



June 24, 2013

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Honorable Members of the Budget and Finance Committee:

In the face of declining City funding, the GLAZA Board of Trustees firmly believes that this is the moment to strengthen the Los Angeles Zoo's long-term financial outlook. To ensure the Zoo's robust future, a significant and immediate financial investment in an aggressive, strategic marketing plan is absolutely necessary to enable the Zoo to expand its audiences and increase its earned revenues.

With the active oversight of the Mayor, the CAO and the City Attorney, the Zoo Director and GLAZA have agreed upon a detailed business and marketing plan that presents the City and the Zoo with opportunities to benefit from new income streams that will support the operations and programs of the LA Zoo. This plan is based on realistic growth projections that demonstrate the expanded financial benefits a strategic marketing investment can generate.

Los Angeles is an intensely competitive leisure market that requires a significant marketing investment in order to be heard. The Zoo's current marketing budget is merely 1/10 of the budgets of comparable Los Angeles attractions and only 1/3 of the average budgets of zoos nationwide. It is critical that the LA Zoo's message reach a wider audience to expand its attendance and strengthen its financial base.

GLAZA has identified the financial resources to jump start a creative and effective plan to raise the Zoo's earned revenues through new marketing initiatives. The generous donors who contribute money to GLAZA have made it very clear that they expect GLAZA to exercise fiscal and creative control over these donations to achieve the most effective results for the Zoo and its programs. As evidenced by our expanding success in raising revenues through sponsorships and our financial strength and stability, GLAZA's experienced, entrepreneurial and results-driven team is optimally suited to launch these new marketing initiatives.

Benefiting the Los Angeles Zoo and Botanical Gardens

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Honorable Members of the Budget and Finance Committee

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GLAZA's 50-year history of partnering with the Zoo is a testament to our ability to assume these marketing responsibilities. This marketing plan is designed to bring the Zoo to the forefront of choices for family entertainment and education and make it top of mind as an outstanding Los Angeles Cultural attraction, producing a healthy return on our donors' substantial investment that will fund the Zoo and its future.

Attached please find a brief summary of the major contributions GLAZA has made to the Los Angeles Zoo and its programs in the past several years. We look forward to continuing to support the Zoo and will make every effort to ensure its bright future.

Sincerely,

A handwritten signature in cursive script that reads "Connie Morgan". The signature is written in black ink and is positioned below the word "Sincerely,".

Connie Morgan

President

GLAZA'S CONTRIBUTIONS TO THE LOS ANGELES ZOO

For 50 years, the nonprofit Greater Los Angeles Zoo Association ("GLAZA") has been an *integral partner* of the Los Angeles Zoo. GLAZA operates six essential Zoo departments, including fundraising, membership, publications, volunteers, concessions, and special events. **GLAZA's mission** is to support the LA Zoo in nurturing wildlife and enriching the human experience. GLAZA has raised substantial funds for exhibits, capital projects, conservation, education and community outreach programs at the Zoo.

Substantial Financial Support

Through GLAZA's fundraising, membership, sponsorship, concessions and special event efforts, GLAZA raises *substantial annual funding* to support the LA Zoo and its programs.

Capital Projects at the Los Angeles Zoo

GLAZA actively promoted nearly **\$50 million** in bonds to help realize the Zoo's Master Plan. GLAZA also raised additional capital project donations for the following capital projects: Chimpanzees of Mahale Mountain/Red Ape Rainforest (**\$1.8 million**), Campo Gorilla Reserve (**\$7.3 million**), Winnick Family Children's Zoo (**\$2.75 million**), Children's Discovery Center (**\$6 million**), and the Gottlieb Animal Health and Conservation Center (**nearly \$900,000**).

Since 2009, GLAZA has made the following major capital projects possible through pledges and fundraising in the amounts of:

- **\$19+ million: *Elephants of Asia***: beyond the \$4.85 million originally pledged and funded, in 2009 GLAZA agreed to fund an additional \$14.1 million plus debt payment to replace City MICLA funds. This largest commitment to a single capital project by GLAZA resulted in a state-of-the-art exhibit that is the geographical heart of the Zoo.
- **\$2.85 million: *The Tom Mankiewicz Conservation Carousel***, a hand carved "legacy" endangered species carousel, was created by GLAZA to provide a new source of operating revenue for the Zoo. GLAZA commissioned, built, and funded the Carousel, then paid it off completely within 1.5 years of its opening. GLAZA gifted the structure to the Zoo this year; the Carousel will begin generating \$263,000 annually that will directly fund the Zoo in FY2014.
- **\$1.25 million: *The Angela Collier World of Birds Show*** is a completely new, permanent set for the Zoo's popular bird show that is being funded and constructed by GLAZA. The Zoo will open the new bird show in FY2014.
- **Capital Improvements to Food and Retail Concessions**: Through its agreement with its concessionaire, GLAZA has directed improvements to the Zoo's food and retail program over the past three years, including a major remodel of Mahale Café, the transformation of the Churro Factory and Café Pico, the installation of two new "Sweet Treat" shops, and the addition of a new, higher-end quick serve restaurant, Reggie's Bistro.

Program and Outreach Funding for the Los Angeles Zoo

In addition to raising substantial funds to help realize Zoo capital projects, GLAZA continuously raises funds from donors, foundations, and others for specific Zoo programs and needs. Some examples of other restricted gifts obtained by GLAZA for the Zoo since 2009 include:

- **\$809,000 in education funding** has been raised by GLAZA since 2009 to fund scholarships for bus transportation for underserved schools to enable them to take Zoo field trips; Zoo Camp Scholarships for children of need; a new, customized Community Outreach van purchased in 2013, and the Duttonhaver Animal Field Studies Program that annually sends teams of student volunteers, LAUSD Zoo Magnet School students, and Zoo staff to conduct Earth Watch conservation studies in South America, Africa and Asia.
- **\$106,000 in Animal Acquisition Funds** raised by GLAZA to assist the Zoo in purchasing animals.
- **\$260,000+** over just the last three years has been raised by GLAZA to fund **two full-time equivalent City positions in Muriel's Ranch**. This hands-on contact yard, located in the Winnick Family Children's Zoo, had been closed for 1.5 years due to lack of City funding.
- **Over \$200,000 annually to fund conservation programs** that allow Zoo staff to participate in conservation programming both at the Zoo and off-site, as well as funding for important Zoo-designated field conservation projects throughout the world.
- **The Janice L. Crawford Endowment Fund: \$600,000+** gift was obtained by GLAZA to **endow the behavioral enrichment programs** of the Los Angeles Zoo. GLAZA is currently allowing this fund to grow in the endowment for the future, and funds the City behavioral enrichment position directly from GLAZA's unrestricted fundraising revenues.

Strong Community Support for the Zoo

In addition to the substantial financial support GLAZA raises for the Zoo, the organization actively works to generate and nurture meaningful community support for the Zoo and its programs. Examples of these efforts include:

- **Vibrant Zoo Membership Program:** GLAZA created and now manages the largest membership program among all Los Angeles-area cultural institutions. Currently, Zoo membership includes **72,000 households**, representing nearly 300,000 individuals who support the Zoo through annual dues and purchases of concessions, retail items and Zoo education programs.
- **Accredited Docent Program:** GLAZA established the first zoo docent program in the country that is now accredited through UCLA-Extension and emulated by zoos nationwide. In 2012, the LA Zoo had **900 active volunteers** who donated **over 93,000 service hours** to the Zoo, assisting with education, administration, animal care, special events and grounds beautification.

Dedicated Education and Outreach Support

The following examples illustrate GLAZA's substantial efforts to assist the Zoo in education and outreach:

- **Produces an awards-winning publications program:** GLAZA manages the official LA Zoo website, publishes the quarterly *ZooView* magazine that has won many awards, the monthly *Zooscape* newsletter, and the *Gnus*, a bi-weekly newsletter for Zoo staff and volunteers.
- **Ensures Zoo accessibility:** GLAZA works to make the Zoo accessible to the entire community by funding Zoo Camp scholarships, the Community Outreach van, and the bus transportation program for school trips.
- **Funding of the interactive Condor Rescue Zone,** a hands-on experience for children to learn about conservation of wildlife and habitats.

Commitment to Supporting Wildlife and Conservation Efforts

- **Helps ensure state-of-the-art animal care:** GLAZA provides funding for advanced veterinary medical equipment at the Zoo and finances the behavioral enrichment program for the Zoo.
- **Funds conservation programs,** both at the Zoo and internationally, including the Zoo's participation in the California Condor Recovery Program.