

**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, 2013

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL
PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
TABLE OF CONTENTS
YEAR ENDED DECEMBER 31, 2013**

INDEPENDENT AUDITORS' REPORT	1
MANAGEMENT'S DISCUSSION AND ANALYSIS	4
FINANCIAL STATEMENTS	
STATEMENT OF NET POSITION	11
STATEMENT OF ACTIVITIES AND CHANGES IN NET POSITION	15
STATEMENT OF CASH FLOWS	19
NOTES TO FINANCIAL STATEMENTS	23
SUPPLEMENTARY INFORMATION - AUDITED	
SCHEDULE OF OTHER OPERATING REVENUES AND EXPENDITURES	43
ADDITIONAL SUPPLEMENTARY INFORMATION - UNAUDITED	
COMBINING AND COMBINED STATEMENT OF NET POSITION (UNAUDITED)	45
COMBINING AND COMBINED STATEMENT OF ACTIVITIES AND CHANGES IN NET POSITION (UNAUDITED)	49
COMBINING AND COMBINED STATEMENT OF CASH FLOWS (UNAUDITED)	53
SCHEDULE OF COMBINING AND COMBINED OTHER OPERATING REVENUES AND EXPENDITURES (UNAUDITED)	57
COMBINED 2013 ACTUAL VS. 2013 BUDGET COMPARISON (UNAUDITED)	59
NOTES TO THE 2013 ACTUAL VS. 2013 BUDGET COMPARISON (UNAUDITED)	61
COMBINING AND COMBINED STATEMENT OF ACTIVITIES AND CHANGES IN NET POSITION – CASH FLOW FORMAT (UNAUDITED)	70
ZOO DEPARTMENTAL PROFIT/LOSS BUDGET REPORT (UNAUDITED)	72
SCHEDULE OF CAPITAL EXPENDITURES (UNAUDITED)	74

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 unit, of the Zoological Subdistrict of the Metropolitan Zoological Park and Museum District, as of and for the year ended December 31, 2013, 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, 2013 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 10 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 pages 43 – 44 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 45 through 76 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

Report on Other Summarized Comparative Information

We have previously audited the Saint Louis Zoological Subdistrict and its discretely presented component unit, the Saint Louis Zoo Association's 2012 basic financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated March 29, 2013. In our opinion, the summarized unaudited comparative total information presented herein as of and for the years ended December 31, 2013 and 2012 is consistent, in all material respects, with the audited financial statements from which it has been derived.



CliftonLarsonAllen LLP

St. Louis, Missouri
April 3, 2014

MANAGEMENT'S DISCUSSION AND ANALYSIS

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEAR ENDED DECEMBER 31, 2013**

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, 2013. The Zoo implemented the Governmental Accounting Standards Board (GASB) Statement No. 65 Items Previously Reported as Assets and Liabilities. This pronouncement was effective for the December 31, 2013 audit. This pronouncement required the Zoo to present certain deferred income amounts as deferred inflows of resources. Implementation of GASB 65 did not have an effect on the Zoo's net position. The Zoo's financial statements are prepared in accordance with GASB 34 and 35. 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 2013 are as follows:

The net position of the Saint Louis Zoo totaled \$125,677,875 at the close of 2013; this represents an increase of \$7.3 million, or 6.1%, over 2012 net position.

- The unrestricted net position decreased by \$2.1 million or 12.5% less than 2012 net position.
- Invested in capital assets were \$9.4 million or 9.3% higher than 2012 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, 2013, and is flat when compared to 2012. The tax rate reached the maximum 8 cents on each \$100 of assessed property valuation.
- **STRATEGIC CAPITAL SPENDING:** In 2013, capital spending additions totaled over \$16.9 million for construction-in-progress, including \$10.1 million in strategic capital and \$6.8 million in Business-as-usual expenditures. In addition, the Zoo posted a \$1.6 million accrual of the remediation costs associated with the Zoo Expansion Project as per GASB 49.

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.

- Construction was completed for North Arrival Experience-Phase II project. This undertaking included moving the Zootique gift shop upstairs to become the Tree Top shop, the renovation of the upper level restrooms, the beginning of the new Welcome Center, and a partial remodel of the Human Resources suites. Although most of these were infrastructure improvements to enhance the visitor experience, the establishment of the gift shop on the upper level has proven a great success. The new location provides greater visibility and the Zoo was rewarded with increased profits. The total cost of these upgrades was \$1,646,137.

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEAR ENDED DECEMBER 31, 2013**

- Construction on the North Arrival Experience-Phase III was also completed in 2013 and includes the Monsanto Education Gallery, employee learning center, updated lower level bathrooms and improvements to the ramp and paved area outside The Living World. The former Zootique gift shop was transformed into the Monsanto Education Gallery, a new space that will create an interactive experience for early childhood visitors. This will also become the new home for Camp Joey, the day camp for 4- and 5-year-olds, and for the Wild Wonders Outpost discovery room. This area will provide a facility to help conduct the Zoo's new Conservation Education Research Initiative. Behind the Gallery is the new Learning Center, which included the Training Department offices in close proximity to a state-of-the-art training facility for employee educational opportunities. This addition has provided the Zoo with a modernized area for internal and external instruction and extra meeting room to help with the demand. The final cost of these amenities and the new surfaces for the upper landing, ramp, and lower area were \$1,399,370.
- In 2013 construction continued on the new River's Edge animal habitats. This will create more spacious, enriching, and naturalistic environments for the Andean bears and Malayan sun bears and, with the creation of the Painted Dog Preserve, this area will be home to the Zoo's newest species, the endangered painted dogs. Since this project began \$7.5 million has been spent on these exhibits which are scheduled to open in 2014.
- In 2013 we broke ground on McDonnell Polar Bear Point. This project will upgrade and create a new expanded home for polar bears and provide a more interactive visitor experience. To date we have spent \$4.1 million on the construction of this new habitat. It is due for completion in 2015.
- The Information Technology Department upgraded the Storage Area Network, a system which maximizes data storage capacity, manages and backs up virtual servers, data and video, at a cost of \$211,323.
- In 2012 the Zoo purchased the 13.5 acre former hospital site to provide an opportunity for expansion. To prepare the site for future development, the Zoo began demolition of, and hazardous material removal from, the hospital and the adjacent buildings and a garage. Immediate plans for the site call for the renovation of an existing 6-story parking structure. At yearend the Zoo had spent \$3.1 million on the demolition and post-close costs and \$176,011 on the garage renovation. Also, mentioned above, the Zoo has accrued \$1.6 million for remediation costs.
- **VISITOR ATTENDANCE, SATISFACTION:** In 2013, the Zoo recorded its second-highest attendance in history with 3,226,778 visitors. After a wet and cold spring, the climate was cool and dry in the summer, and mild in the fall, which resulted in excellent attendance numbers in the latter half of the year. June was a record month with 485,524 guests and July was the second highest with 530,815 visitors. The Sea Lion Sound exhibit was open for the entire year in 2013 and continued to be a major draw.
 - In 2013, through exit surveys, 96% of our guests rated their experiences excellent or very good, which equaled the rating for 2012.

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEAR ENDED DECEMBER 31, 2013**

- On average, guests spent \$7.67 per person, per visit, generating on-grounds revenues of \$24.8 million. This represents a \$.43 increase in per capita spending over the 2012 amount of \$7.24, a 5.9% increase.

Required Financial Statements

The financial statements presented by the management of the Zoo include the Statement of Net Position, Statement of Activities and Changes in Net Position, and 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 7) summarizes the financial position of the Zoo as of December 31, 2013. This statement is a snapshot of the Zoo's current and other assets as well as 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 8) summarizes calendar year 2013 revenues and expenses. This statement indicates the success of the Zoo in maintaining expenses below the level of revenues.

The Statement of Cash Flows (page 9) 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.

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.

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 MANAGEMENT'S DISCUSSION AND ANALYSIS
 YEAR ENDED DECEMBER 31, 2013**

Financial Analysis

Saint Louis Zoological Subdistrict					
Statement of Net Position (Primary Government Only)					
As of December 31, 2013					
	<u>2013</u>	<u>2012</u>	<u>Change \$\$</u>	<u>Change %</u>	
Assets					
Current and Other Assets	\$22,754,299	\$21,841,791	\$912,508	4.2%	
Capital Assets(Net)	110,607,119	101,189,560	\$9,417,559	9.3%	
Total Assets	\$133,361,418	\$123,031,351	\$10,330,067	8.4%	
Liabilities					
Current	6,847,544	4,179,623	\$2,667,921	63.8%	
Long Term	835,999	443,487	\$392,512	88.5%	
Total Liabilities	\$7,683,543	\$4,623,110	\$3,060,433	66.2%	
Net Position					
Unrestricted	15,070,756	17,218,681	(\$2,147,925)	-12.5%	
Invested in Capital Assets	110,607,119	101,189,560	\$9,417,559	9.3%	
Total Net Position	\$125,677,875	\$118,408,241	\$7,269,634	6.1%	
Total Liabilities & Net Position	\$133,361,418	\$123,031,351	\$10,330,067	8.4%	

Analysis:

- Current and other assets increased by \$912,508 (4.2%) as compared to 2012 primarily due to the timing of transfers and deposits. In December of 2013 there was \$1.1 million less in tax deposits when compared to December 2012 and total cash and cash equivalents only dropped \$15,335. These declines were offset by a \$1,949,990 increase in Due from Component Unit and a \$125,457 increase in prepaid expense. The Due from Component Unit is made up of \$1.1 million in campaign contributions and \$664,055 in expansion project funds.
- Current and long-term liabilities increased by \$3.1 million (66.2%) due to a \$1.2 million (43.3%) increase in accounts payable and a \$1.7 million increase in accrued expenses and other liabilities; these increases were associated with the trade account and the timing of payroll transfers and the accrual of the total remediation costs associated with the Zoo Expansion Project.
- Total unrestricted net assets, a useful indicator of the Zoo's financial position, decreased by \$2.1 million (12.5%).
- Invested in capital assets rose \$9.4 million (9.3%). In 2013 the Zoo added \$16.9 million of construction in progress, \$1.6 million for the remediation accrual, and \$10.2 million in completed projects. The \$28.7 million listed above, less \$9.1 million in depreciation and \$10.2 million in net transfers/retirements creates the \$9.4 million change. (*detailed earlier in **Financial and Operational Highlights***).

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 MANAGEMENT'S DISCUSSION AND ANALYSIS
 YEAR ENDED DECEMBER 31, 2013**

Saint Louis Zoo				
Statement of Activities and Changes in Net Position (Primary Government Only)				
As of December 31, 2013				
	2013	2012	Change \$\$	Change %
Operating Revenues	\$44,452,442	\$44,819,574	(\$367,132)	-0.8%
Operating Expenses	53,368,942	51,326,199	2,042,743	4.0%
Operating Income (Loss)	(8,916,500)	(6,506,625)	(2,409,875)	37.0%
Non-operating Revenue	8,321	5,370	2,951	55.0%
Non-operating Expense	-	-	-	
Income (Loss) Before Contributions	(8,908,179)	(6,501,255)	(2,406,924)	37.0%
Contributions and Transfers (non-capital)	1,237,263	1,139,822	97,441	8.5%
Contributions and Transfers (capital)	14,940,550	16,072,790	(1,132,240)	-7.0%
Change in Net Position	7,269,634	10,711,357	(3,441,723)	-32.1%
Net Position - beginning of year	118,408,241	107,696,884	10,711,357	9.9%
Net Position - end of year	\$125,677,875	\$118,408,241	\$7,269,634	6.1%

Analysis:

- In 2013, the Zoo's net position increased \$7.3 million (6.1%) as compared to a 2012 increase of \$10.7 million (9.9%).

In 2012 we had a record-breaking attendance year with 3.5 million visitors. In 2013 the Zoo achieved their second highest attendance with 3.2 million visitors. Year-to-year comparisons are as follows:

- **Operating revenue** decreased by \$367,132 (.8%) due to negative revenue variances for food service (\$347,112); railroad (\$264,198); gift shop (\$132,893); the Children's Zoo (\$124,279); and parking lot (\$101,917). These are offset by increases in animal shows, the WildCare Institute (WCI), and education. The offering of the sea lion show during spring break and the reintroduction of the Junior Sea Lion Trainer Program proved to be very successful ventures. WildCare Institute revenues increased because of a yearend grant entry which is offset by the related expense. Revenues from the Change for Conservation program, which benefits WCI, increased almost \$15,000 in 2013 over 2012 revenues. For the Education Department the stingray exhibit did very well because of increased sales on the Safari Pass, resulting in a revenue increase of \$70,000 over 2012 results. In addition, the opening of the Monsanto Education Gallery produced \$52,044 in income.
- **Operating expense** increased \$2 million (4.0%) over 2012. This was due to increases in salaries, fringe benefits, utilities, other operating expenditures, and depreciation. Salaries increased each year due to the raise pool, but in 2013 eight new employees were also added and all employees received an extra half-percent equity raise

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 MANAGEMENT'S DISCUSSION AND ANALYSIS
 YEAR ENDED DECEMBER 31, 2013**

attributable to the previous year's remarkable performance. In addition, many departments increased hours, some paying overtime, for coverage of unanticipated duties, such as: the new Group Sales ticket desk and labor to secure and clean the Zoo Expansion Project across the street. Fringe benefits increased due to higher salaries and worker's compensation insurance premiums that rose due to a rising loss modification rate. Utilities increased due to higher rates and the additional usage associated with the Zoo Expansion Project. Other operating expenses increased due to grant expenses (offset by grant revenue and donation expenses) and the entertainment cost associated with the more formal summer fundraiser, ZOOFARI. Depreciation increased due to an increase in completed construction projects.

- **Non-operating revenue** overall increased by a modest \$2,951.
- **Contributions and Transfers**, which are the funds that are moved from the component unit (the Association) to the primary government (the Zoo), were \$16.2 million in 2013 and \$17.2 million in 2012. The capital contributions consist of funds for construction, the expansion site, and programs. Overall, capital transfers decreased by \$1.2 million, from \$16.1 million in 2012 to \$14.9 million in 2013. The other transfers which increased by \$138,950 were the WildCare Institute (\$26,975), Parent Program for animal food (\$29,573), and the Endowment Harvest (\$88,826).

Saint Louis Zoo				
Statement of Cash Flows (Primary Government Only)				
For year ended December 31, 2013				
	<u>CY2013</u>	<u>CY2012</u>	<u>Change \$\$</u>	<u>Change %</u>
Cash Flows from Operating Activities	\$3,930,634	\$8,403,496	(\$4,472,862)	-53.2%
Cash Flows from Capital and Related Financing Activities	(3,954,290)	(13,020,507)	9,066,217	-69.6%
Cash Flows from Investing Activities	8,321	11,644	(3,323)	-28.5%
Net Increase (Decrease) in Cash and Cash Equivalents	(\$15,335)	(\$4,605,367)	\$4,590,032	-99.7%
Cash and Cash Equivalents at Beginning of Year	3,100,062	7,705,429	(4,605,367)	-59.8%
Cash and Cash Equivalents at End of Year	<u>\$3,084,727</u>	<u>\$3,100,062</u>	<u>(\$15,335)</u>	<u>-0.5%</u>

Cash Flow Analysis:

- Net cash from operating activities decreased \$4.5 million due to less cash received from the component unit for operating activities (\$5.5 million) which is offset by amounts received from property tax assessments (\$1.8 mil).
- Net cash used from capital and related financing activities decreased \$9.1 million due to the \$5.2 million increase of cash received from the component unit for costs associated with the campaign and the expansion project. This was also affected by the decrease of \$4.2 million in payments for property and equipment. The decrease in payouts is attributable to the purchase of the expansion property (\$6 million) in 2012, whereas, a comparable transaction did not occur in 2013.

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEAR ENDED DECEMBER 31, 2013**

- Cash flows from investing activities decreased \$3,323 due to decreased interest earned on the bank accounts.

Economic Outlook:

The Saint Louis Zoological Subdistrict experienced its second-highest attendance in Zoo history, serving 3,226,778 visitors in 2013. The Zoo projects that attendance of 3.1 million is achievable in 2014. This upcoming year will mark the opening of three new River's Edge exhibits; the Painted Dog Preserve, Malayan Bear Forest, and the Andean Bear Range. The Zoo should also see a residual effect from the Fair St. Louis being moved to Forest Park this year due to construction on the Arch grounds. Fairgoers should help boost attendance and revenue with the activities to take place over those three days.

For 2014 the tax revenue projection reflects a one-percent increase over the 2013 budget.

The Saint Louis Zoo Association

The Saint Louis Zoo Association, as a component unit of the Saint Louis Zoological Subdistrict, is continuing its fundraising activities as part of the Zoo's comprehensive \$120 million *The Living Promise Campaign* to support development of new animal exhibits, enhance visitors' experience, upgrade physical infrastructure, and strengthen the endowment.

In 2013, the Association increased revenue by \$1,576,735, or 12.2%, over 2012. The largest increase came from contributions (\$653,160), followed by ZOOFARI, the midsummer formal fundraiser that alternates annually with the less formal A ZOO ADO. This event showed a \$518,238 increase in revenue over 2012. Membership income also increased, both for the regular and Marlin Perkins Society, by a combined \$288,291. Memberships increased from 46,522 in December 2012 to 48,212 in December 2013. This represents an increase of 1,690, or 4%. The Marlin Perkins Society growth was 34 members, or 3.4%, between yearend 2012 and 2013, where 102 current members increased their membership level, including a record 6 President Level (\$25,000) members. Other revenue also increased by \$86,903 due to sponsorship efforts, especially the Chevrolet Dealers contract.

Expenses also rose by \$866,146, mostly due to the \$599,335 increase in other expenditures. These increased expenses were due to the recording of a large bad debt expense, the entertainment costs associated with ZOOFARI, and marketing costs for the community phase of *The Living Promise Campaign*. The remaining amount is due to salaries and benefits which are the result of the annual raise pool and new positions that were added.

The non-operating revenues also increased by \$3.1 million. Investment income rose by \$714,652, but was slowed by the liquidation of many investments to pay for construction costs. Bequests and endowment contributions showed the largest growth, increasing by \$2.5 million. This was due to a new endowed chair donation from the Saigh Foundation of \$1.5 million and several bequests that were realized in 2013.

In 2013, the Association transferred \$16.2 million to the Zoo for construction, demolition and improvements at the Zoo Expansion Site, Endowment Harvest, animal food and other programs.

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, 2013**

**(WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION AS OF DECEMBER 31,
 2013 AND 2012)**

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
ASSETS		
CURRENT ASSETS		
Cash and Cash Equivalents (Note 3)	\$ 3,084,727	\$ 16,924,142
Investments (Note 3)	-	208,109
Due from Zoo Museum District, Net (Note 1)	12,427,511	-
Pledges Receivable, Net (Note 6)	-	6,423,595
Miscellaneous Receivables	89,195	784,605
Due from Component Unit, Net (Note 2)	6,068,981	77,090
Inventories	770,735	69,808
Prepaid Expenses	313,150	86,635
Accrued Interest Receivable	-	115,073
	<u>22,754,299</u>	<u>24,689,057</u>
Total Current Assets		
MISCELLANEOUS RECEIVABLES, NONCURRENT	-	241,667
LONG-TERM INVESTMENTS (NOTE 3)	-	67,946,409
BENEFICIAL INTEREST IN A TRUST AGREEMENT (NOTE 5)	-	258,450
PLEDGES RECEIVABLE, NONCURRENT, NET (NOTE 6)	-	9,779,736
OTHER ASSETS (NOTE 7)	-	1,481,535
PROPERTY AND EQUIPMENT (NOTE 8)	<u>110,607,119</u>	<u>-</u>
Total Assets	<u>\$ 133,361,418</u>	<u>\$ 104,396,854</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.

Unaudited Totals*	
2013	2012
\$ 20,008,869	\$ 16,922,555
208,109	206,762
12,427,511	13,564,753
6,423,595	6,041,359
873,800	686,375
-	-
840,543	841,905
399,785	277,380
115,073	73,250
41,297,285	38,614,339
241,667	371,667
67,946,409	62,573,005
258,450	249,903
9,779,736	13,434,433
1,481,535	1,481,535
110,607,119	101,189,560
\$ 231,612,201	\$ 217,914,442

* 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 (CONTINUED)**

DECEMBER 31, 2013

**(WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION AS OF DECEMBER 31,
 2013 AND 2012)**

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
LIABILITIES AND NET POSITION		
CURRENT LIABILITIES		
Accounts Payable	\$ 3,968,090	\$ 105,809
Accrued Expenses and Other Liabilities (Note 1)	2,802,364	2,233,131
Due to Component Unit, Net (Note 2)	77,090	6,068,981
Deferred Support and Income (Note 10)	-	486,891
	6,847,544	8,894,812
DEFERRED INFLOWS OF RESOURCES (NOTE 10)	276,213	-
OBLIGATION UNDER TRUST AGREEMENT (NOTE 5)	-	110,988
POST-EMPLOYMENT OBLIGATIONS (NOTE 12)	559,786	-
DEFERRED SUPPORT AND INCOME (NOTE 10)	-	243,367
	7,683,543	9,249,167
NET POSITION (NOTE 11 AND NOTE 15)		
Invested in Capital Assets	110,607,119	-
Restricted For		
Expendable		
Endowment - Donor Restricted	-	11,660,115
Capital Projects - Donor Restricted	-	12,158,068
Nonexpendable		
Endowment - Donor Restricted	-	29,352,530
Unrestricted	15,070,756	41,976,974
	125,677,875	95,147,687
Total Liabilities and Net Position	\$ 133,361,418	\$ 104,396,854

* 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.

Unaudited Totals*	
2013	2012
\$ 4,073,899	\$ 2,905,305
5,035,495	3,023,600
-	-
486,891	373,417
9,596,285	6,302,322
276,213	227,066
110,988	116,976
559,786	443,487
243,367	373,367
10,786,639	7,463,218
110,607,119	101,189,560
11,660,115	6,672,955
12,158,068	19,452,866
29,352,530	27,009,238
57,047,730	56,126,605
220,825,562	210,451,224
<u>\$ 231,612,201</u>	<u>\$ 217,914,442</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.

Unaudited Totals*	
2013	2012
\$ 21,058,973	\$ 21,025,596
9,941,858	10,288,970
6,552,544	5,899,384
3,870,182	4,003,075
248,562	59,318
1,548,088	1,812,286
2,887,479	2,989,396
3,928,025	3,691,819
348,411	318,268
1,011,531	493,293
1,737,648	1,685,563
720,440	844,719
510,570	331,595
602,549	701,623
307,705	275,642
1,448,737	1,339,101
224,107	231,390
362,758	388,819
127,698	65,519
92,554	86,776
1,439,973	1,291,454
<u>58,970,392</u>	<u>57,823,606</u>
23,229,210	22,393,573
6,480,341	5,982,616
4,200,411	4,395,908
1,096,128	1,065,498
3,309,712	2,956,080
2,533,126	2,549,194
539,710	453,584
3,905,322	2,966,614
812,515	791,971
297,684	224,811
613,832	540,321
1,093,488	989,636
708,831	703,878
1,393,892	1,479,319
80,008	200,245
383,163	264,680
9,108,064	8,838,427
514	143,524
<u>59,785,951</u>	<u>56,939,879</u>
\$ (815,559)	\$ 883,727

* 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, 2013
 (WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION FOR THE YEARS
 ENDED DECEMBER 31, 2013 AND 2012)**

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
NONOPERATING REVENUES		
Investment Income	\$ 8,321	\$ 7,513,469
Bequest and Endowment Contributions	-	3,621,498
Other Contributions/Grants	-	46,609
	8,321	11,181,576
Total Nonoperating Revenues	8,321	11,181,576
Income (Loss) Before Contributions	(8,908,179)	19,282,517
CONTRIBUTIONS		
Parent Program	347,806	(347,806)
Capital Projects	14,892,767	(14,892,767)
WildCare Institute	82,240	(82,240)
Endowment Harvest	819,000	(819,000)
Carousel	36,000	(36,000)
	16,177,813	(16,177,813)
Total Contributions	16,177,813	(16,177,813)
CHANGES IN NET POSITION	7,269,634	3,104,704
NET POSITION, BEGINNING OF YEAR	118,408,241	92,042,983
NET POSITION, END OF YEAR	\$ 125,677,875	\$ 95,147,687

* 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.

Unaudited Totals*	
2013	2012
\$ 7,521,790	\$ 6,810,461
3,621,498	1,155,346
46,609	87,101
<u>11,189,897</u>	<u>8,052,908</u>
10,374,338	8,936,635
-	-
-	-
-	-
-	-
-	-
<u>-</u>	<u>-</u>
10,374,338	8,936,635
<u>210,451,224</u>	<u>201,514,589</u>
<u>\$ 220,825,562</u>	<u>\$ 210,451,224</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
 YEAR ENDED DECEMBER 31, 2013
 (WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION FOR THE YEARS
 ENDED DECEMBER 31, 2013 AND 2012)**

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash Received from Patrons/Contributors	\$ 23,580,957	\$ 19,453,867
Cash Received from Property Tax Assessments	22,196,215	-
Cash Paid to Employees and Suppliers	(43,145,351)	(6,561,831)
Cash Received from Bequests and Miscellaneous Contributions	-	46,612
Cash Received from (Paid to) Component Unit for Operations	1,298,813	(1,298,813)
Net Cash Provided by Operating Activities	<u>3,930,634</u>	<u>11,639,835</u>
CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES		
Cash Contributions Received for Permanent Endowment	-	2,343,292
Net Cash Provided by Non-Capital Financing Activities	<u>-</u>	<u>2,343,292</u>
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Cash Received from Grants	-	-
Cash Received from (Paid to) Component Unit for Property and Equipment	12,969,826	(12,969,826)
Payments for Property and Equipment	(16,924,116)	-
Net Cash Used in Capital and Related Financing Activities	<u>(3,954,290)</u>	<u>(12,969,826)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Investment Maturities and Sales	-	18,890,829
Investment Purchases	-	(16,837,317)
Cash Received from Investment Earnings	8,321	34,836
Net Cash Provided by Investing Activities	<u>8,321</u>	<u>2,088,348</u>
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(15,335)	3,101,649
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>3,100,062</u>	<u>13,822,493</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	<u><u>\$ 3,084,727</u></u>	<u><u>\$ 16,924,142</u></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.

Unaudited Totals*	
2013	2012
\$ 43,034,824	\$ 41,478,206
22,196,215	20,358,986
(49,707,182)	(48,382,555)
46,612	93,375
-	-
<u>15,570,469</u>	<u>13,548,012</u>
<u>2,343,292</u>	<u>529,698</u>
<u>2,343,292</u>	<u>529,698</u>
-	279,060
-	-
<u>(16,924,116)</u>	<u>(21,099,567)</u>
<u>(16,924,116)</u>	<u>(20,820,507)</u>
18,890,829	13,492,444
(16,837,317)	(12,813,136)
43,157	(425,708)
<u>2,096,669</u>	<u>253,600</u>
3,086,314	(6,489,197)
<u>16,922,555</u>	<u>23,411,752</u>
<u>\$ 20,008,869</u>	<u>\$ 16,922,555</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, 2013
 (WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION FOR THE YEARS
 ENDED DECEMBER 31, 2013 AND 2012)**

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
Reconciliation of Changes in Net Position to Net Cash		
Provided by Operating Activities		
Change in Net Position	\$ 7,269,634	\$ 3,104,704
Adjustments to Reconcile Change in Net Position to Net Cash Provided by Operating Activities		
Depreciation	9,108,064	-
Loss on Disposal of Property and Equipment	514	-
Contribution to Permanent Endowment	-	(2,343,292)
Payments to/from Component Unit for Property and Equipment Market Unrealized and Realized (Appreciation)	(12,969,826)	12,969,826
Depreciation in Investments	-	(7,436,810)
Investment Income Earnings	(8,321)	(34,836)
Federal Grants Received Related to Capital Projects	-	-
Provision (Recoveries) of Bad Debts		
Related to Uncollectible Taxes	(114,119)	-
Due to/from Component Unit	(1,909,173)	1,909,173
(Increase) Decrease in Assets:		
Pledges Receivable	-	3,272,461
Due from Zoo Museum District	1,251,361	-
Miscellaneous Receivables	24,220	(81,645)
Inventories	(13,858)	15,220
Prepaid Expenses	(125,457)	3,052
Accrued Interest Receivable	-	(41,823)
Increase (Decrease) in Liabilities:		
Accounts Payable	1,198,318	(29,724)
Accrued Expenses and Other Current Liabilities	53,831	356,043
Post-Employment Obligations	116,299	-
Obligation Under Trust Agreement	-	(5,988)
Deferred Inflows of Resources	49,147	-
Deferred Support and Income	-	(16,526)
	\$ 3,930,634	\$ 11,639,835

* 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.

Unaudited Totals*	
2013	2012
\$ 10,374,338	\$ 8,936,635
9,108,064	8,838,427
514	143,524
(2,343,292)	(529,698)
-	-
(7,436,810)	(7,245,635)
(43,157)	425,708
-	(279,060)
(114,119)	(62,816)
-	-
3,272,461	3,833,868
1,251,361	(603,793)
(57,425)	224,034
1,362	24,069
(122,405)	28,322
(41,823)	9,466
1,168,594	(571,271)
409,874	85,577
116,299	101,833
(5,988)	(49,106)
49,147	53,168
(16,526)	184,760
<u>\$ 15,570,469</u>	<u>\$ 13,548,012</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
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2013**

NOTE 1 DESCRIPTION OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of significant accounting policies employed in the preparation of the accompanying financial statements, as presented on the basis established by the Governmental Accounting Standards Board Statement 34, *Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments* ("GASB 34").

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".

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 under GASB, in the 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, 2013**

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

Reporting Entity (Continued)

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.

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.

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.

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2013**

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

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 market value of donated equipment and the related depreciation expense.

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's considers all highly liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents.

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2013**

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

Tax Receivable and Revenue

The Zoo Museum District Board has established a tax rate for the Zoo of 8.00 cents of the maximum 8.00 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, 2013. Excess funds of \$900,436 were distributed to the Zoo during the year ended December 31, 2013. Such amounts, if any, are included in tax revenue in the accompanying financial statements. The tax receivable of \$13,277,827 has been reduced by an allowance for uncollectible accounts of \$850,316 at December 31, 2013. Tax revenues of \$21,058,973 are reported net of uncollectible tax recoveries of \$114,119 for the year ended December 31, 2013.

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.

Pledge receivables are stated at the amount management expects to collect from the outstanding balance, net of the discount of 1% to present value (see Note 6) which is estimated to reflect fair market value at December 31, 2013. 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, 2013, management has recorded \$88,492 as an allowance for doubtful accounts.

During the year ended December 31, 2013, 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 \$258,251 for the year ended December 31, 2013.

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2013**

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

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 market 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.

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, 2013, the amounts of gift annuity obligations are \$2,033,023 for the Association and are reflected as accrued expenses and other liabilities on the balance sheet. The gift annuity contracts are at fair value in accordance with ASC 820-10.

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

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

Donations

Donations and donated services are valued at fair market 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 fund raising campaigns.

Reclassifications

Certain accounts in the prior-year financial statements have been reclassified for comparative purposes to conform with the presentation in the current-year financial statements. These reclassifications had no effect on net position.

NOTE 2 TRANSACTIONS AMONG 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, 2013:

Type of Transaction	Amount
Parent Program Support	\$ 347,806
Capital Project Support	14,892,767
WildCare Institute Support	82,240
Carousel	36,000
Endowment Harvest	819,000
	\$ 16,177,813

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 accounting services provided by the Zoo.

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 2014.

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

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, 2013 is as follows:

	<u>Fair Value</u>	<u>Cost or Amortized Cost</u>	
Association:			
Money Market Funds	\$ 3,559,758	\$ 3,559,758	
Corporate Notes/Obligations	8,512,888	8,525,831	
Mutual Funds	39,932,593	33,156,890	
Municipal Issues	518,991	511,543	
U.S. Government and Agency Obligations	4,409,260	4,418,044	
Foreign Notes/Obligations	1,853,465	1,874,136	
Alternative Investment Funds	<u>9,367,563</u>	<u>8,431,331</u>	
 Total	 <u>\$ 68,154,518</u>	 <u>\$ 60,477,533</u>	
	<u>Zoo</u>	<u>Association</u>	<u>Total</u>
Unrealized Gains	\$ -	\$ 5,929,404	\$ 5,929,404
Realized Gains	-	415,806	415,806
Dividend and Interest Income	<u>8,321</u>	<u>1,168,259</u>	<u>1,176,580</u>
 Total Investment Income	 <u>\$ 8,321</u>	 <u>\$ 7,513,469</u>	 <u>\$ 7,521,790</u>

Investment income is \$7,521,790 for the year ended December 31, 2013 which includes unrealized appreciation in fair value of \$5,929,404, realized gains of \$415,806 and dividends and interest of \$1,176,580.

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 entities name. At December 31, 2013, the Association's bank balances are \$14,873,118. At December 31, 2013, the Zoo bank balances are \$4,347,593.

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.

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

NOTE 4 ASSETS RESTRICTED FOR ENDOWMENT

Association assets restricted for endowment consist of the following at December 31, 2013:

Cash and Cash Equivalents	\$ 1,586,570
Investments, Non-Current, Net of Gift Annuity Obligations	44,334,601
Pledge Receivables, Current	991,472
Pledge Receivables, Net Non-Current	2,622,544
Miscellaneous Receivables, Current	73,617
Prepaid Expenses	7,187
Accrued Interest Receivable	115,062
Other Assets	1,481,535
Other Liabilities	<u>(826,389)</u>
	<u><u>\$ 50,386,199</u></u>

The Association has \$9,373,554 of unrestricted funds designated by the Board of Directors to function as endowments, see Note 15.

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 \$258,450 at December 31, 2013.

The obligation under this trust agreement is \$110,988 at December 31, 2013, 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.

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

NOTE 6 PLEDGES RECEIVABLE

Association pledges receivable at December 31, 2013 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.

	<u>Association</u>
Pledges Receivable Before Unamortized Discount and Allowance for Doubtful Accounts	\$ 16,333,037
Less Unamortized Discount	<u>(41,214)</u>
Subtotal	16,291,823
Less Allowance for Doubtful Accounts	<u>(88,492)</u>
Pledges Receivable, Net	<u><u>\$ 16,203,331</u></u>
	<u>Association</u>
Amounts Due in:	
Less Than One Year	\$ 6,512,087
Years One to Five	9,212,950
More Than Five Years	<u>608,000</u>
Total	<u><u>\$ 16,333,037</u></u>

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

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, 2013, the measureable value of the bequest is \$1,481,535, which is included in other assets and temporarily restricted net assets.

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

NOTE 8 PROPERTY AND EQUIPMENT

Capital asset activity for the year ended December 31, 2013 is as follows:

	Balance January 1, 2013	Additions	Transfers or Retirements	Balance December 31, 2013
Zoo:				
Capital Assets, Not Being Depreciated:				
Land Held for Development	\$ 6,308,610	\$ -	\$ -	\$ 6,308,610
Construction in Progress	<u>14,597,538</u>	<u>18,526,137</u>	<u>(10,152,501)</u>	<u>22,971,174</u>
Total Capital Assets, Not Being Depreciated	20,906,148	18,526,137	(10,152,501)	29,279,784
Capital Assets, Being Depreciated:				
Buildings and Improvements and Equipment	211,938,140	10,152,501	(7,440,069)	214,650,572
Less Accumulated Depreciation for:				
Buildings and Improvements and Equipment	<u>(131,654,728)</u>	<u>(9,108,064)</u>	<u>7,439,555</u>	<u>(133,323,237)</u>
Total Capital Assets, Being Depreciated, Net	<u>80,283,412</u>	<u>1,044,437</u>	<u>(514)</u>	<u>81,327,335</u>
Zoo	<u>101,189,560</u>	<u>19,570,574</u>	<u>(10,153,015)</u>	<u>110,607,119</u>
Association:				
Capital Assets, Being Depreciated:				
Buildings and Improvements and Equipment	108,156	-	-	108,156
Less Accumulated Depreciation for:				
Buildings and Improvements and Equipment	<u>(108,156)</u>	<u>-</u>	<u>-</u>	<u>(108,156)</u>
Total Capital Assets, Being Depreciated, Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Combined Zoo and Association	<u>\$ 101,189,560</u>	<u>\$ 19,570,574</u>	<u>\$ (10,153,015)</u>	<u>\$ 110,607,119</u>

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

NOTE 8 PROPERTY AND EQUIPMENT (CONTINUED)

Depreciation expense was \$9,108,064 for the Zoo for the year ended December 31, 2013.

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, 2013 totaled approximately \$17,970,192.

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 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, 2013 can be obtained from the Employee Retirement System of the City of St. Louis.

Contribution rates for participating plan members are purportedly set forth by city code. The contribution rate remitted by the Saint Louis Zoo's 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>2013</u>	<u>2012</u>	<u>2011</u>
Contribution Rate:			
July 1 - December 31	15.56%	15.54%	12.69%
January 1 - June 30	15.54%	12.69%	11.85%
Pension Expense - Year Ended December 31,:			
Zoo	\$ 2,217,558	\$ 1,955,828	\$ 1,719,731
Association	<u>257,868</u>	<u>203,480</u>	<u>196,949</u>
Total	<u>\$ 2,475,426</u>	<u>\$ 2,159,308</u>	<u>\$ 1,916,680</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.

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2013**

NOTE 9 EMPLOYEE BENEFIT PLANS (CONTINUED)

Deferred Compensation Plan

The Saint Louis Zoo maintains a deferred compensation plan covering 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 2013, 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 \$90,412 to a key officer of the Zoo during the year ended December 31, 2013. 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 are 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 consists primarily of sponsorships for upcoming events scheduled through 2017. 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 for resources (assets) and deferred inflows from resources (liabilities) in the statement of net position as of December 31, 2013.

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2013**

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 \$9,373,554 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 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 \$12,158,068 and \$11,660,115 for the Association non-endowed and endowed funds, respectively, as of December 31, 2013.

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 \$559,786 as of December 31, 2013, its estimated net present value. The amount of expense related to these post-separation employment obligations is \$116,299 for the year ended December 31, 2013.

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

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.

The Zoo has concluded an internal evaluation of necessary remediation of certain environmental conditions of its facilities. The Zoo incurred approximately \$855,000 of remediation costs which it has capitalized during the year ended December 31, 2013. The Zoo has also capitalized an estimated \$1,602,000 of remediation costs and recorded the liability in accrued expenses and other liabilities on the statement of position at December 31, 2013. These capitalized costs and liability are recorded in accordance with GASB 49, *Accounting and Financial Reporting for Pollution Remediation Obligations*, as these remediation costs relate to its acquisition of property on Oakland Avenue referred to as the "Zoo Expansion Project". At December 31, 2013 management estimates that these remaining \$1,602,000 of remediation costs will be paid out during the year ending December 31, 2014. It is at least reasonably possible that the Zoo's estimate of the accrued obligation and the range of possible costs may change in the near term.

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 \$221,589 for the year ended December 31, 2013.

Future minimum payments are as follows at December 31, 2013:

2014	\$ 187,620
2015	110,291
2016	19,538
2017	<u>1,400</u>
Total	<u>\$ 318,849</u>

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

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 are classified and reported 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, 2013:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
Association Non-Endowment Net Position, Beginning of Year	\$ 30,812,576	\$ 19,452,866	\$ 50,265,442
Investment Earnings	1,319,046	-	1,319,046
Operating Revenues	7,977,406	-	7,977,406
Other Non-Operating Revenues	46,609	-	46,609
Contributions	2,709,785	3,842,759	6,552,544
Net Position Released	11,137,557	(11,137,557)	-
Appropriations for:			
Operations	6,040,746	-	6,040,746
Transfers to Zoo	15,358,813	-	15,358,813
Total Appropriations for Expenditures	<u>21,399,559</u>	<u>-</u>	<u>21,399,559</u>
Association Non-Endowment Net Position, End of Year	<u>\$ 32,603,420</u>	<u>\$ 12,158,068</u>	<u>\$ 44,761,488</u>

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

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, 2013:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Donor-Restricted Endowment Funds	\$ -	\$ 11,660,115	\$ 29,352,530	\$ 41,012,645
Board-Designated Endowment Funds	<u>9,373,554</u>	<u>-</u>	<u>-</u>	<u>9,373,554</u>
Total Endowment Funds	<u>\$ 9,373,554</u>	<u>\$ 11,660,115</u>	<u>\$ 29,352,530</u>	<u>\$ 50,386,199</u>

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

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, 2013:

	<u>Unrestricted</u>		Temporarily Donor- Restricted	Permanently Donor- Restricted	Total
	<u>General</u>	<u>Board Designated</u>			
Association Endowment Funds Net Position, Beginning of Year	\$ -	\$ 8,095,348	\$ 6,672,955	\$ 27,009,238	\$ 41,777,541
Investment Return:					
Investment Income	-	-	729,162	-	729,162
Net Appreciation (Realized and Unrealized)	-	-	5,465,261	-	5,465,261
Total Investment Return	-	-	6,194,423	-	6,194,423
Contributions	-	1,278,206	-	2,343,292	3,621,498
Appropriations for:					
Harvest	-	-	819,000	-	819,000
Operations	-	-	388,263	-	388,263
Total Appropriations for Expenditures	-	-	1,207,263	-	1,207,263
Association Endowment Funds Net Position, End of Year	<u>\$ -</u>	<u>\$ 9,373,554</u>	<u>\$ 11,660,115</u>	<u>\$ 29,352,530</u>	<u>\$ 50,386,199</u>

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2013**

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, 2013 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>\$ 29,352,530</u>
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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%) is comprised mostly of equity funds with a small percentage of alternative investment funds. The Capital Preservation (target 30%) 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, 2013 the Association approved a distribution of 3%. 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.

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

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, 2013 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)	\$ 208,109	\$ 208,109	\$ -	\$ -
Long-Term Investments (Note 3)	67,946,409	43,284,242	15,294,604	9,367,563
Pledge Receivables - Current	6,423,595	-	6,423,595	-
Pledge Receivables - Non-Current	9,779,736	-	9,779,736	-
Beneficial Interest in a Trust Agreement	258,450	-	-	258,450
Obligation Under Trust Agreement	(110,988)	-	-	(110,988)
Gift Annuities - Other Liabilities	(2,033,023)	-	(2,033,023)	-
Total	<u>\$82,472,288</u>	<u>\$43,492,351</u>	<u>\$29,464,912</u>	<u>\$ 9,515,025</u>

Financial assets valued using Level 1 inputs are based on unadjusted quoted market prices within active markets. Financial assets and financial liabilities value 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 Common Sense Long-Biased Offshore, Ltd., Blackstone Partners Offshore Fund, Ltd., Archipelago Holdings, Ltd. Class A, Forester Offshore, Ltd, and Wellington Diversified Inflation Hedge Fund. Each fund has varying liquidity restrictions requiring from 45 to 100 days notice to liquidate with frequency varying from quarterly to semi-annually. One fund limits capital withdrawal to 25% per transaction.

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL PARK
 AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 NOTES TO FINANCIAL STATEMENTS
 DECEMBER 31, 2013**

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, 2013:

	Investments	Beneficial Interest in a Trust Agreement	Obligation Under Trust Agreements
January 1, 2013	\$ 6,208,551	\$ 249,903	(116,976)
Net Purchases (Sales)	2,305,293	(15,437)	-
Distributions	-	(17,398)	-
Change in Value	-	-	5,988
Trust Fees	-	(5,338)	-
Unrealized and Realized Gains	853,719	46,720	-
December 31, 2013	<u>\$ 9,367,563</u>	<u>\$ 258,450</u>	<u>\$ (110,988)</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 2009 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, 2013.

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 3, 2014, 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, 2013**

**(WITH SUMMARIZED COMPARATIVE TOTAL FINANCIAL INFORMATION FOR YEARS ENDED
 DECEMBER 31, 2013 AND 2012)**

	2013	
	Primary	Component
	Government	Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
OTHER OPERATING REVENUES		
Safari and Class Passes	\$ (526)	\$ -
Endocrinology Lab Fees	95,686	-
Miscellaneous Income	405,022	45,127
Event Fees and Sales	-	452,094
Sponsorship and Underwriting	-	454,570
TOTAL OTHER OPERATING REVENUES	\$ 500,182	\$ 951,791
OTHER OPERATING EXPENDITURES		
Staff Benefits and Development	\$ 165,255	\$ -
Donor Premiums and Recognition	-	279,478
Bank Charges and Fees	12,608	207,113
Loss on Stock Gift/Fees/Commissions	-	109,226
Machinery and Equipment Purchases (Non-Capitalizable)	144,126	5,165
Dues/Subscriptions/Registration Fees	85,355	16,231
Rentals	-	52,530
Creative Development	-	17,390
Grant Expenses	209,416	-
Pledge Discount/Bad Debt Expense	-	246,197
Gift Annuity Expense	-	76,367
Entertainment	-	248,906
Other Outside Services	610,022	232,705
Miscellaneous	768,841	430,391
TOTAL OTHER OPERATING EXPENDITURES	\$ 1,995,623	\$ 1,921,699

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

Unaudited Totals*	
2013	2012
\$ (526)	\$ (6,650)
95,686	98,634
438,149	353,220
452,094	583,050
454,570	263,200
<u>\$ 1,439,973</u>	<u>\$ 1,291,454</u>
\$ 165,255	\$ 156,428
279,478	238,200
219,721	216,945
109,226	103,383
149,291	114,457
101,586	160,479
52,530	53,056
17,390	14,138
209,416	28,918
246,197	17,230
76,367	83,835
248,906	93,528
842,727	738,656
1,187,231	947,361
<u>\$ 3,905,321</u>	<u>\$ 2,966,614</u>

* 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, 2013
 (WITH SUMMARIZED FINANCIAL INFORMATION AS OF DECEMBER 31, 2012)**

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
ASSETS		
CURRENT ASSETS		
Cash and Cash Equivalents (Note 3)	\$ 3,084,727	\$ 16,924,142
Investments (Note 3)	-	208,109
Due from Zoo Museum District, Net (Note 1)	12,427,511	-
Pledges Receivable, Net (Note 6)	-	6,423,595
Miscellaneous Receivables	89,195	784,605
Due from Component Unit, Net (Note 2)	6,068,981	77,090
Inventories	770,735	69,808
Prepaid Expenses	313,150	86,635
Accrued Interest Receivable	-	115,073
	<u>22,754,299</u>	<u>24,689,057</u>
MISCELLANEOUS RECEIVABLES, NONCURRENT	-	241,667
LONG-TERM INVESTMENTS (NOTE 3)	-	67,946,409
BENEFICIAL INTEREST IN A TRUST AGREEMENT (NOTE 5)	-	258,450
PLEDGES RECEIVABLE, NONCURRENT, NET (NOTE 6)	-	9,779,736
OTHER ASSETS (NOTE 7)	-	1,481,535
PROPERTY AND EQUIPMENT (NOTE 8)	<u>110,607,119</u>	<u>-</u>
Total Assets	<u><u>\$ 133,361,418</u></u>	<u><u>\$ 104,396,854</u></u>

2013		
Eliminating Entries	Combined Total	2012
\$ -	\$ 20,008,869	\$ 16,922,555
-	208,109	206,762
-	12,427,511	13,564,753
-	6,423,595	6,041,359
-	873,800	686,375
(6,146,071)	-	-
-	840,543	841,905
-	399,785	277,380
-	115,073	73,250
(6,146,071)	41,297,285	38,614,339
-	241,667	371,667
-	67,946,409	62,573,005
-	258,450	249,903
-	9,779,736	13,434,433
-	1,481,535	1,481,535
-	110,607,119	101,189,560
\$ (6,146,071)	\$ 231,612,201	\$ 217,914,442

**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, 2013
 (WITH SUMMARIZED FINANCIAL INFORMATION AS OF DECEMBER 31, 2012)**

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
LIABILITIES AND NET POSITION		
CURRENT LIABILITIES		
Accounts Payable	\$ 3,968,090	\$ 105,809
Accrued Expenses and Other Liabilities (Note 1)	2,802,364	2,233,131
Due to Component Unit, Net (Note 2)	77,090	6,068,981
Deferred Support and Income (Note 10)	-	486,891
	6,847,544	8,894,812
Total Current Liabilities		
DEFERRED INFLOWS OF RESOURCES (NOTE 10)	276,213	-
OBLIGATION UNDER TRUST AGREEMENT (NOTE 5)	-	110,988
POST-EMPLOYMENT OBLIGATIONS (NOTE 12)	559,786	-
DEFERRED SUPPORT AND INCOME (NOTE 10)	-	243,367
	7,683,543	9,249,167
Total Liabilities		
NET POSITION (NOTE 11 AND NOTE 15)		
Invested in Capital Assets	110,607,119	-
Restricted For		
Expendable		
Endowment - Donor Restricted	-	11,660,115
Capital Projects - Donor Restricted	-	12,158,068
Nonexpendable		
Endowment - Donor Restricted	-	29,352,530
Unrestricted	15,070,756	41,976,974
	125,677,875	95,147,687
Total Net Position		
Total Liabilities and Net Position	\$ 133,361,418	\$ 104,396,854

2013		
Eliminating Entries	Combined Total	2012
\$ -	\$ 4,073,899	\$ 2,905,305
-	5,035,495	3,023,600
(6,146,071)	-	-
-	486,891	373,417
<u>(6,146,071)</u>	<u>9,596,285</u>	<u>6,302,322</u>
-	276,213	227,066
-	110,988	116,976
-	559,786	443,487
-	243,367	373,367
<u>(6,146,071)</u>	<u>10,786,639</u>	<u>7,463,218</u>
-	110,607,119	101,189,560
-	11,660,115	6,672,955
-	12,158,068	19,452,866
-	29,352,530	27,009,238
-	57,047,730	56,126,605
<u>-</u>	<u>220,825,562</u>	<u>210,451,224</u>
<u>\$ (6,146,071)</u>	<u>\$ 231,612,201</u>	<u>\$ 217,914,442</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, 2013**

(WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2012)

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
OPERATING REVENUES		
Tax Revenue, Net	\$ 21,058,973	\$ -
Food and Beverage	9,941,858	-
Contributions	-	6,552,544
Gift Shops	3,870,182	-
WildCare Institute	248,562	-
Railroad	1,548,088	-
Parking Lot	2,887,479	-
Membership Dues	-	3,928,025
Parent Program	-	348,411
ZOOFARI and A ZOO ADO	-	1,011,531
Marlin Perkins Society	-	1,737,648
Children's Zoo	720,440	-
Animal Shows	510,570	-
Carousel	602,549	-
Simulator	307,705	-
Education	1,448,737	-
Building Rent	224,107	-
Guest Services	362,758	-
3D Movie	127,698	-
Group Sales and Tours	92,554	-
Other	500,182	951,791
	<u>44,452,442</u>	<u>14,529,950</u>
Total Operating Revenues		
OPERATING EXPENSES		
Salaries and Wages	21,263,393	1,965,817
Fringe Benefits	5,952,237	528,104
Merchandise	4,171,426	28,985
Animal Food and Medical Care	1,096,128	-
Utilities	3,307,609	2,103
Supplies	1,560,449	972,677
Property and Liability Insurance	539,710	-
Other Operating Expenditures	1,995,623	1,921,699
Conservation and Research	812,515	-
Travel	269,691	27,993
Legal/Audit/Consulting	303,167	310,665
Repairs and Maintenance	1,093,488	-
Printing and Graphics	177,365	531,466
Marketing	1,254,392	139,500
Animal Sales and Purchases, Net	80,008	-
Major Expense	383,163	-
Depreciation (Note 8)	9,108,064	-
Loss on Disposal of Property and Equipment	514	-
	<u>53,368,942</u>	<u>6,429,009</u>
Total Operating Expenses		
Operating Income (Loss)	<u>\$ (8,916,500)</u>	<u>\$ 8,100,941</u>

2013

2013		
Eliminating Entries	Combined Total	2012
\$ -	\$ 21,058,973	\$ 21,025,596
-	9,941,858	10,288,970
-	6,552,544	5,899,384
-	3,870,182	4,003,075
-	248,562	59,318
-	1,548,088	1,812,286
-	2,887,479	2,989,396
-	3,928,025	3,691,819
-	348,411	318,268
-	1,011,531	493,293
-	1,737,648	1,685,563
-	720,440	844,719
-	510,570	331,595
-	602,549	701,623
-	307,705	275,642
-	1,448,737	1,339,101
-	224,107	231,390
-	362,758	388,819
-	127,698	65,519
-	92,554	86,776
(12,000)	1,439,973	1,291,454
(12,000)	58,970,392	57,823,606
-	23,229,210	22,393,573
-	6,480,341	5,982,616
-	4,200,411	4,395,908
-	1,096,128	1,065,498
-	3,309,712	2,956,080
-	2,533,126	2,549,194
-	539,710	453,584
(12,000)	3,905,322	2,966,614
-	812,515	791,971
-	297,684	224,811
-	613,832	540,321
-	1,093,488	989,636
-	708,831	703,878
-	1,393,892	1,479,319
-	80,008	200,245
-	383,163	264,680
-	9,108,064	8,838,427
-	514	143,524
(12,000)	59,785,951	56,939,879
\$ -	\$ (815,559)	\$ 883,727

**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, 2013
 (WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2012)**

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
NONOPERATING REVENUES		
Investment Income	\$ 8,321	\$ 7,513,469
Bequest and Endowment Contributions	-	3,621,498
Other Contributions/Grants	-	46,609
	8,321	11,181,576
Total Nonoperating Revenues	8,321	11,181,576
Income (Loss) Before Contributions	(8,908,179)	19,282,517
CONTRIBUTIONS		
Parent Program	347,806	(347,806)
Capital Projects	14,892,767	(14,892,767)
WildCare Institute	82,240	(82,240)
Endowment Harvest	819,000	(819,000)
Carousel	36,000	(36,000)
	16,177,813	(16,177,813)
Total Contributions	16,177,813	(16,177,813)
CHANGES IN NET POSITION	7,269,634	3,104,704
NET POSITION, BEGINNING OF YEAR	118,408,241	92,042,983
NET POSITION, END OF YEAR	\$ 125,677,875	\$ 95,147,687

2013		
Eliminating Entries	Combined Total	2012
\$ -	\$ 7,521,790	\$ 6,810,461
-	3,621,498	1,155,346
-	46,609	87,101
-	11,189,897	8,052,908
-	10,374,338	8,936,635
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	10,374,338	8,936,635
-	210,451,224	201,514,589
\$ -	\$ 220,825,562	\$ 210,451,224

**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, 2013**

(WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2012)

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash Received from Patrons/Contributors	\$ 23,580,957	\$ 19,453,867
Cash Received from Property Tax Assessments	22,196,215	-
Cash Paid to Employees and Suppliers	(43,145,351)	(6,561,831)
Cash Received from Bequests and Miscellaneous Contributions	-	46,612
Cash Received from (Paid to) Component Unit for Operations	1,298,813	(1,298,813)
	<u>3,930,634</u>	<u>11,639,835</u>
Net Cash Provided by Operating Activities		
CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES		
Cash Contributions Received for Permanent Endowment	-	2,343,292
	<u>-</u>	<u>2,343,292</u>
Net Cash Provided by Non-Capital Financing Activities		
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Cash Received from Grants	-	-
Cash Received from (Paid to) Component Unit for Property and Equipment	12,969,826	(12,969,826)
Payments for Property and Equipment	(16,924,116)	-
	<u>(3,954,290)</u>	<u>(12,969,826)</u>
Net Cash Used in Capital and Related Financing Activities		
CASH FLOWS FROM INVESTING ACTIVITIES		
Investment Maturities and Sales	-	18,890,829
Investment Purchases	-	(16,837,317)
Cash Received from Investment Earnings	8,321	34,836
	<u>8,321</u>	<u>34,836</u>
Net Cash Provided by Investing Activities		
	<u>8,321</u>	<u>2,088,348</u>
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(15,335)	3,101,649
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>3,100,062</u>	<u>13,822,493</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 3,084,727</u>	<u>\$ 16,924,142</u>

2013		
Eliminating Entries	Combined Total	2012
\$ -	\$ 43,034,824	\$ 41,478,206
-	22,196,215	20,358,986
-	(49,707,182)	(48,382,555)
-	46,612	93,375
-	-	-
-	15,570,469	13,548,012
-	2,343,292	529,698
-	2,343,292	529,698
-	-	279,060
-	-	-
-	(16,924,116)	(21,099,567)
-	(16,924,116)	(20,820,507)
-	18,890,829	13,492,444
-	(16,837,317)	(12,813,136)
-	43,157	(425,708)
-	2,096,669	253,600
-	3,086,314	(6,489,197)
-	16,922,555	23,411,752
\$ -	\$ 20,008,869	\$ 16,922,555

**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, 2013
 (WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2012)**

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
Reconciliation of Changes in Net Position to Net Cash		
Provided by Operating Activities		
Change in Net Position	\$ 7,269,634	\$ 3,104,704
Adjustments to Reconcile Change in Net Position to Net Cash Provided by Operating Activities		
Depreciation	9,108,064	-
Loss on Disposal of Property and Equipment	514	-
Contribution to Permanent Endowment	-	(2,343,292)
Cash Received from (Paid to) Component Unit for Property and Equipment	(12,969,826)	12,969,826
Market Unrealized and Realized (Appreciation)		
Depreciation in Investments	-	(7,436,810)
Investment Income Earnings	(8,321)	(34,836)
Federal Grants Received Related to Capital Projects	-	-
Provision (Recoveries) of Bad Debts		
Related to Uncollectible Taxes	(114,119)	-
Due to/from Component Unit	(1,909,173)	1,909,173
(Increase) Decrease in Assets:		
Pledges Receivable	-	3,272,461
Due from Zoo Museum District	1,251,361	-
Miscellaneous Receivables	24,220	(81,645)
Inventories	(13,858)	15,220
Prepaid Expenses	(125,457)	3,052
Accrued Interest Receivable	-	(41,823)
Increase (Decrease) in Liabilities:		
Accounts Payable	1,198,318	(29,724)
Accrued Expenses and Other Current Liabilities	53,831	356,043
Post-Employment Obligations	116,299	-
Obligation Under Trust Agreement	-	(5,988)
Deferred Inflows of Resources	49,147	-
Deferred Support and Income	-	(16,526)
	<u>\$ 3,930,634</u>	<u>\$ 11,639,835</u>
Net Cash Provided by Operating Activities	<u>\$ 3,930,634</u>	<u>\$ 11,639,835</u>

2013			
Eliminating Entries	Combined Total		2012
\$ -	\$ 10,374,338		\$ 8,936,635
-	9,108,064		8,838,427
-	514		143,524
-	(2,343,292)		(529,698)
-	-		-
-	(7,436,810)		(7,245,635)
-	(43,157)		425,708
-	-		(279,060)
-	(114,119)		(62,816)
-	-		-
-	3,272,461		3,833,868
-	1,251,361		(603,793)
-	(57,425)		224,034
-	1,362		24,069
-	(122,405)		28,322
-	(41,823)		9,466
-	1,168,594		(571,271)
-	409,874		85,577
-	116,299		101,833
-	(5,988)		(49,106)
-	49,147		53,168
-	(16,526)		184,760
\$ -	\$ 15,570,469		\$ 13,548,012

**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, 2013**

(WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2012)

	2013	
	Primary Government	Component Unit
	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association
OTHER OPERATING REVENUES		
Safari and Class Passes	\$ (526)	\$ -
Endocrinology Lab Fees	95,686	-
Miscellaneous Income	405,022	45,127
Event Fees and Sales	-	452,094
Sponsorship and Underwriting	-	454,570
TOTAL OTHER OPERATING REVENUES	\$ 500,182	\$ 951,791
OTHER OPERATING EXPENDITURES		
Staff Benefits and Development	\$ 165,255	\$ -
Donor Premiums and Recognition	-	279,478
Bank Charges and Fees	12,608	207,113
Loss on Stock Gift/Fees/Commissions	-	109,226
Machinery and Equipment Purchases (Non-Capitalizable)	144,126	5,165
Dues/Subscriptions/Registration Fees	85,355	16,231
Rentals	-	52,530
Creative Development	-	17,390
Grant Expenses	209,416	-
Pledge Discount/Bad Debt Expense	-	246,197
Gift Annuity Expense	-	76,367
Entertainment	-	248,906
Other Outside Services	610,022	232,705
Miscellaneous	768,840	430,391
TOTAL OTHER OPERATING EXPENDITURES	\$ 1,995,622	\$ 1,921,699

2013

Eliminating Entries	Combined Total	2012
\$ -	\$ (526)	\$ (6,650)
-	95,686	98,634
(12,000)	438,149	353,220
-	452,094	583,050
-	454,570	263,200
\$ (12,000)	\$ 1,439,973	\$ 1,291,454
\$ -	\$ 165,255	\$ 156,428
-	279,478	238,200
-	219,721	216,945
-	109,226	103,383
-	149,291	114,457
-	101,586	160,479
-	52,530	53,056
-	17,390	14,138
-	209,416	28,918
-	246,197	17,230
-	76,367	83,835
-	248,906	93,528
-	842,727	738,656
(12,000)	1,187,231	947,361
\$ (12,000)	\$ 3,905,321	\$ 2,966,614

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, 2013
COMBINED 2013 ACTUAL vs. 2013 BUDGET COMPARISON (UNAUDITED)

	2013 Combined Actuals	2013 Combined Budget YTD	Over / (Under) Budget	% Change
*** ATTENDANCE ***	3,226,778	3,100,000	126,778	4.09%
OPERATING REVENUES				
Tax Revenue , Net	\$ 21,058,973	\$ 20,812,003	\$ 246,970	1.19%
Food and Beverage	9,941,858	8,770,480	1,171,378	13.36%
Contributions	6,552,544	9,470,000	(2,917,456)	-30.81%
Gift Shops	3,870,182	3,811,025	59,157	1.55%
WildCare Institute	248,562	-	248,562	0.00%
Railroad	1,548,088	1,580,146	(32,058)	-2.03%
Parking Lot	2,887,479	2,674,531	212,948	7.96%
Membership Dues	3,928,025	3,400,070	527,955	15.53%
Parent Program	348,411	344,869	3,542	1.03%
ZOOFARI and A ZOO ADO	1,011,531	917,500	94,031	10.25%
Marlin Perkins Society	1,737,648	1,450,000	287,648	19.84%
Children's Zoo	720,440	760,994	(40,554)	-5.33%
Animal Shows	510,570	214,584	295,986	137.93%
Carousel	602,549	610,223	(7,674)	-1.26%
Simulator	307,705	316,135	(8,430)	-2.67%
Education	1,448,737	1,578,275	(129,538)	-8.21%
Building Rent	224,107	231,490	(7,383)	-3.19%
Guest Services	362,758	378,475	(15,717)	-4.15%
3D Movie	127,698	163,121	(35,423)	-21.72%
Group Sales and Tours	92,554	75,250	17,304	23.00%
Other	1,439,973	1,140,414	299,559	26.27%
Total operating revenues	<u>58,970,392</u>	<u>58,699,585</u>	<u>270,807</u>	<u>0.46%</u>
OPERATING EXPENSES				
Salaries and Wages	23,229,210	22,794,257	434,953	1.91%
Fringe Benefits	6,480,341	6,193,622	286,719	4.63%
Merchandise	4,200,411	4,114,140	86,271	2.10%
Animal Food and Medical Care	1,096,128	1,145,296	(49,168)	-4.29%
Utilities	3,309,712	3,343,443	(33,731)	-1.01%
Supplies	2,533,126	2,779,360	(246,234)	-8.86%
Property and Liability Insurance	539,710	553,400	(13,690)	-2.47%
Other Operating Expenditures	3,905,322	3,562,894	342,428	9.61%
Conservation and Research	812,515	860,424	(47,909)	-5.57%
Travel	297,684	346,652	(48,968)	-14.13%
Legal/Audit/Consulting	613,832	662,585	(48,753)	-7.36%
Repairs and Maintenance	1,093,488	1,031,495	61,993	6.01%
Printing and Graphics	708,831	798,042	(89,211)	-11.18%
Marketing	1,393,892	1,591,755	(197,863)	-12.43%
Animal Sales and Purchases, Net	80,008	133,000	(52,992)	-39.84%
Major Expense	383,163	75,970	307,193	404.36%
Depreciation	9,108,064	9,000,000	108,064	1.20%
Loss on Disposal of Property and Equipment	514	-	514	0.00%
Total Operating Expenses	<u>59,785,951</u>	<u>58,986,335</u>	<u>799,616</u>	<u>1.36%</u>
Operating Income (Loss)	<u>\$ (815,559)</u>	<u>\$ (286,750)</u>	<u>\$ (528,809)</u>	<u>184.41%</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, 2013
COMBINED 2013 ACTUAL vs. 2013 BUDGET COMPARISON (UNAUDITED)

	2013 Combined Actuals	2013 Combined Budget YTD	Over / (Under) Budget	% Change
NONOPERATING REVENUES				
Investment Income (Loss)	\$ 7,521,790	\$ 2,763,000	\$ 4,758,790	172.23%
Bequest and Endowment Contributions	3,621,498	530,000	3,091,498	583.30%
Other Contributions/Grants	46,609	90,050	(43,441)	-48.24%
Total Nonoperating Revenues	11,189,897	3,383,050	7,806,847	230.76%
Income (Loss) Before Contributions and Transfers	10,374,338	3,096,300	7,278,038	235.06%
CONTRIBUTIONS AND TRANSFERS				
Transfer In (Zoo) - Program Contributions	466,046	380,869	85,177	22.36%
Transfer Out (Assn)- Program Contributions	(466,046)	(380,869)	(85,177)	22.36%
Transfer In (Zoo) - Capital Contributions	14,892,767	6,024,630	8,868,137	147.20%
Transfer Out (Assn)- Capital Contributions	(14,892,767)	(6,024,630)	(8,868,137)	147.20%
Transfer In (Zoo) - Endowment Harvest	819,000	819,000	-	0.00%
Transfer Out (Assn)- Endowment Harvest	(819,000)	(819,000)	-	0.00%
Total Contributions and Transfers	-	-	-	0.00%
CHANGES IN NET POSITION	\$ 10,374,338	\$ 3,096,300	\$ 7,278,038	235.06%

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 REVENUE AND EXPENSE EXPLANATIONS
 NOTES TO THE 2013 ACTUAL VS. 2013 BUDGET COMPARISON (UNAUDITED)**

ATTENDANCE

The Zoo experienced another exceptional year in 2013 with attendance of 3,226,778 visitors thanks to relatively normal temperatures and below average precipitation. This represents a 126,778 favorable variance to budget and 293,148 behind the record 2012 attendance of 3,519,926. This is the second time in Zoo history that attendance exceeded 3.2 million visitors.

<u>5 Year Average</u>	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
3,160,568	3,226,778	3,100,000	126,778	4.09%

TAX REVENUE

Tax revenue (net) ended the year favorable to budget by \$247K – a \$33K increase over 2012. The 2013 tax rate was the maximum allowable rate of 8.00 cents per \$100 of assessed property value versus a rate of 7.69 in 2012.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$21,058,973	\$20,812,003	\$246,970	1.19%

FOOD & BEVERAGE

Food and Beverage revenue exceeded budget primarily due to the strong attendance and the delay in closing of the Painted Giraffe Café for renovation. Increased revenue also came from food service locations in Central Plaza that did more business due to Sea Lion Sound being open for the full year. This higher-than-budgeted revenue was partially offset by increased labor costs and by the greater cost of goods sold associated with the higher sales.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Sales	\$9,941,858	\$8,770,480	\$1,171,378	13.36%
Per Capita	\$3.08	\$2.83	\$0.25	8.83%
Net	\$4,440,536	\$3,513,179	\$927,357	26.40%

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 REVENUE AND EXPENSE EXPLANATIONS
 NOTES TO THE 2013 ACTUAL VS. 2013 BUDGET COMPARISON (UNAUDITED)**

GIFT SHOPS

Mild summer weather resulted in very strong per capita spending in June, July, and early August which helped overcome a slow spring start resulting from poor weather. Additionally, the Penguin Puffin gift shop was closed beginning in September (with \$69,750 in budgeted revenue) due to Polar Bear Point construction. Net revenue was maximized through good management of expenses.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Sales	\$3,870,182	\$3,811,025	\$59,157	1.55%
Per Capita	\$1.20	\$1.23	(\$0.03)	(2.44%)
Net	\$1,772,785	\$1,477,184	\$245,601	16.63%

RAILROAD

Railroad revenue ended the year slightly less than budgeted but managed to exceed anticipated net revenue, thanks to increased management of costs.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$1,548,088	\$1,580,146	(\$32,058)	(2.03%)
Per Capita	\$.48	\$.51	(\$.03)	(5.88%)
Net	\$804,121	\$794,695	\$9,426	1.19%

PARKING LOTS

Parking Lot revenue ended the year higher than budgeted due to the impact of increased attendance and the higher parking fees for peak visitor months. Net income exceeded budget due to the increased revenue and increased labor cost controls.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$2,887,479	\$2,674,531	\$212,948	7.96%
Per Capita	\$.89	\$.86	\$0.03	3.49%
Net	\$2,538,413	\$2,299,313	\$239,100	10.40%

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 REVENUE AND EXPENSE EXPLANATIONS
 NOTES TO THE 2013 ACTUAL VS. 2013 BUDGET COMPARISON (UNAUDITED)**

CHILDREN'S ZOO

Children's Zoo revenue fell short of 2013 projections as a result of lower than anticipated ticket sales. These figures do not include approximately \$55K in funds from donations and endowment harvests. These funds are transferred to the Children's Zoo as non-operating revenue/program contributions and help to offset expenses.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$720,440	\$760,994	(\$40,554)	(5.33%)
Per Capita	\$.22	\$.25	(\$.03)	(12.00%)
Net	(\$439,554)	(\$378,479)	(\$61,075)	(16.14%)

ANIMAL SHOWS

The Sea Lion Show was hugely successful in 2013 with revenue more than doubling projections for the year. This is primarily due to a full year of Sea Lion Sound being open, a full season of sea lion shows, and the successful addition of sea lion shows during spring break.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$510,570	\$214,584	\$295,986	137.93%
Per Capita	\$.16	\$.07	\$.09	128.57%
Net	\$217,206	(\$30,819)	\$248,025	804.77%

GUEST SERVICES

Guest Services experienced lower than projected revenue in 2013. Caricature revenues performed poorly due to operational constraints related to construction, and all other areas within Guest Services experienced unfavorable results due to lower-than-projected attendance in the fall.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$362,758	\$378,475	(\$15,717)	(4.15%)
Per Capita	\$.11	\$.12	(\$.01)	(8.33%)
Net	\$142,512	\$154,120	(\$11,608)	(7.53%)

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 REVENUE AND EXPENSE EXPLANATIONS
 NOTES TO THE 2013 ACTUAL VS. 2013 BUDGET COMPARISON (UNAUDITED)**

SIMULATOR

Simulator revenue ended the year slightly less than budgeted. This lower-than-anticipated revenue was offset by savings from increased cost controls.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$307,705	\$316,135	(\$8,430)	2.67%
Per Capita	\$.10	\$.10	\$.00	0.00%
Net	\$228,080	\$224,409	\$3,671	1.64%

CAROUSEL

The Carousel narrowly fell short of revenue projections in 2013 due to unfavorable weather during the shoulder seasons. The lower-than-anticipated revenue was offset by savings from increased cost controls.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$602,549	\$610,223	(\$7,674)	(1.26%)
Per Capita	\$.19	\$.20	(\$.01)	(5.00%)
Net	\$489,336	\$482,499	\$6,837	1.42%

3D MOVIE

3D movie revenue was unfavorable to budget in 2013 due to lower than anticipated ticket sales. More and more visitors purchase Safari Passes instead of individual 3D Movie tickets.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$127,698	\$163,121	(\$35,423)	(21.72%)
Per Capita	\$.04	\$.05	(\$.01)	(20.00%)
Net	\$110,353	\$130,471	(\$20,118)	(15.42%)

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 REVENUE AND EXPENSE EXPLANATIONS
 NOTES TO THE 2013 ACTUAL VS. 2013 BUDGET COMPARISON (UNAUDITED)**

EDUCATION

Education revenue overall is unfavorable to budget due to several factors, including reduced Stingray ticket sales (a result of adding Stingray as a member benefit), less-than-anticipated revenue from Wild Wonder Outpost ticket sales (a new program with marketing and sales challenges in the first year), and reduced overnight tuition (mainly due to less space for overnight campers because of construction in The Living World). Department expenses were under budget for the year, offsetting these variances. These figures do not include approximately \$115K in funds from donations and endowment contributions, which are transferred to the Education Department as non-operating revenue/program contributions.

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$1,448,737	\$1,578,275	(\$129,538)	(8.21%)
Net	(\$989,688)	(\$924,678)	(\$65,010)	7.03%

BUILDING RENTAL/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 \$17K ahead of projections. Net income ended the year unfavorable to budget due to the addition of staffing for the new Group Sales desk. These figures do not include revenue that is transferred to other departments (such as external catering).

	<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
Revenue	\$316,661	\$306,740	\$9,921	3.23%
Net	(\$286,564)	(\$197,175)	(\$89,389)	31.19%

**SAINT LOUIS ZOO
 ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL
 PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
 REVENUE AND EXPENSE EXPLANATIONS
 NOTES TO THE 2013 ACTUAL VS. 2013 BUDGET COMPARISON (UNAUDITED)**

INVESTMENT INCOME (LOSS)

The Association investment portfolio experienced significant returns in 2013, thanks to another year of exceptional market performance. Overall investment revenue ended the year 172% ahead of budget (6% of the portfolio value). The Long Term pool returned 15.6% driven primarily by strong performance from U.S. Equities. The Short Term pool, which is comprised of a short duration portfolio, returned 0.2% for the year, slightly trailing the Merrill Lynch 1-3 year treasury index.

<u>2013 Actual</u>	<u>2013 Budget</u>	<u>Variance</u>	<u>Percent Variance</u>
\$7,521,790	\$2,763,000	\$4,758,790	172.23%

SUPPORT

Contributions – Contributions of \$6,552,544 fell short of the budget of \$9,470,000. We continue to operate in a challenging fundraising environment. The timing of gift decisions by donors can be unpredictable, and a number of proposals with prospective donors continue to be pursued.

Bequest & Endowment Contributions – Endowment contributions of \$3,621,498 exceeded the budget of \$530,000 by \$3,091,498. Gifts to the Zoo’s endowment continue to be a popular option for our donors, and in 2013 we received a generous gift to endow another professional staff position.

Membership Dues – Income was \$527,955 favorable to budget. We continued to see positive results from efforts to encourage members to upgrade their membership levels. Growth was strongest at the Family and Grandparent levels; both increased in price by \$5. At year end, member households totaled 48,212, a 4% increase over 2012 and 18% above the five year average. Membership net income of \$2,716,210 exceeded the budget of \$2,384,609 by \$331,602 (13.9%).

ZOOFARI/A Zoo Ado – 2013 was a ZOOFARI year. Event revenue was favorable to budget by \$94,031 primarily due to higher than anticipated underwriting support. This was a record ZOOFARI generating more than \$1,000,000 in gross revenue for the first time in the event’s history. Net income from ZOOFARI was \$621,414, which was \$93,172 (17.6%) higher than the budget of \$528,242.

Parent Program – The Parent Program was favorable to budget by \$3,542. Additional successful renewal efforts and a great year of promotions (particularly new adoptions of baby elephants) resulted in additional revenue. Parent Program net income of \$207,516 exceeded the budget of \$171,223 by \$36,293 (21.2%)

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL
PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
REVENUE AND EXPENSE EXPLANATIONS
NOTES TO THE 2013 ACTUAL VS. 2013 BUDGET COMPARISON (UNAUDITED)**

SUPPORT (CONTINUED)

Marlin Perkins Society – The Marlin Perkins Society experienced another record-breaking year, reporting revenue of \$1,737,648, an increase of \$287,648 over the budget of \$1,450,000. In 2013, the Society had a record number of 6 President's Circle members as well as the addition of 103 new members and increased support from another 102 current members. Marlin Perkins Society net income of \$1,302,550 exceeded the budget of \$906,242 by \$396,308 (43.7%).

SALARIES

Salaries ended the year over budget by \$434,953 (1.91%) as a result of the following factors: an additional 0.5% overall salary increase approved after the budget was finalized (approximately \$80K); increased labor related to maintaining and securing the Zoo Expansion Site; the addition of staffing for a new Group Sales desk; and the increased number of employees required to operate some earned revenue locations in response to a significant increase in visitors to the Zoo.

FRINGE BENEFITS

Fringes were \$286,719 (4.63%) unfavorable to budget mainly due to year-end adjustments to the vacation accrual and deferred compensation and higher than budgeted worker's compensation costs. A worker's compensation rebate was not received in 2013. These increases were partially offset by lower than budgeted group insurance and state unemployment insurance costs.

MERCHANDISE

This category captures the cost of sales activity for refreshments and gift shops as well as guest services and tends to increase or decrease with sales. Merchandise cost ended the year \$86,271 (2.10%) over budget due to higher-than-budgeted revenue from business operations associated with the higher attendance.

ANIMAL FOOD AND MEDICAL CARE

Animal Food & Medical Care was \$49,168 favorable to budget primarily due to overall savings of approximately \$18K in animal food, \$15K in endocrinology lab fees and \$13K in medical supplies.

UTILITIES

Utility expenditures were reasonably consistent with 2013 projections, ending the year \$33,731 (1.01%) favorable to budget.

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL
PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
REVENUE AND EXPENSE EXPLANATIONS
NOTES TO THE 2013 ACTUAL VS. 2013 BUDGET COMPARISON (UNAUDITED)**

SUPPLIES

Overall supply spending was \$246,234 favorable to budget for 2013. While many expenses in this category were either over or under budgeted spending, this overall favorable variance was primarily due to lower than budgeted spending in postage costs (\$49K under budget), computer equipment and software (\$90K under budget), landscaping supplies (\$33K under budget), food and beverage (\$22K under budget) janitorial supplies (\$22K under budget) and decorations (\$17K under budget).

PROPERTY & LIABILITY INSURANCE

Property and liability insurance costs were reasonably consistent with projections, ending the year \$13,690 favorable to budget.

OTHER OPERATING EXPENDITURES

The \$342,428 unfavorable variance in this sector primarily resulted from year-end accounting adjustments related to grant expenses (\$213K) and from the combination of bad debt expense / pledge write-offs (\$258K) in addition to unbudgeted spending of donated funds totaling \$138K. These increases were offset by lower-than-anticipated spending on fundraising costs and donor recognition activities (\$139K under budget); dues and subscriptions (\$65K under budget); and rentals (\$35K under budget). The unbudgeted spending of donated funds was 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 2013, the budget totaled \$133,000, versus actual spending of \$80,008.

LEGAL / AUDIT / CONSULTING

Consulting expenses ended the year \$48,753 favorable to budget. Anticipated costs related to Payment Card Industry (PCI) standards compliance, executive coaching, and 360-degree evaluations did not occur in 2013.

PRINTING AND GRAPHICS

Expenses related to printing and graphics were favorable to budget by \$89,211. We continue to experience cost savings as a result of increased usage of internal design services and printing efficiencies.

**SAINT LOUIS ZOO
ZOOLOGICAL SUBDISTRICT OF THE METROPOLITAN ZOOLOGICAL
PARK AND MUSEUM DISTRICT AND SAINT LOUIS ZOO ASSOCIATION
REVENUE AND EXPENSE EXPLANATIONS
NOTES TO THE 2013 ACTUAL VS. 2013 BUDGET COMPARISON (UNAUDITED)**

MARKETING

Marketing expenses for 2013 were \$197,863 (12.43%) favorable to budget due to several projects slated for completion that were not finished during 2013. Mailhouse service costs were also less than budgeted.

CONSERVATION AND RESEARCH

Conservation expenses ended the year \$47,909 favorable to budget. While many expenses in this category are either over or under budget, this favorable variance is primarily the result of less-than-anticipated spending on conservation meetings, conservation studies, and the annual conservation dinner.

TRAVEL

Travel expenses were favorable to budget by \$48,968 due to efforts to decrease out-of-town travel and travel-related activities.

REPAIRS & MAINTENANCE

Repairs and Maintenance expenses were unfavorable to budget by \$61,993 due to higher than anticipated maintenance needs in various animal areas and rising costs for maintaining aging buildings and infrastructure.

MAJOR EXPENSE

Major Expense ended the year unfavorable to budget by \$307,193 due to the expensing of costs related to the customization of the Zoo Information Management System (ZIMS) animal record keeping system, the purchase of budgeting software, and non-depreciable expenses related to the implementation of Sharepoint. This increase 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.

DEPRECIATION

2013 Depreciation totaled \$9,108,064, which exceeded the \$9,000,000 budget by \$108,064. Several new fixed assets began depreciating this year, including phases 2 and 3 of the North Arrival Experience, renovations of the Veterinary Hospital, replacement of the Insectarium chiller unit, and reconstruction of the Raptor Cages.

**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, 2013**

	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association	Eliminating Entries	2013 Combined Actuals	2013 Combined Total Budget
*** ATTENDANCE ***				3,226,778	3,100,000
Operating revenues:					
Tax revenue	\$ 20,944,854	\$ -	\$ -	\$ 20,944,854	\$ 20,812,003
Allowance for uncollectible taxes recoveries	114,119	-	-	114,119	-
3D Movie	127,698	-	-	127,698	163,121
Animal shows	510,570	-	-	510,570	214,584
Building rent	224,107	-	-	224,107	231,490
Carousel	602,549	-	-	602,549	610,223
Children's Zoo	720,440	-	-	720,440	760,994
Education	1,448,737	-	-	1,448,737	1,578,275
Gift shops	3,870,182	-	-	3,870,182	3,811,025
Group sales	92,554	-	-	92,554	75,250
Guest services	362,758	-	-	362,758	378,475
Marlin Perkins Society	-	1,737,648	-	1,737,648	1,450,000
Membership dues	-	3,928,025	-	3,928,025	3,400,070
Misc. Contributions	-	53,696	-	53,696	90,050
Other	500,182	951,791	(12,000)	1,439,973	1,140,414
Parent Program	-	348,411	-	348,411	344,869
Parking lot	2,887,479	-	-	2,887,479	2,674,531
Railroad	1,548,088	-	-	1,548,088	1,580,146
Food Service	9,941,858	-	-	9,941,858	8,770,480
Simulator	307,705	-	-	307,705	316,135
WildCare Institute	248,562	-	-	248,562	0
ZOOFARI / A ZOO ADO	-	1,011,531	-	1,011,531	917,500
Campaign Contributions - Unrestricted	-	2,026,355	-	2,026,355	1,940,179
Dividends and Interest (Zoo)	8,321	-	-	8,321	15,000
Endowment Harvest	819,000	-	-	819,000	819,000
Strategic Plan Program Contributions	1,000,824	47,783	-	1,048,607	0
Endowment Investment Income (Limited by Expense)	-	388,264	-	388,264	453,451
Total operating revenues	46,280,588	10,493,505	(12,000)	56,762,094	52,547,265
Operating expenses:					
Salaries and wages	21,263,393	1,965,817	-	23,229,210	22,794,257
Fringe benefits	5,952,237	528,104	-	6,480,341	6,193,622
Animal food	775,070	-	-	775,070	796,725
Animal medical care	321,058	-	-	321,058	348,571
Animal sales and purchases, net	80,008	-	-	80,008	133,000
Marketing	1,254,392	139,500	-	1,393,892	1,591,755
Merchandise	4,171,426	28,985	-	4,200,411	4,114,140
Other operating expenditures	1,856,469	1,920,484	(12,000)	3,764,953	3,524,694
Conservation & Research	812,515	-	-	812,515	860,424
Travel	269,691	27,993	-	297,684	346,651
Legal/Audit/Consulting	303,167	310,665	-	613,832	662,585
Printing and graphics	177,365	531,466	-	708,831	798,042
Property and liability insurance	539,710	-	-	539,710	553,400
Repairs and maintenance	1,093,488	-	-	1,093,488	1,031,495
Supplies	1,560,449	972,677	-	2,533,126	2,779,360
Utilities	3,307,609	2,103	-	3,309,712	3,343,443
Major Expense	383,163	-	-	383,163	75,970
BAU Capital Expenses	1,466,737	-	-	1,466,737	1,424,030
Total operating expenses	45,587,948	6,427,794	(12,000)	52,003,741	51,372,165
TOTAL OPERATING CASH FLOW	692,641	4,065,712	-	4,758,352	1,175,100
BAU Capital Special Appropriations / Carryover	(4,401,456)	-	-	(4,401,456)	0
BAU Capital - 2012 Surplus	(966,974)	-	-	(966,974)	0
BAU Capital - Accrued Expansion Remediation Costs	(1,602,021)	-	-	(1,602,021)	0
ADJUSTED OPERATING CASH FLOW	(6,277,809)	4,065,712	-	(2,212,098)	1,175,100
Capital Gains - Zoo Friends Class	-	864,624	-	864,624	320,100
Dividends and Interest - Zoo Friends Class	-	429,517	-	429,517	263,400
Income (Loss) before Restricted Activity & Transfers	(6,277,809)	5,359,853	-	(917,957)	1,758,600

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, 2013

	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association	Eliminating Entries	2013 Combined Actuals	2013 Combined Total Budget
Restricted Revenue & Expense:					
Endowment Contributions	-	3,621,496	-	3,621,496	530,000
Restricted Contributions - Programs/Capital	-	4,373,252	-	4,373,252	7,529,821
Restricted Contributions - WildCare Institute	-	145,850	-	145,850	-
Donation Expense	(139,153)	(1,215)	-	(140,368)	(38,200)
Investment Income	-	5,831,063	-	5,831,063	1,711,049
Total Restricted Revenue & Expense	(139,153)	13,970,446	-	13,831,293	9,732,670
Net Income Before Program Contributions	(6,416,962)	19,330,298	-	12,913,336	11,491,270

	Saint Louis Zoological Subdistrict	Saint Louis Zoo Association	Eliminating Entries	2013 Combined Actuals	2013 Combined Total Budget
Program Contributions (Current Year):					
Parent program	347,806	(347,806)	-	-	-
Carousel	36,000	(36,000)	-	-	-
WildCare Institute	82,240	(82,240)	-	-	-
The Living Promise Campaign	10,115,038	(11,163,645)	-	(1,048,607)	-
Non-Campaign Initiatives	3,583,881	(3,583,881)	-	-	-
Contributions to Zoo Programs	193,024	(193,024)	-	-	-
Endowment Harvest	-	(819,000)	-	(819,000)	(819,000)
Total Program Contributions	14,357,989	(16,225,596)	-	(1,867,607)	(819,000)
Net Income after Contributions	7,941,027	3,104,702	-	11,045,729	10,672,270

Remove BAU Capital Spending	8,437,187	-	-	8,437,187	1,424,030
Add Depreciation Expense	(9,108,064)	-	-	(9,108,064)	(9,000,000)
Add Loss on Disposal of Assets	(514)	-	-	(514)	-
Change in Net Position	\$ 7,269,636	\$ 3,104,702	\$ -	\$ 10,374,338	\$ 3,096,300

**SAINT LOUIS ZOO
FINANCIAL PLAN - FOR THE YEAR OF 2013 (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	CY 2013 Actuals	CY 2013 Net Budget	Budget Variance
*** ATTENDANCE ***									3,226,778	3,100,000	126,778
Tax Revenue	\$ 20,944,854								\$ 20,944,854	\$ 20,812,003	\$ 132,851
Food Service	\$ 9,949,669	\$ 2,506,655	\$ 715,701	\$ 1,640,396	\$ 382,377	\$ 264,003	\$ 3,002,478	\$ 5,509,133	\$ 4,440,536	\$ 3,513,179	\$ 927,357
Gift Shops	3,873,368	1,460,927	222,492	327,403	91,645	48,117	689,656	2,150,583	1,722,785	1,477,184	245,601
Railroad	1,548,087	14,104	148,685	404,391	79,798	96,989	729,862	743,966	804,121	794,695	9,426
Parking Lot	2,887,479	25,143	82,538	162,895	32,289	46,201	323,923	349,066	2,538,413	2,299,313	239,100
Sealion Show	605,570	7,877	190,054	78,441	67,552	44,441	380,488	388,365	217,206	(30,819)	248,025
Insectarium	-	-	249,914	74,934	82,123	64,929	471,900	471,900	(471,900)	(484,240)	12,340
Group Tours	92,038	-	44,845	-	14,176	1,032	60,053	60,053	31,985	8,518	23,467
Guest Services	362,758	15,873	33,979	142,132	19,865	8,398	204,373	220,246	142,512	154,120	(11,608)
Safari Pass	(10)	26,806	-	(58)	58	(26,818)	(26,818)	(12)	2	-	2
Carousel	602,791	2,218	1,418	83,735	14,152	11,933	111,238	113,455	489,336	482,499	6,837
Simulator	307,706	1,751	846	64,434	5,119	7,476	77,875	79,626	228,080	224,409	3,671
3D Movie	127,699	-	-	5,133	393	11,820	17,346	17,346	110,353	130,471	(20,118)
Education	1,505,530	11,588	866,011	596,137	303,277	718,206	2,483,631	2,495,219	(989,688)	(924,678)	(65,010)
Group Sales	241,391	36,588	192,896	138,313	76,506	115,637	523,352	559,940	(318,549)	(205,693)	(112,856)
Research	95,686	43,169	242,289	37,817	73,955	76,794	430,855	474,023	(378,337)	(394,627)	16,290
Zoo G & A	80,180	-	1,103,070	-	421,363	28,785	1,553,218	1,553,218	(1,473,038)	(1,203,102)	(269,936)
Utilities (less Phones)	-	-	-	-	-	2,924,893	2,924,893	2,924,893	(2,924,893)	(2,953,184)	28,291
Human Resources	7,805	-	653,864	26,307	303,576	540,068	1,523,814	1,523,814	(1,516,010)	(1,539,648)	23,638
Safety & Risk Management	-	-	92,303	37,167	638,374	605,062	1,372,907	1,372,907	(1,372,907)	(1,257,195)	(115,712)
MIS	-	-	335,908	5,184	93,875	414,279	849,245	849,245	(849,245)	(996,689)	147,444
Audio Visual	32,374	-	50,848	48,842	22,326	17,905	139,921	139,921	(107,547)	(126,817)	19,270
Finance	-	-	637,118	109,249	195,558	164,970	1,106,895	1,106,895	(1,106,895)	(1,121,357)	14,462
Purchasing	-	-	124,126	-	35,649	8,881	168,656	168,656	(168,656)	(174,312)	5,656
WildCare Institute	244,156	-	34,440	26,008	10,330	1,233,779	1,304,557	1,304,557	(1,060,401)	(1,042,529)	(17,872)
Conservation Medicine	4,406	-	93,642	16,777	27,350	41,469	179,238	179,238	(174,832)	(190,716)	15,884
Animal Division	5,145	-	3,869,437	197,996	1,190,487	1,007,026	6,264,946	6,264,946	(6,259,801)	(6,353,197)	93,396
Children's Zoo	720,440	2,932	583,830	277,672	203,526	92,034	1,157,062	1,159,995	(439,554)	(378,479)	(61,075)
Facilities Management	-	-	1,708,907	372,437	541,794	647,199	3,270,337	3,270,337	(3,270,337)	(3,305,044)	34,707
Architecture & Planning	-	-	225,165	-	61,035	31,763	317,963	317,963	(317,963)	(315,041)	(2,922)
Zone Maintenance	-	-	-	-	-	62,004	62,004	62,004	(62,004)	(64,300)	2,296
Security	-	-	492,492	361,989	169,038	96,706	1,120,225	1,120,225	(1,120,225)	(1,061,659)	(58,566)
Veterinary Hospital	-	-	565,735	3,014	160,407	328,061	1,057,217	1,057,217	(1,057,217)	(1,185,300)	128,083
Animal Nutrition	-	-	265,320	-	76,321	820,026	1,161,668	1,161,668	(1,161,668)	(1,172,775)	11,107
Distribution Center	11,893	14,831	202,377	212,969	81,679	31,282	528,308	543,139	(531,246)	(522,168)	(9,078)
Breeding Farm	-	-	-	-	-	126	126	126	(126)	(200)	74
South Campus	2,552	-	-	-	-	174,247	174,247	174,247	(171,695)	(132,400)	(39,295)
Marketing	77,905	-	780,049	3,204	217,169	1,380,842	2,381,264	2,381,264	(2,303,359)	(2,330,996)	27,637
Grounds	-	-	126,568	278,916	58,374	149,188	613,045	613,045	(613,045)	(506,347)	(106,698)
Housekeeping	-	-	574,961	17,722	200,720	92,395	885,798	885,798	(885,798)	(947,404)	61,606
Total Operations	23,386,619	4,170,461	15,511,827	5,751,557	5,952,235	12,382,149	39,597,766	43,768,227	(20,381,608)	(21,836,529)	1,454,921
Membership	3,928,026	12,659	281,338	135,452	98,844	683,522	1,199,157	1,211,816	2,716,210	2,384,609	331,602
ZOO FARI / A ZOO ADO	1,011,531	6,845	433	5,521	508	376,809	383,271	390,116	621,414	528,242	93,172
Parents Program	348,411	-	11,027	-	2,403	127,464	140,895	140,895	207,516	171,223	36,293
Association Other Contributions	46,600	-	-	-	-	5,802	5,802	5,802	40,798	42,568	(1,770)
Association G&A	235,060	-	512,696	8,142	160,503	344,340	1,025,681	1,025,681	(790,621)	(1,004,248)	213,627
Fundraising Events	468,420	-	1,692	23,570	2,460	265,682	293,404	293,404	175,016	63,900	111,116
Member Benefits	255,408	9,481	3,987	24,474	2,182	419,338	449,980	459,462	(204,053)	(233,110)	29,057
Marlin Perkins Society	1,737,915	-	182,075	1,435	40,809	211,046	435,365	435,365	1,302,550	906,242	396,308
Total Support	8,031,370	28,986	993,248	198,594	307,707	2,434,004	3,933,554	3,962,540	4,068,830	2,859,426	1,209,405
Tax, Ops, and Support Total	52,362,844	4,199,446	16,505,075	5,950,151	6,259,942	14,816,153	43,531,320	47,730,767	4,632,077	1,834,900	2,797,177

SAINT LOUIS ZOO
FINANCIAL PLAN - FOR THE YEAR OF 2013 (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	CY 2013 Actuals	CY 2013 Net Budget	Budget Variance
BAU Capital	-	-	-	-	-	8,437,187	8,437,187	8,437,187	(8,437,187)	(12,572,388)	4,135,201
Strategic Capital	-	-	-	-	-	10,088,949	10,088,949	10,088,949	(10,088,949)	(24,290,374)	14,201,425
Major Repairs	-	-	-	-	-	383,163	383,163	383,163	(383,163)	(75,970)	(307,193)
Association Fundraising	6,547,856	-	677,874	348	202,864	1,116,406	1,997,492	1,997,492	4,550,364	7,550,829	(3,000,465)
Planned Giving	3,894,940	-	95,753	-	17,535	193,867	307,155	307,155	3,587,785	168,299	3,419,486
Total Before Investments	10,442,796	-	773,627	348	220,399	20,219,573	21,213,947	21,213,947	(10,771,151)	(29,219,604)	18,448,453
Zoo Investments	8,321	-	-	-	-	-	-	-	8,321	15,000	(6,679)
Association Investments	1,293,875	-	-	-	-	51,854	51,854	51,854	1,242,020	539,500	702,520
Campaign Investments	22,507	-	-	-	-	16,863	16,863	16,863	5,644	(5,008)	10,652
Endowed Investments	5,920,978	-	-	-	-	81,110	81,110	81,110	5,839,868	2,068,750	3,771,118
Investment Income	7,245,681	-	-	-	-	149,827	149,827	149,827	7,095,853	2,618,242	4,477,611
Contributions - Carousel	36,000	-	-	-	-	36,000	36,000	36,000	-	-	-
Contributions - WCI	82,240	-	-	-	-	82,240	82,240	82,240	-	-	-
Contributions - Capital	14,747,526	-	-	-	-	14,747,526	14,747,526	14,747,526	-	-	-
Contributions - Zoo Parents	347,806	-	-	-	-	347,806	347,806	347,806	-	-	-
Contributions - Other Programs	193,024	-	-	-	-	193,024	193,024	193,024	-	-	-
Contributions - Endowment Harvest	819,000	-	-	-	-	819,000	819,000	819,000	-	-	-
Association Management Fees	12,000	-	-	-	-	12,000	12,000	12,000	-	-	-
Routine Eliminations	(588,830)	-	-	-	-	(588,830)	(588,830)	(588,830)	-	-	-
Endowment Eliminations	(819,000)	-	-	-	-	(819,000)	(819,000)	(819,000)	-	-	-
Wildcare Eliminations	(82,240)	-	-	-	-	(82,240)	(82,240)	(82,240)	-	-	-
Capital Eliminations	(14,747,526)	-	-	-	-	(14,747,526)	(14,747,526)	(14,747,526)	-	-	-
Grand Total	\$ 70,051,320	\$ 4,199,446	\$ 17,278,702	\$ 5,950,498	\$ 6,480,341	\$ 35,185,553	\$ 64,895,094	\$ 69,094,541	\$ 956,779	\$ (24,766,462)	\$ 25,723,242
Remove Capital Spending							\$ (18,526,136)	\$ (18,526,136)	\$ (18,526,136)	\$ 18,526,136	\$ (18,336,626)
Add Depreciation Expense							9,108,064	9,108,064	9,108,064	(9,108,064)	(108,064)
Add Loss on Disposal of Assets							514	514	514	(514)	(514)
Change in Net Position									\$ 10,374,338	\$ 3,096,300	\$ 7,278,038

**SAINT LOUIS ZOOLOGICAL SUBDISTRICT
SCHEDULE OF CAPITAL EXPENDITURES (UNAUDITED)
YEAR ENDED DECEMBER 31, 2013**

	1/1/2013 BALANCE	YEAR TO DATE 2013 ACTIVITY	Closed Fixed Assets	12/31/2013 Ending Balance
Strategic Capital:				
30100-7100-01 (CC: CM) CAPITAL PROJECT MANAGERS	\$ 2,568,363.37	\$ 593,922.42	\$ -	\$ 3,162,285.79
30100-7103-01 (CC: 19) GLACIER FALLS DESIGN	1,387,819.79	403,771.44	0.00	1,791,591.23
30100-7104-01 (CC: 22.2) ANDEAN/SUN BEAR DESIGN	497,248.41	36,082.28	0.00	533,330.69
30100-7203-01 (CC: 64) NORTH ARRIVAL DESIGN	564,086.81	5,904.20	0.00	569,991.01
30100-7302-01 (CC: 41.08) VIDEO SURVEILLANCE SYSTEM	118,104.75	31,895.25	150,000.00	0.00
30101-7100-01 (CC: PD) PROJECT DESIGN	71,565.93	0.00	0.00	71,565.93
30101-7102-01 (CC: 12) SEA LION EXHIBIT CONSTRUCTION	0.00	(67,819.02)	(67,819.02)	0.00
30101-7103-01 (CC: 64) NORTH RESTROOM DESIGN	2,688.00	0.00	2,688.00	0.00
30101-7104-01 (CC: 22.2) 2012 RIVER'S EDGE ADDITION	1,952,707.74	5,070,718.50	0.00	7,023,426.24
30101-7105-01 (CC: 22) PRAIRIE DOG DESIGN	5,018.85	0.00	0.00	5,018.85
30101-7201-01 (CC: 37) EAST REFRESHMENT IMPROVEMENTS	139,661.43	0.00	0.00	139,661.43
30101-7203-01 (CC: 64) NORTH ARRIVAL EXPERIENCE	23,509.23	86,833.23	110,342.46	0.00
30101-7303-01 (CC: 55) CAROUSEL RESTROOM DESIGN	72,802.07	18,301.23	0.00	91,103.30
30102-7100-01 (CC: DP) DONOR PLAQUES	35,855.28	18,557.31	54,412.59	0.00
30102-7303-01 (CC: 44) CENTRAL RESTROOM DESIGN	53,191.01	0.00	0.00	53,191.01
30105-7203-01 (CC: 64) NORTH ARRIVAL PHASE II	1,646,136.58	0.00	1,646,136.58	0.00
30106-7203-01 (CC: 64) NORTH ARRIVAL PHASE III	243,144.89	1,156,224.74	1,399,369.63	0.00
30107-7203-01 (CC: 64) NORTH ARRIVAL PHASE IV	0.00	154,979.02	0.00	154,979.02
30110-7103-01 (CC: 19) POLAR BEAR EXHIBIT CONSTRUCTION	0.00	2,263,035.03	0.00	2,263,035.03
30111-7103-01 (CC: 19) RAILROAD RELOCATION	0.00	78,298.02	0.00	78,298.02
30111-7304-01 (CC: 40.13) WAYFINDING SIGNS	182,727.06	8,861.43	0.00	191,588.49
30112-7103-01 (CC: 19) TEMPORARY PENGUIN RELOCATION	0.00	15,498.58	0.00	15,498.58
30115-7301-01 (CC: 41.10) 2012 SAN REFRESH	169,865.78	41,457.50	211,323.28	0.00
30115-7304-01 (CC: 40) SITE/PATHWAY LIGHTING	14,326.25	172,428.07	186,754.32	0.00
Total Strategic Capital	9,748,823.23	10,088,949.23	3,693,207.84	16,144,564.62
BAU Capital:				
30206-3002-01 FRAGILE FOREST EXHIBIT MODIFICATIONS	25,426.20	350.00	0.00	25,776.20
30215-3002-01 2011 EMF/RHINO/HIPPO PAINTING	18,560.66	18,378.14	0.00	36,938.80
30221-3002-01 2013 HERP BOILER REPLACEMENT	0.00	23,697.93	23,697.93	0.00
30230-3002-01 P&P CHILLER REPLACEMENT	0.00	27,805.00	27,805.00	0.00
30247-3002-01 2013 RECOAT BEETLE SCULPTURE	0.00	6,368.54	6,368.54	0.00
30258-3002-01 HERP INTERIOR FACADE REPLACEMENT	350.00	6,209.31	0.00	6,559.31
30288-3002-01 2013 ANTELOPE DRAINAGE IMPROVEMENTS	0.00	5,951.42	0.00	5,951.42
30305-3003-01 2013 BIRD HOUSE LED LIGHTING	0.00	21,362.47	21,362.47	0.00
30306-3003-01 2013 LAKESIDE KITCHEN LED LIGHTING	0.00	8,598.56	8,598.56	0.00
30308-3003-01 2013 NORTH ENTRANCE POLE LIGHTING UPGRADE	0.00	5,726.06	5,726.06	0.00
30310-3003-01 2013 PLUMBING VAN PURCHASE	0.00	24,987.00	24,987.00	0.00
30311-3003-01 2013 GREENHOUSE WET/COOLING WALL	0.00	8,659.00	8,659.00	0.00
30312-3003-01 2013 HERP LIGHTING UPGRADE	0.00	87,896.64	87,896.64	0.00
30316-3003-01 2013 BIG CAT FIRE HYDRANT	0.00	15,750.22	15,750.22	0.00
30325-3003-01 2013 HORTICULTURE SCOOTER	0.00	15,632.05	15,632.05	0.00
30327-3003-01 2013 ASPHALT REPAIRS	0.00	20,912.78	20,912.78	0.00
30328-3003-01 2013 SCANNER PLOTTER PURCHASE	0.00	7,600.00	7,600.00	0.00
30346-3003-01 2012 LAKESIDE FIRE PANEL UPGRADE	11,907.60	5,765.89	17,673.49	0.00
30347-3003-01 2012 FIRE ALARM DEVICE REPLACEMENT	4,365.00	5,138.00	9,503.00	0.00
30353-3003-01 2013 WATER METER INSTALLATION	0.00	161,798.54	0.00	161,798.54
30367-3003-01 2012 TLW DIMMER PANEL	5,000.00	23,729.53	28,729.53	0.00
30370-3003-01 2013 SCISSOR LIFT	0.00	7,000.00	7,000.00	0.00
30371-3003-01 2013 CENTRAL RESTROOM DOOR REPLACEMENT	0.00	15,763.93	0.00	15,763.93
30372-3003-01 2011 PRIMATE LOWER LEVEL RESTROOM RENOVATIONS	9,542.57	2,614.24	0.00	12,156.81
30382-3003-01 2011 ENERGY MANAGEMENT SYSTEM UPGRADES	17,182.24	7,991.55	25,173.79	0.00
30393-3003-01 2013 ENERGY MANAGEMENT PANELS	0.00	18,745.12	0.00	18,745.12
30394-3003-01 2013 SWITCH GEAR REPLACEMENT	0.00	28,500.93	0.00	28,500.93
30407-3004-01 2013 UPS BATTERY REPLACEMENT	0.00	11,304.64	11,304.64	0.00
30413-3004-01 2013 PENGUIN SCULPTURE INSTALL	0.00	5,322.51	5,322.51	0.00
30420-3004-01 2013 ADMIN COPIER REPLACEMENT	0.00	10,478.36	10,478.36	0.00
30432-3004-01 2012 SCOOTER REPLACEMENT (DONOR FUNDED)	0.00	28,064.00	28,064.00	0.00
30457-3004-01 2013 IT/FM BACKUP GENERATOR	0.00	12,000.00	0.00	12,000.00
30458-3004-01 2013 DEVELOPMENT OFFICE MODIFICATIONS	0.00	11,126.32	11,126.32	0.00
30459-3004-01 2013 ADMIN ROOF REPLACEMENT	0.00	82,052.50	82,052.50	0.00
30460-3004-01 2013 TRAINING CENTER FURNITURE	0.00	31,209.39	31,209.39	0.00
30462-3004-01 2013 ADMIN HVAC EQUIPMENT REPLACEMENT	0.00	8,676.04	8,676.04	0.00
30463-3004-01 2013 WIRELESS NETWORKING	0.00	125,417.80	0.00	125,417.80
30464-3004-01 2013 AMBULANCE CART PURCHASE	0.00	18,148.01	18,148.01	0.00

**SAINT LOUIS ZOOLOGICAL SUBDISTRICT
SCHEDULE OF CAPITAL EXPENDITURES (UNAUDITED)
YEAR ENDED DECEMBER 31, 2013**

	1/1/2013 BALANCE	YEAR TO DATE 2013 ACTIVITY	Closed Fixed Assets	12/31/2013 Ending Balance
30490-3004-01		0.00	64,582.14	64,582.14
30544-3005-01		0.00	6,547.90	0.00
30547-3005-01		0.00	23,928.00	0.00
30548-3005-01		0.00	5,849.23	0.00
30606-3006-01		2,750.00	43,596.21	0.00
30610-3006-01		0.00	11,996.25	0.00
30616-3006-01		0.00	95,467.50	0.00
30617-3006-01		0.00	11,196.62	0.00
30804-3008-01		0.00	27,495.57	0.00
30910-3009-01		0.00	26,413.29	0.00
31012-3010-01		22,800.00	0.00	0.00
31015-3010-01		3,575,310.29	89,239.15	0.00
31021-3010-01		0.00	28,800.91	0.00
31022-3010-01		0.00	18,850.00	0.00
31023-3010-01		0.00	9,957.31	0.00
31025-3010-01		0.00	42,645.00	0.00
31110-3011-01		0.00	127,571.08	0.00
31112-3011-01		0.00	14,268.20	0.00
31113-3011-01		0.00	35,420.15	0.00
31116-3011-01		0.00	42,621.03	42,621.03
31211-3012-01		8,697.36	2,042.86	10,740.22
31216-3012-01		1,850.67	0.00	1,850.67
31217-3012-01		0.00	25,618.23	0.00
31218-3012-01		0.00	6,732.37	0.00
31219-3012-01		0.00	17,990.00	0.00
31310-3013-01		41,744.30	36,615.00	78,359.30
31320-3013-01		0.00	3,021,214.64	3,021,214.64
31321-3013-01		0.00	1,602,020.74	1,602,020.74
31330-3013-01		0.00	176,010.70	176,010.70
31413-3014-01		0.00	11,003.94	0.00
31508-3015-01		0.00	9,174.35	0.00
31619-3016-01		9,461.73	4,252.49	0.00
31620-3016-01		2,976.77	(2,976.77)	0.00
31804-3018-01		0.00	63,992.07	63,992.07
31904-3019-01		0.00	(12,058.43)	0.00
31905-3019-01		0.00	38,865.60	0.00
32001-3002-01		39,974.38	328,387.22	0.00
32003-3002-01		3,902.97	28,921.14	32,824.11
32004-3002-01		1,484.04	1,784.45	3,268.49
32005-3002-01		15,019.40	62,155.41	77,174.81
32006-3002-01		0.00	39,846.53	39,846.53
32012-3002-01		3,857.28	1,664.44	5,521.72
32015-3002-01		198,000.00	(198,000.00)	0.00
32016-3002-01		22,500.00	150,597.21	173,097.21
32017-3002-01		2,567.26	(2,567.26)	0.00
32018-3002-01		0.00	107,485.72	0.00
32021-3002-01		16,017.00	35,649.00	0.00
32022-3002-01		0.00	2,800.50	2,800.50
32024-3002-01		1,209.00	1,224.63	2,433.63
32026-3002-01		8,765.60	2,366.56	0.00
32027-3002-01		5,559.77	14,112.68	0.00
32028-3002-01		820.00	2,600.00	3,420.00
32029-3002-01		0.00	5,753.78	0.00
32030-3002-01		0.00	16,191.30	0.00
32031-3002-01		0.00	9,754.30	0.00
32032-3002-01		0.00	12,668.00	0.00
32033-3002-01		0.00	32,771.00	0.00
32034-3002-01		0.00	8,678.85	0.00
32035-3002-01		0.00	36,659.40	0.00
32039-3002-01		0.00	60,480.00	60,480.00
32040-3002-01		0.00	22,670.00	0.00
32041-3002-01		0.00	5,169.42	0.00
32042-3002-01		0.00	29,102.73	0.00
32043-3002-01		0.00	9,137.98	0.00
32044-3002-01		0.00	20,645.00	0.00
32046-3002-01		0.00	9,088.00	9,088.00

**SAINT LOUIS ZOOLOGICAL SUBDISTRICT
SCHEDULE OF CAPITAL EXPENDITURES (UNAUDITED)
YEAR ENDED DECEMBER 31, 2013**

	1/1/2013 BALANCE	YEAR TO DATE 2013 ACTIVITY	Closed Fixed Assets	12/31/2013 Ending Balance
32047-3002-01	0.00	14,066.00	0.00	14,066.00
32049-3002-01	0.00	38,386.39	0.00	38,386.39
32050-3002-01	0.00	60,111.81	60,111.81	0.00
32051-3002-01	0.00	18,600.00	0.00	18,600.00
32052-3002-01	0.00	70,987.00	0.00	70,987.00
32053-3002-01	0.00	7,660.00	0.00	7,660.00
32054-3002-01	0.00	5,357.73	5,357.73	0.00
32055-3002-01	0.00	51,840.00	51,840.00	0.00
32056-3002-01	0.00	6,330.00	6,330.00	0.00
32057-3002-01	0.00	20,004.38	20,004.38	0.00
32058-3002-01	0.00	12,863.85	12,863.85	0.00
32810-3028-01	5,490.38	26,088.72	0.00	31,579.10
32906-3029-01	420,057.73	13,933.00	433,990.73	0.00
32908-3029-01	257,148.04	5,000.00	0.00	262,148.04
32912-3029-01	2,250.00	(2,250.00)	0.00	0.00
32913-3029-01	83,162.91	345,040.74	0.00	428,203.65
32914-3029-01	3,003.75	0.00	0.00	3,003.75
32915-3029-01	0.00	425.41	0.00	425.41
32916-3029-01	0.00	86,138.00	86,138.00	0.00
32917-3029-01	0.00	2,695.74	0.00	2,695.74
32918-3029-01	0.00	14,654.00	14,654.00	0.00
32919-3029-01	0.00	27,897.75	0.00	27,897.75
32920-3029-01	0.00	9,839.51	9,839.51	0.00
33807-3038-01	0.00	52,784.51	52,784.51	0.00
33808-3038-01	0.00	37,258.86	37,258.86	0.00
Total BAU Capital	4,848,714.90	8,437,187.14	6,459,293.84	6,826,608.20
Total Strategic Capital	9,748,823.23	10,088,949.23	3,693,207.84	16,144,564.62
Total BAU Capital	4,848,714.90	8,437,187.14	6,459,293.84	6,826,608.20
Total Capital Expenditures	\$ 14,597,538.13	\$ 18,526,136.37	\$ 10,152,501.68	\$ 22,971,172.82