490,876</b>	<b>774,795</b>
BAU Capital - Special Appropriations	(5,498,858)	-	-	(5,498,858)	-
BAU Capital - 2013 Carryover	(1,633,315)	-	-	(1,633,315)	-
Major Expense - Special Appropriations	(160,743)	-	-	(160,743)	(569,700)
<b>ADJUSTED OPERATING CASH FLOW</b>	<b>(8,761,239)</b>	<b>3,959,200</b>	<b>-</b>	<b>(4,802,040)</b>	<b>205,095</b>
Capital Gains - Zoo Friends Class	-	(48,250)	-	(48,250)	198,000
Dividends and Interest - Zoo Friends Class	-	340,411	-	340,411	163,500
<b>Income(Loss) before Restricted Activity &amp; Transfers</b>	<b>(8,761,239)</b>	<b>4,251,360</b>	<b>-</b>	<b>(4,509,879)</b>	<b>566,595</b>

**SAINT LOUIS ZOO  
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK  
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION  
 COMBINING AND COMBINED STATEMENT OF ACTIVITIES  
 AND CHANGES IN NET POSITION - CASH FLOW FORMAT (UNAUDITED)  
 YEAR ENDED DECEMBER 31, 2014**

	Saint Louis Zoo Enterprise Fund	Saint Louis Zoo Association	Eliminating Entries	2014 Combined Actuals	2014 Combined Total Budget
<b>Restricted Revenue &amp; Expense:</b>					
Endowment Contributions	-	3,008,990	-	3,008,990	805,000
Restricted Contributions - Programs/Capital	-	4,072,640	-	4,072,640	3,069,315
Restricted Contributions - WildCare Institute	-	248,669	-	248,669	-
Donation Expense	(60,851)	(539)	-	(61,390)	(36,800)
Investment Income	-	1,329,246	-	1,329,246	2,098,440
Investment Income - In Excess of Bond Interest	-	-	-	-	-
<b>Total Restricted Revenue &amp; Expense</b>	<b>(60,851)</b>	<b>8,659,005</b>	<b>-</b>	<b>8,598,154</b>	<b>5,935,955</b>
<b>Net Income Before Program Contributions</b>	<b>(8,822,090)</b>	<b>12,910,365</b>	<b>-</b>	<b>4,088,275</b>	<b>6,502,550</b>

	Saint Louis Zoo Enterprise Fund	Saint Louis Zoo Association	Eliminating Entries	2014 Combined Actuals	2014 Combined Total Budget
<b>Program Contributions (Current Year):</b>					
Parent program	339,512	(339,512)	-	-	-
Carousel	36,000	(36,000)	-	-	-
WildCare Institute	131,058	(131,058)	-	-	-
The Living Promise Campaign	13,729,952	(13,729,952)	-	-	-
Non-Campaign Initiatives	5,589,760	(5,589,760)	-	-	-
Contributions to Zoo Programs	333,958	(333,958)	-	-	-
Endowment Harvest	-	(914,500)	-	(914,500)	(914,500)
<b>Total Program Contributions</b>	<b>20,160,240</b>	<b>(21,074,740)</b>	<b>-</b>	<b>(914,500)</b>	<b>(914,500)</b>
<b>Changes in Net Position</b>	<b>11,338,150</b>	<b>(8,164,375)</b>	<b>-</b>	<b>3,173,775</b>	<b>5,588,050</b>

Remove BAU Capital Spending	8,832,972	-	-	8,832,972	1,952,427
Add Depreciation Expense	(10,039,298)	-	-	(10,039,298)	(9,000,000)
Add Loss on Disposal of Assets	-	-	-	-	-
<b>Change in Net Position</b>	<b>\$ 10,131,824</b>	<b>\$ (8,164,375)</b>	<b>\$ -</b>	<b>\$ 1,967,449</b>	<b>\$ (1,459,523)</b>

**SAINT LOUIS ZOO  
FINANCIAL PLAN - FOR THE YEAR OF 2014 (ACTUALS)  
ZOO DEPARTMENTAL PROFIT/LOSS BUDGET REPORT (UNAUDITED)**

Department	Revenue	Cost Of Sales	Full Time Salaries	Part-Time Salaries	Employee Benefits	Other Operating	Total Operating Expenses	Total ALL Expenses	2014 Actuals	2014 Net Budget	Budget Variance
<b>Tax Revenue</b>	\$ 21,012,491					\$ (62,017)	\$ (62,017)	\$ (62,017)	\$ 21,074,508	\$ 21,020,123	\$ 54,385
Food Service	\$ 9,754,900	\$ 2,533,778	\$ 758,700	\$ 1,656,279	\$ 396,190	\$ 311,538	\$ 3,122,708	\$ 5,656,486	\$ 4,098,414	\$ 3,935,092	\$ 163,322
Gift Shops	3,561,137	1,359,056	239,752	298,486	94,990	46,499	679,728	2,038,784	1,522,353	1,375,023	147,330
Railroad	1,619,410	19,099	154,508	412,687	87,121	87,776	742,092	761,191	858,219	843,941	14,278
Parking Lot	2,907,471	31,105	60,767	153,810	27,420	62,936	304,933	336,038	2,571,433	2,475,922	95,512
Sealion Show	472,095	7,656	207,862	97,418	75,396	19,719	400,394	408,050	64,045	155,656	(91,611)
Insectarium	-	-	260,244	77,535	87,338	66,163	491,281	491,281	(491,281)	(511,052)	19,771
Group Tours	133,576	-	40,348	-	13,635	1,509	55,492	55,492	78,084	19,776	58,309
Guest Services	433,642	19,659	35,933	142,369	19,986	14,704	212,992	232,651	200,991	155,365	45,626
Safari Pass	-	22,850	-	-	-	(22,850)	(22,850)	-	-	(4)	4
Carousel	503,491	1,980	4,343	80,175	16,481	9,684	110,683	112,663	390,828	503,978	(113,150)
Simulator	290,318	2,976	4,138	67,042	6,053	5,750	82,984	85,960	204,358	230,462	(26,103)
3D Movie	86,596	1,173	-	4,064	311	29,043	33,418	34,591	52,005	106,693	(54,688)
Education	1,614,584	12,857	905,793	707,307	333,149	733,259	2,679,508	2,692,365	(1,077,781)	(999,692)	(78,089)
Group Sales	265,916	57,663	198,379	158,506	80,737	124,905	562,526	620,189	(354,273)	(224,502)	(129,771)
Research	89,294	46,674	284,914	14,004	87,600	73,511	460,029	506,703	(417,409)	(444,915)	27,506
Zoo G & A	249,729	-	1,267,733	-	291,827	105,116	1,664,676	1,664,676	(1,414,948)	(1,242,129)	(172,819)
Utilities (less Phones)	-	-	-	-	-	2,415,927	2,415,927	2,415,927	(2,415,927)	(3,120,001)	704,073
Human Resources	-	-	698,082	1,920	295,271	585,086	1,580,359	1,580,359	(1,580,359)	(1,634,286)	53,927
Safety & Risk Management	-	-	100,052	23,506	717,184	660,018	1,500,761	1,500,761	(1,500,761)	(1,456,208)	(44,553)
MIS	-	-	392,132	19,299	112,845	432,120	956,396	956,396	(956,396)	(1,070,182)	113,786
Audio Visual	34,508	-	58,568	41,001	22,700	38,084	160,354	160,354	(125,846)	(82,898)	(42,948)
Finance	-	-	644,085	94,598	203,652	130,021	1,072,356	1,072,356	(1,072,356)	(1,142,332)	69,976
Purchasing	-	-	117,932	-	35,487	6,432	159,851	159,851	(159,851)	(178,296)	18,445
WildCare Institute	216,501	-	32,773	27,726	10,435	1,149,771	1,220,706	1,220,706	(1,004,204)	(1,046,974)	42,769
Conservation Medicine	29,108	-	103,737	28,669	29,740	70,883	233,030	233,030	(203,922)	(184,840)	(19,082)
Animal Division	4,580	-	4,007,260	173,211	1,261,604	1,144,673	6,586,748	6,586,748	(6,582,168)	(6,593,776)	11,608
Children's Zoo	702,018	3,675	605,595	282,004	223,720	56,396	1,167,715	1,171,391	(469,372)	(393,372)	(76,000)
Facilities Management	-	-	1,876,745	376,052	599,061	664,585	3,516,442	3,516,442	(3,516,442)	(3,506,869)	(9,574)
Architecture & Planning	-	-	237,174	-	68,549	33,589	339,311	339,311	(339,311)	(344,642)	5,330
Zone Maintenance	-	-	-	-	-	80,972	80,972	80,972	(80,972)	(64,300)	(16,672)
Security	-	-	546,013	320,975	185,754	47,122	1,099,865	1,099,865	(1,099,865)	(1,130,350)	30,485
Veterinary Hospital	7,095	-	611,857	-	177,748	376,304	1,165,908	1,165,908	(1,158,813)	(1,258,250)	99,436
Animal Nutrition	-	-	275,076	-	82,761	827,543	1,185,380	1,185,380	(1,185,380)	(1,198,240)	12,860
Distribution Center	15,761	14,411	209,068	249,804	89,446	22,920	571,238	585,648	(569,887)	(543,571)	(26,316)
Breeding Farm	-	-	-	-	-	161	161	161	(161)	(200)	39
Expansion Site	-	-	-	-	-	33,497	33,497	33,497	(33,497)	(62,600)	29,103
Marketing	118,634	-	808,017	12,875	233,490	1,540,563	2,594,945	2,594,945	(2,476,311)	(2,504,546)	28,235
Grounds	-	-	142,746	277,100	63,603	148,383	631,832	631,832	(631,832)	(566,786)	(65,046)
Housekeeping	-	-	527,940	22,270	194,618	95,871	840,700	840,700	(840,700)	(968,021)	127,322
<b>Total Operations</b>	<b>23,110,364</b>	<b>4,134,610</b>	<b>16,418,268</b>	<b>5,820,692</b>	<b>6,225,905</b>	<b>12,230,183</b>	<b>40,695,048</b>	<b>44,829,658</b>	<b>(21,719,294)</b>	<b>(22,671,924)</b>	<b>952,630</b>

**SAINT LOUIS ZOO  
FINANCIAL PLAN - FOR THE YEAR OF 2014 (ACTUALS)  
ZOO DEPARTMENTAL PROFIT/LOSS BUDGET REPORT (UNAUDITED)**

Department	Revenue	Cost Of Sales	Full Time Salaries	Part-Time Salaries	Employee Benefits	Other Operating	Total Operating Expenses	Total ALL Expenses	2014 Actuals	2014 Net Budget	Budget Variance
Membership	3,976,525	18,271	275,957	143,303	101,928	718,780	1,239,969	1,258,240	2,718,285	3,126,035	(407,750)
ZOOFARI / A ZOO ADO	498,610	2,648	836	2,452	334	219,985	223,608	226,256	272,354	280,834	(8,480)
Parents Program	340,172	-	11,451	-	2,572	146,320	160,343	160,343	179,829	169,973	9,856
Association Other Contributions	59,027	-	-	-	-	25,661	25,661	25,661	33,365	56,818	(23,453)
Association G&A	225,423	-	530,979	10,402	171,728	251,365	964,474	964,474	(739,051)	(862,661)	123,610
Fundraising Events	575,887	-	3,057	27,706	2,674	263,227	296,664	296,664	279,223	95,431	183,792
Member Benefits	353,893	9,686	3,395	24,099	2,463	417,917	447,873	457,559	(103,666)	(257,578)	153,911
Marlin Perkins Society	1,798,720	-	166,477	977	37,319	241,927	446,699	446,699	1,352,021	883,443	468,578
<b>Total Support</b>	<b>7,828,258</b>	<b>30,605</b>	<b>992,152</b>	<b>208,940</b>	<b>319,017</b>	<b>2,285,182</b>	<b>3,805,291</b>	<b>3,835,896</b>	<b>3,992,362</b>	<b>3,492,296</b>	<b>500,065</b>
<b>Tax, Ops, and Support Total</b>	<b>51,951,112</b>	<b>4,165,215</b>	<b>17,410,420</b>	<b>6,029,632</b>	<b>6,544,922</b>	<b>14,453,348</b>	<b>44,438,322</b>	<b>48,603,537</b>	<b>3,347,576</b>	<b>1,840,495</b>	<b>1,507,080</b>
BAU Capital	-	-	-	-	-	8,832,972	8,832,972	8,832,972	(8,832,972)	(12,311,699)	3,478,727
Strategic Capital	-	-	-	-	-	13,728,126	13,728,126	13,728,126	(13,728,126)	(15,780,644)	2,052,518
Major Repairs	-	-	-	-	-	274,853	274,853	274,853	(274,853)	(617,273)	342,420
Major Gift Fundraising	6,071,412	-	712,423	685	222,621	772,482	1,708,210	1,708,210	4,363,201	3,094,315	1,268,886
Endowment / Planned Giving	3,098,031	-	97,536	-	22,681	384,329	504,545	504,545	2,593,485	535,540	2,057,946
<b>Total Before Investments</b>	<b>61,120,555</b>	<b>4,165,215</b>	<b>18,220,378</b>	<b>6,030,318</b>	<b>6,790,223</b>	<b>38,446,109</b>	<b>69,487,028</b>	<b>73,652,243</b>	<b>(12,531,689)</b>	<b>(23,239,266)</b>	<b>10,707,577</b>
Zoo Investments	8,636	-	-	-	-	-	-	-	8,636	15,000	(6,365)
Association Investments	291,916	-	-	-	-	38,070	38,070	38,070	253,846	317,500	(63,654)
Campaign Investments	4,286	-	-	-	-	18,590	18,590	18,590	(14,304)	(7,500)	(6,804)
Endowment Investments	1,836,164	-	-	-	-	107,004	107,004	107,004	1,729,160	2,362,400	(633,240)
<b>Investment Income</b>	<b>2,141,002</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>163,664</b>	<b>163,664</b>	<b>163,664</b>	<b>1,977,338</b>	<b>2,687,400</b>	<b>(710,062)</b>
Contributions - Carousel	36,000	-	-	-	-	36,000	36,000	36,000	-	-	-
Contributions - WCI	131,057	-	-	-	-	131,057	131,057	131,057	-	-	-
Contributions - Endowment	-	-	-	-	-	-	-	-	-	-	-
Contributions - Capital	19,319,712	-	-	-	-	19,319,712	19,319,712	19,319,712	-	-	-
Contributions - Zoo Parents	339,512	-	-	-	-	339,512	339,512	339,512	-	-	-
Contributions - Other Programs	333,958	-	-	-	-	333,958	333,958	333,958	-	-	-
Contributions - Endowment Harvest	914,500	-	-	-	-	914,500	914,500	914,500	-	-	-
Foundation Management Fees	12,000	-	-	-	-	12,000	12,000	12,000	-	-	-
Routine Eliminations	(721,470)	-	-	-	-	(721,470)	(721,470)	(721,470)	-	-	-
Endowment Eliminations	(914,500)	-	-	-	-	(914,500)	(914,500)	(914,500)	-	-	-
Wildcare Eliminations	(131,057)	-	-	-	-	(131,057)	(131,057)	(131,057)	-	-	-
Capital Eliminations	(19,319,712)	-	-	-	-	(19,319,712)	(19,319,712)	(19,319,712)	-	-	-
<b>Grand Total</b>	<b>\$ 63,261,557</b>	<b>\$ 4,165,215</b>	<b>\$ 18,220,378</b>	<b>\$ 6,030,318</b>	<b>\$ 6,790,223</b>	<b>\$ 38,609,774</b>	<b>\$ 69,650,693</b>	<b>\$ 73,815,908</b>	<b>\$ (10,554,351)</b>	<b>\$ (20,551,866)</b>	<b>\$ 9,997,515</b>
Remove Capital Spending						\$ (22,561,097)	\$ (22,561,097)	\$ (22,561,097)	\$ 22,561,097	\$ 28,092,343	\$ (5,531,245)
Add Depreciation Expense						10,039,298	10,039,298	10,039,298	(10,039,298)	(9,000,000)	(1,039,298)
<b>Change in Net Position</b>									<b>\$ 1,967,449</b>	<b>\$ (1,459,523)</b>	<b>\$ 3,426,972</b>

**SAINT LOUIS ZOOLOGICAL SUBDISTRICT  
SCHEDULE OF CAPITAL EXPENDITURES (UNAUDITED)  
YEAR ENDED DECEMBER 31, 2014**

	1/1/2014 BALANCE	YEAR TO DATE 2014 ACTIVITY	Closed Fixed Assets	12/31/2014 Ending Balance
<b>Strategic Capital:</b>				
30100-7100-01 (CC: CM) CAPITAL PROJECT MANAGERS	\$ 3,162,285.79	\$ 682,221.59	\$ -	\$ 3,844,507.38
30100-7103-01 (CC: 19) GLACIER FALLS DESIGN	1,791,591.23	(564,260.63)	-	1,227,330.60
30100-7104-01 (CC: 22.2) ANDEAN/SUN BEAR DESIGN	533,330.69	20,903.76	554,234.45	-
30100-7203-01 (CC: 64) NORTH ARRIVAL DESIGN	569,991.01	(7,428.94)	-	562,562.07
30101-7100-01 (CC: PD) PROJECT DESIGN	71,565.93	-	-	71,565.93
30101-7102-01 (CC: 12) SEA LION EXHIBIT CONSTRUCTION	-	(2,092.50)	(2,092.50)	-
30101-7104-01 (CC: 22.2) 2012 RIVER'S EDGE ADDITION	7,023,426.24	117,202.68	7,140,628.92	-
30101-7105-01 (CC: 22) PRAIRIE DOG DESIGN	5,018.85	-	5,018.85	-
30101-7201-01 (CC: 37) EAST REFRESHMENT IMPROVEMENTS	139,661.43	-	139,661.43	-
30101-7203-01 (CC: 64) NORTH ARRIVAL EXPERIENCE	-	1,705.89	1,705.89	-
30101-7303-01 (CC: 55) CAROUSEL RESTROOM DESIGN	91,103.30	11,887.45	-	102,990.75
30102-7100-01 (CC: DP) DONOR PLAQUES	-	24,175.72	24,175.72	-
30102-7303-01 (CC: 44) CENTRAL RESTROOM DESIGN	53,191.01	-	53,191.01	-
30107-7203-01 (CC: 64) NORTH ARRIVAL PHASE IV	154,979.02	2,289,834.71	-	2,444,813.73
30108-7203-01 (CC: 64) NORTH ARRIVAL DONOR BRICK PLAZA	-	355,453.88	355,453.88	-
30110-7103-01 (CC: 19) POLAR BEAR EXHIBIT CONSTRUCTION	2,263,035.03	9,874,190.46	-	12,137,225.49
30111-7103-01 (CC: 19) RAILROAD RELOCATION	78,298.02	1,817.43	80,115.45	-
30111-7304-01 (CC: 40.13) WAYFINDING SIGNS	191,588.49	155.00	191,743.49	-
30112-7103-01 (CC: 19) TEMPORARY PENGUIN RELOCATION	15,498.58	10,444.98	-	25,943.56
30113-7103-01 (CC: 19) POLAR BEAR POINT INTERPRETIVES	-	55,012.95	-	55,012.95
30120-7103-01 (CC: 19G) GRIZZLY RIDGE DESIGN	-	856,901.17	-	856,901.17
<b>Total Strategic Capital</b>	<b>16,144,564.62</b>	<b>13,728,125.60</b>	<b>8,543,836.59</b>	<b>21,328,853.63</b>
<b>BAU Capital:</b>				
30206-3002-01 FRAGILE FOREST EXHIBIT MODIFICATIONS	25,776.20	-	25,776.20	-
30215-3002-01 2011 EMF/RHINO/HIPPO PAINTING	36,938.80	-	36,938.80	-
30258-3002-01 HERP INTERIOR FACADE REPLACEMENT	6,559.31	184,186.00	190,745.31	-
30288-3002-01 2013 ANTELOPE DRAINAGE IMPROVEMENTS	5,951.42	131,632.86	-	137,584.28
30315-3003-01 2014 KIENER PLAZA PLANTER REBUILD	-	9,520.00	9,520.00	-
30331-3003-01 2014 ANC FIRE ALARM PANEL	-	8,869.33	8,869.33	-
30353-3003-01 2013 WATER METER INSTALLATION	161,798.54	64,631.91	226,430.45	-
30371-3003-01 2013 CENTRAL RESTROOM DOOR REPLACEMENT	15,763.93	86,760.12	102,524.05	-
30372-3003-01 2011 PRIMATE LOWER LEVEL RESTROOM RENOV/	12,156.81	-	12,156.81	-
30377-3003-01 2014 PERIMETER WALL EMERGENCY REPAIRS	-	3,152.91	-	3,152.91
30393-3003-01 2013 ENERGY MANAGEMENT PANELS	18,745.12	505.62	19,250.74	-
30394-3003-01 2013 SWITCH GEAR REPLACEMENT	28,500.93	3,344.28	31,845.21	-
30402-3004-01 2014 IT CART REPLACEMENT	-	11,802.00	11,802.00	-
30405-3004-01 2013 FOOD SERVICE POS REPLACEMENT	-	534,819.12	534,819.12	-
30414-3004-01 2014 NETWORK STORAGE ADDITION	-	32,590.72	32,590.72	-
30415-3004-01 2013 ANIMAL BUILDING FIRE ALARM	-	48,507.31	48,507.31	-
30418-3004-01 2014 UNIFIED POS PHASE 2 - TICKETING	-	130,587.52	-	130,587.52
30421-3004-01 2014 HR EXPANSION FURNITURE	-	14,136.57	14,136.57	-
30435-3004-01 2014 WIRELESS NETWORKING	-	91,310.33	-	91,310.33
30457-3004-01 2013 IT/FM BACKUP GENERATOR	12,000.00	34,034.43	46,034.43	-
30463-3004-01 2013 WIRELESS NETWORKING	125,417.80	24,449.15	149,866.95	-
30465-3004-01 2014 ROOF ACCESS/POWER LIFT	-	26,500.00	26,500.00	-
30490-3004-01 VIDEO SURVEILLANCE SYSTEM (BAU PORTION)	64,582.14	177,008.03	241,590.17	-
30546-3005-01 2013 PORTABLES ICE MACHINE	-	6,982.14	6,982.14	-
30551-3005-01 2014 LAKESIDE DOOR LOCK REPLACEMENT	-	17,384.00	17,384.00	-
30552-3005-01 2014 CAROUSEL CAFE IMPROVEMENTS	-	30,897.09	-	30,897.09
30574-3005-01 2014 ICE CREAM MACHINE PURCHASE	-	25,486.00	25,486.00	-
30576-3005-01 2014 KETTLE CORN REBUILD	-	5,983.69	-	5,983.69
30578-3005-01 2014 LAKESIDE COUNTER REPLACEMENT	-	2,808.70	-	2,808.70
30605-3006-01 2014 GIFT SHOP FIXTURE UPGRADES	-	11,960.82	11,960.82	-
30704-3007-01 2014 EVENT TABLES	-	14,893.24	14,893.24	-
30805-3008-01 2014 SLS STAINLESS STEEL FENCING	-	41,375.00	41,375.00	-
30911-3009-01 2013 ADMIN BUILDING ACCESS CONTROL	-	12,493.00	12,493.00	-
30912-3009-01 2014 SECURITY VEHICLE	-	26,976.00	26,976.00	-
31024-3010-01 2014 HOSPITAL FIRE SUPPRESSION REPAIR	-	6,015.11	6,015.11	-
31026-3010-01 2014 ENDOCRINE LAB PLATE READER/WASHER	-	14,020.48	14,020.48	-
31027-3010-01 2014 ENDOCRINE CENTRIFUGE	-	41,276.93	41,276.93	-
31116-3011-01 2013 EDUCATION STREAMING EQUIPMENT	42,621.03	16,000.00	58,621.03	-



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	1/1/2014 BALANCE	YEAR TO DATE 2014 ACTIVITY	Closed Fixed Assets	12/31/2014 Ending Balance
31117-3011-01		2014 INTERPRETER RELOCATION	-	36,969.06
31118-3011-01		2014 DISTANCE LEARNING LAB (TILLES)	-	37,095.41
31119-3011-01		2014 DISTANCE LEARNING EQUIPMENT (TILLES)	-	95,256.11
31211-3012-01		2012 FCC LICENSE AND RADIOS	10,740.22	-
31216-3012-01		2013 DISTRIBUTION EGRESS DOORS	1,850.67	1,187.27
31310-3013-01		(ZEP) EXPANSION POST-CLOSE COSTS	78,359.30	-
31320-3013-01		(ZEP) EXPANSION SITE DEMOLITION	3,021,214.64	1,809,359.14
31321-3013-01		(ZEP) EXPANSION SITE ACCRUED REMEDIATION	1,602,020.74	(1,602,020.74)
31330-3013-01		(ZEP) EXPANSION SITE GARAGE RENOVATION	176,010.70	2,560,977.55
31340-3013-01		(ZEP) EXPANSION SITE IMPROVEMENTS PHASE I	-	1,218,318.68
31509-3015-01		2014 REFURBISH TRANSPORT CADDIES	-	2,429.12
31511-3015-01		2014 FORKLIFT PURCHASE	-	38,000.00
31512-3015-01		2014 SITE PREP FOR EXPRESS PACKS	-	5,530.69
31513-3015-01		2014 HOUSEKEEPING 24 INCH FLOOR BUFFER	-	7,254.00
31622-3016-01		2014 REFURBISH RE DONOR SIGNS	-	8,195.00
31804-3018-01		2013 HELLBENDER HEAD START ROOM	63,992.07	38,446.59
32003-3002-01		2011 GIRAFFE RESTRAINT AND HANDLING DEVICE	32,824.11	83,404.42
32004-3002-01		2011 OUTDOOR GIRAFFE FEEDING STRUCTURE	3,268.49	12,217.94
32005-3002-01		2011 RHINO HABITAT IMPROVEMENTS	77,174.81	168,884.60
32006-3002-01		2011 ELEPHANT COMFORT STATION	39,846.53	2,528.45
32010-3002-01		2011 OFF EXHIBIT LARGE SNAKE ENCLOSURE	-	6,625.00
32012-3002-01		2011 CONVERT INSECT GIFT SHOP TO EXHIBIT SP	5,521.72	-
32016-3002-01		2012 HERP FASCIA/SOFFIT/GUTTERS	173,097.21	10,093.66
32021-3002-01		2011 BIG CAT SHADE STRUCTURE	-	(3,120.00)
32022-3002-01		2012 CHIMP SHADE CLOUD	2,800.50	6,794.00
32024-3002-01		2012 GORILLA SAND CAVE HEATERS	2,433.63	(2,433.63)
32028-3002-01		2012 HERP SOLARIUM RENOVATION	3,420.00	(3,420.00)
32039-3002-01		2013 EMF CUSHIONED FLOORING	60,480.00	-
32046-3002-01		2013 BIRD GARDEN WIRE MESH	9,088.00	18,640.00
32047-3002-01		2013 PRIMATE KEEPER-PUBLIC DOORS	14,066.00	-
32049-3002-01		2013 EMF VIDEO SYSTEM	38,386.39	30,274.13
32051-3002-01		2013 CZ CHILLER ASSESSMENT	18,600.00	22,510.79
32052-3002-01		2013 BANTENG BARN ROOF	70,987.00	-
32053-3002-01		2013 PRIMATE HOUSE OUTDOOR CAGE DRAWING	7,660.00	9,417.93
32059-3002-01		2014 CHEETAH FENCING	-	11,340.00
32061-3002-01		2014 REPLACE TAKIN MESH	-	16,042.51
32062-3002-01		2014 CZ LIGHTING UPGRADE	-	19,128.94
32063-3002-01		2014 ANTELOPE FIRE SAFETY & IRRIGATION	-	6,116.03
32064-3002-01		2014 BIRD NURSERY WIRE MESH	-	3,925.98
32065-3002-01		2014 BIRD GARDEN DOOR REPLACEMENT	-	5,010.60
32066-3002-01		2014 ANTELOPE SECURITY & VENTILATION	-	5,820.00
32067-3002-01		2014 EMF FLOORING	-	60,480.00
32068-3002-01		2014 CZ CHILLER REPLACEMENT	-	251,541.19
32070-3002-01		2014 GIRAFFE TAMER PANELS AND ROOF	-	18,500.00
32071-3002-01		2014 AARDVARK/T-DEVIL EXHIBIT DESIGN	-	12,600.00
32073-3002-01		2014 PPC PUMP VARIABLE FREQ DRIVES	-	27,541.32
32075-3002-01		2014 JOTA SAFETY GATES	-	33,050.00
32076-3002-01		2014 RE KEEPER SAFETY IMPROVEMENTS	-	25,170.00
32077-3002-01		2013 WORLD WITHOUT INSECTS VIDEO REPLACEM	-	2,357.54
32078-3002-01		2014 ANTELOPE HOUSE PAINTING (AZA)	-	19,377.00
32079-3002-01		2014 CROCODILIAN POOL FILTER & HEATER	-	5,941.64
32084-3002-01		2014 BIRD GARDEN STEAM PUMP	-	7,003.00
32085-3002-01		2014 PRIMATE WATERFALL PUMP REPLACEMENT	-	6,836.00
32086-3002-01		2014 RHINO GANGWAY REPLACEMENT	-	8,478.00
32810-3028-01		NORTH BRICK PLAZA DESIGN (FUND EXP)	31,579.10	1,826.62
32908-3029-01		2011/2012 ACQUISITION DUE DILIGENCE	262,148.04	922.51
32913-3029-01		2012 ZOO EXPANSION DESIGN	428,203.65	182.32
32914-3029-01		2012 TLW ELEVATOR REPAIR	3,003.75	-
32915-3029-01		2013 CAROUSEL PLAZA AND RESTROOMS	425.41	846,935.34
32917-3029-01		2013 RIVER'S EDGE WATERFALL BARRIER	2,695.74	(2,695.74)
32919-3029-01		2013 WATER RECLAMATION SCHEMATIC DESIGN	27,897.75	(27,897.75)
32921-3029-01		NORTH ARRIVAL PHASE IV - BAU PORTION	-	595.51
32922-3029-01		2014 SEA LION SHOW POOL REPAIRS	-	74,741.81

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	1/1/2014 BALANCE	YEAR TO DATE 2014 ACTIVITY	Closed Fixed Assets	12/31/2014 Ending Balance
32923-3029-01	-	21,157.00	-	21,157.00
32924-3029-01	-	10,282.00	10,282.00	-
32925-3029-01	-	21,112.00	-	21,112.00
32926-3029-01	-	12,123.00	-	12,123.00
32928-3029-01	-	226,266.00	-	226,266.00
32929-3029-01	-	588,845.76	588,845.76	-
<b>Total BAU Capital</b>	<b>6,826,608.20</b>	<b>8,832,971.71</b>	<b>12,731,942.24</b>	<b>2,927,637.67</b>
<b>Total Strategic Capital</b>	<b>16,144,564.62</b>	<b>13,728,125.60</b>	<b>8,543,836.59</b>	<b>21,328,853.63</b>
<b>Total BAU Capital</b>	<b>6,826,608.20</b>	<b>8,832,971.71</b>	<b>12,731,942.24</b>	<b>2,927,637.67</b>
<b>Total Capital Expenditures</b>	<b>\$ 22,971,172.82</b>	<b>\$ 22,561,097.31</b>	<b>\$ 21,275,778.83</b>	<b>\$ 24,256,491.30</b>