



SARAH KUPNIEWSKI | PROCESS BOOK

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MADCAP BREWING COMPANY REBRAND

Client Myers School of Art: Corporate Identity | **Year** 2017

RESEARCH

MADCAP BREWING COMPANY

MadCap Brewing Company is a small brewery located in Kent, Ohio. The brewery was established in December 2011, but in 2016 the brewery made a move to Kent, where they now have a taproom and an arcade. The brewery puts out a long, extravagant story as to how they got their beginning. Essentially, the story starts in outer space, and eventually “MadCap,” a computer, makes its way to planet Earth to fulfill its destiny and begin brewing beer.

MadCap specializes in brewing a variety of different craft beers, ranging from lighter golden ales to powerful IPA's. In their taproom, they always have 8 different MadCap beers on tap, along with Bent Tree cold brew coffee. At MadCap, guests are allowed to bring in/order food. They also have a room where guests can enjoy a variety of games such as pinball, ski ball, cornhole, giant Jenga, cards, and lots of other different games.

MADCAP BREWERY FULL HISTORY

In the year 12,345,678 BC, MadCap was assembled in a laboratory from a mixture of space junk. Its mother was an immortal space goddess and father, a stinky mop bucket. After years of training and nurturing to consume the infinite knowledge of the universe to mature into a mega computer, MadCap was proven to be a failure. MadCap was a failure mostly because of its time spent wasting time and consuming

nonsense. MadCap's parents became utterly ashamed and banished MadCap to planet Earth to spread its annoying adolescent habits to the human race.

Once landing on planet Earth, MadCap strangely began to flourish. It spent time listening to punk and metal music, watching television, eating junk food, playing video games, and drinking beer.

After 20 years of aimlessly wandering the planet, MadCap attempted to normalize itself. It went to university, started working, and raised a family. During this time, MadCap was feeling like a failure because it kept realizing it unfulfilled its destiny of becoming a mega computer. To make itself feel better, MadCap picked up the hobby of home brewing beer. Soon after, MadCap had the idea to fulfill its true destiny by not becoming a mega computer, but becoming a brewing company.

On some random day in December of 2011, MadCap Brewing Company was born! From that day forward, MadCap Brewing Company made its mission to make bad jokes, make fun of its self, and make tasty beer.

CREATIVE BRIEF

MadCap Brewing Company is a small brewery located in Kent, Ohio. They specialize in brewing a variety of different craft beers.

CURRENT SITUATION

MadCap Brewing Company attracts a large number of customers into their taproom and brewery. Currently, they do not have a consistent brand. They feature many different logos, all in a different style. The brand needs to be made consistent across all media to begin building brand identity and integrity amongst all customers.

OBJECTIVES

Effectively create and design a new identity for MadCap brewing company in the form of a brand guide. The brand guide will include a logo design, the do's and don'ts of how to use the logo, a stationery set, website design, magazine advertisements, beer bottle packaging, and additional items.

TARGET AUDIENCE

The company rebrand will be designed towards adults ages 21 and over, specifically the younger adult population.

DELIVERABLES

- One brand guide consisting of how to and how not to use the logo, the correct color palette, and the appropriate typefaces
- Logo design
- Stationery set consisting of letterheads, envelopes, business cards, and invoices.
- Website design compatible with all screen sizes, including mobile
- Packaging design in the form of beer labels
- A print marketing campaign consisting of magazine advertisements and posters
- An e-mail marketing campaign
- Building signage
- Merchandise

MANDATORIES

- MadCap website address
- Brighter, fun colors that reflect madness and craziness

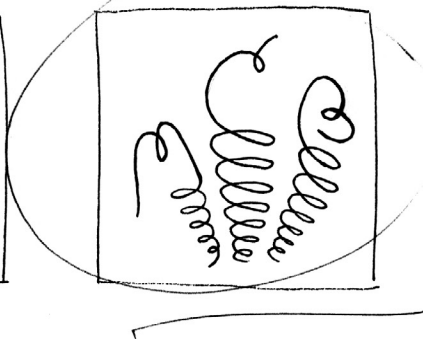
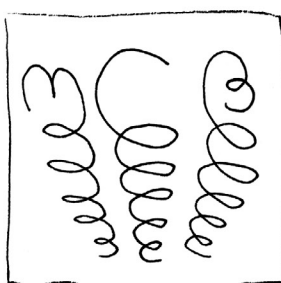
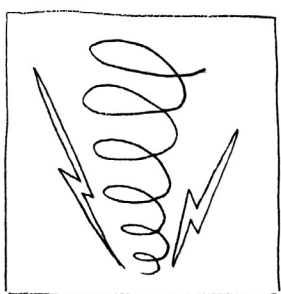
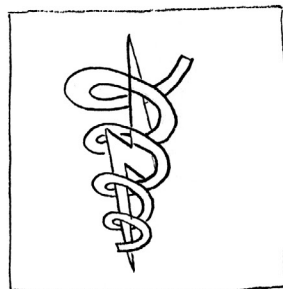
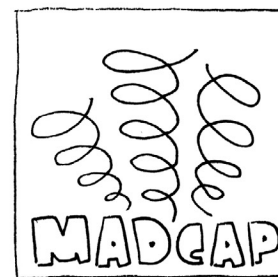
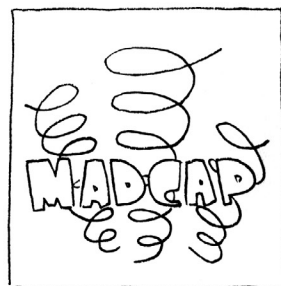
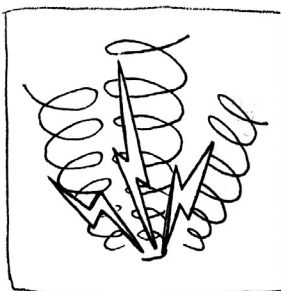
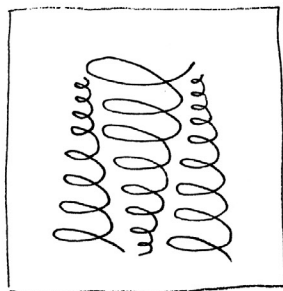
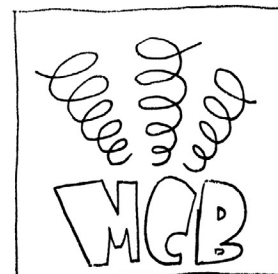
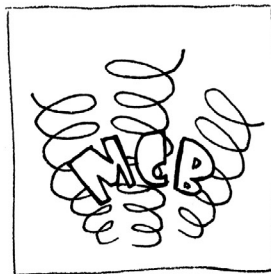
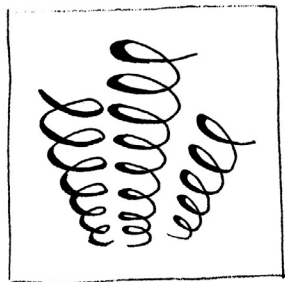
ESTIMATED HOURS

Research: 15 hours
Concept Development: 15 hours
Sketching: 10 hours
Roughs: 15 hours
Meetings: 10 hours
Revisions: 10 hours
Finals: 20 hours
Production: 15 hours
Total: 110 hours

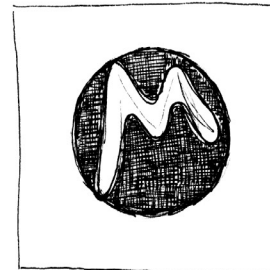
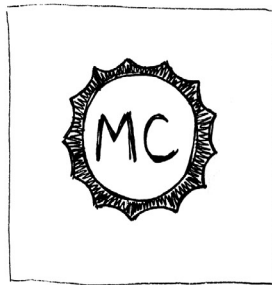
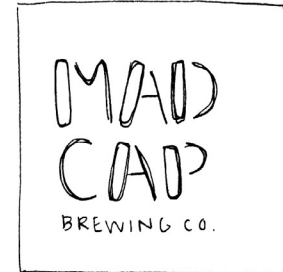
ACTUAL HOURS

Research: 20 hours
Concept Development: 30 hours
Sketching: 15 hours
Roughs: 20 hours
Meetings: 5 hours
Revisions: 15 hours
Finals: 30 hours
Production: 20 hours
Total: 155 hours

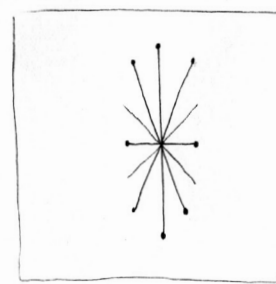
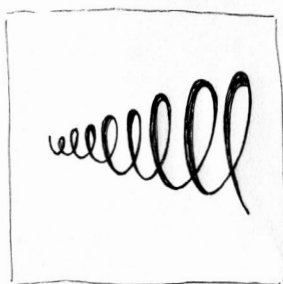
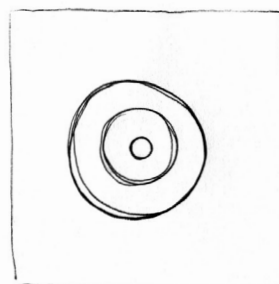
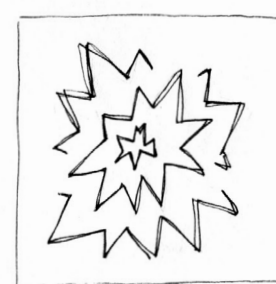
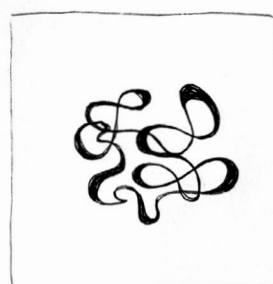
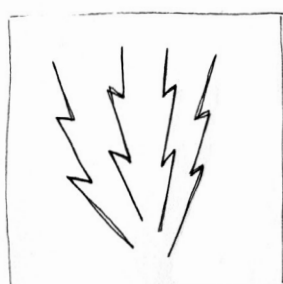
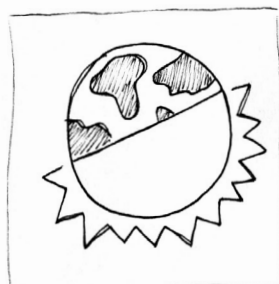
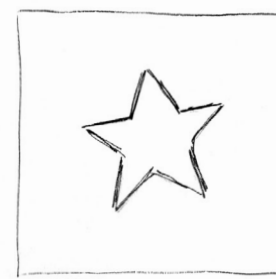
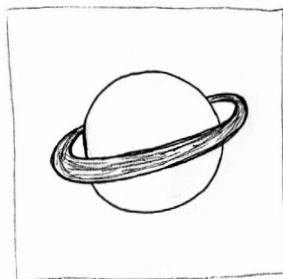
SKETCHES



SKETCHES



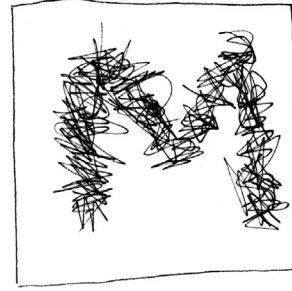
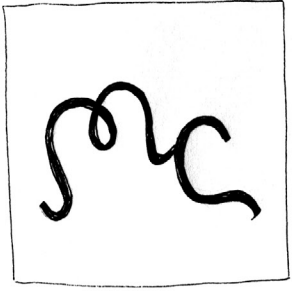
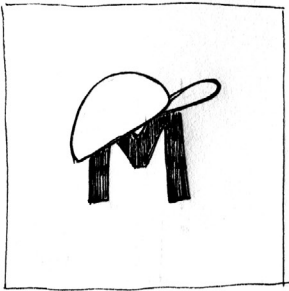
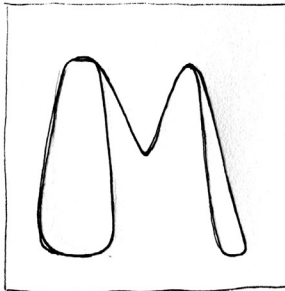
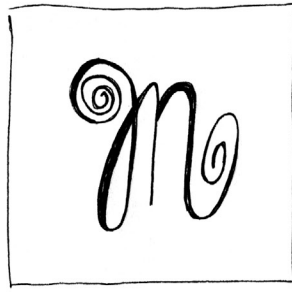
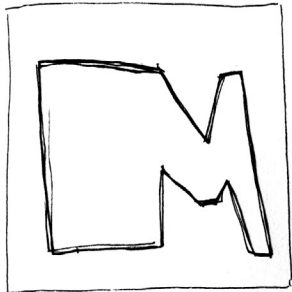
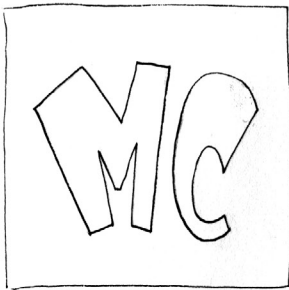
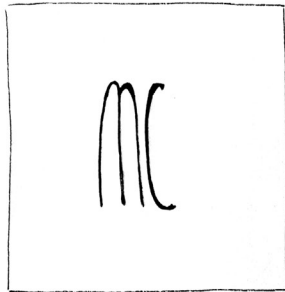
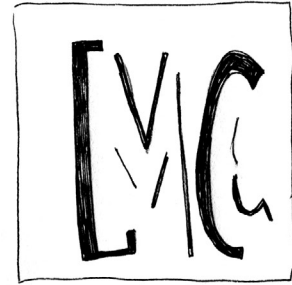
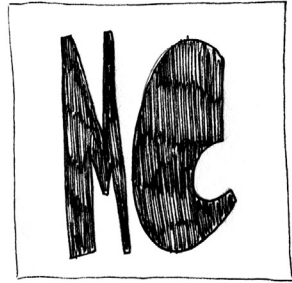
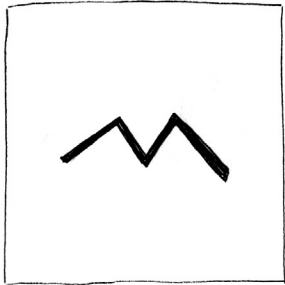
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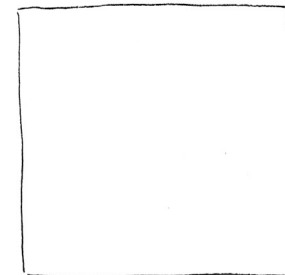
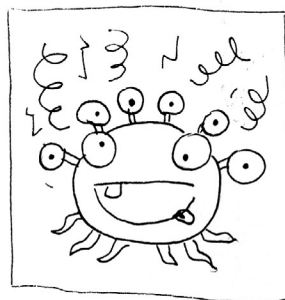
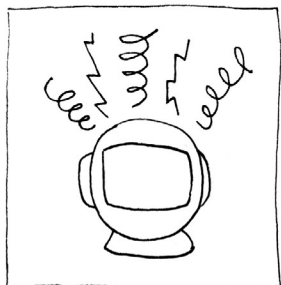
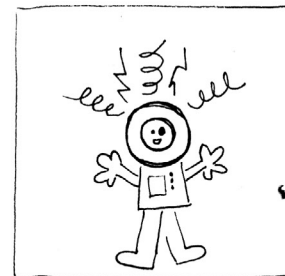
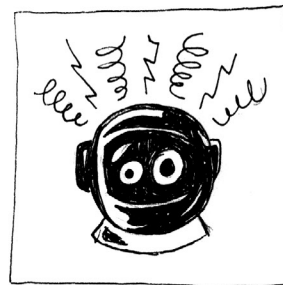
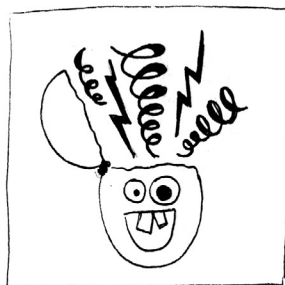
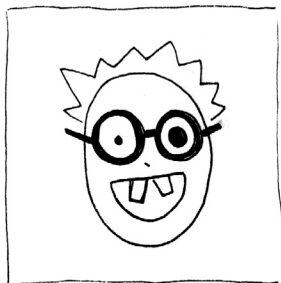
SKETCHES



SKETCHES



SKETCHES



TYPEFACE SELECTION

Adonis

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ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Azote Regular

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

bigSMALLS

abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890

Carnas

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Downtempo Medium

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Effra

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Enzo OT

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Factoria

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

PROHIBITION

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Londrina Solid

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

BADABOOM PRO

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

ORGOVAN

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

*Londrina Solid was chosen for the actual logo, and it was chosen to be paired with the Carnas family. Londrina Solid provides the madness and craziness because of its not perfect shapes and straight lines, while the more geometric shapes of Carnas allude to the story of how MadCap began (being a computer). It is also clean and easy to read, which pairs nicely with the shapes of Londrina Solid.

COLOR PALETTE



*This color palette was chosen because the colors are bright enough to reflect madness, but they are not overpowering.

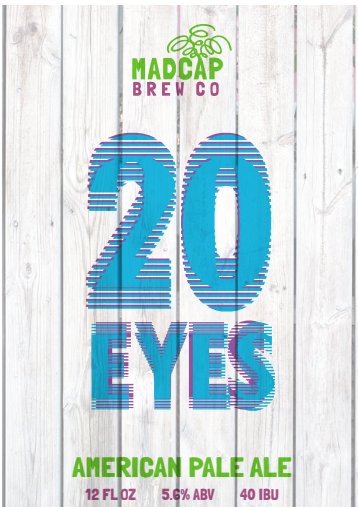
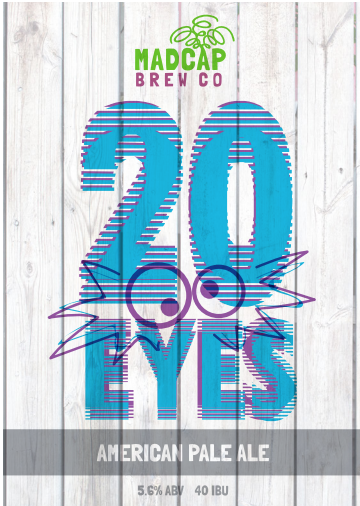
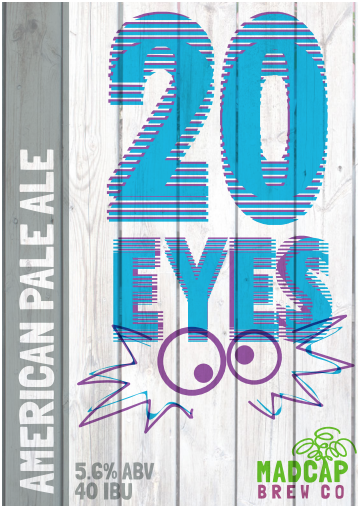
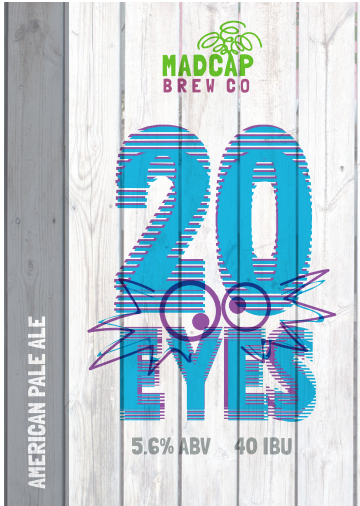
ROUGHS



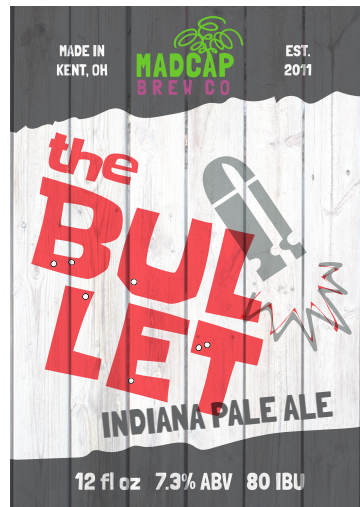
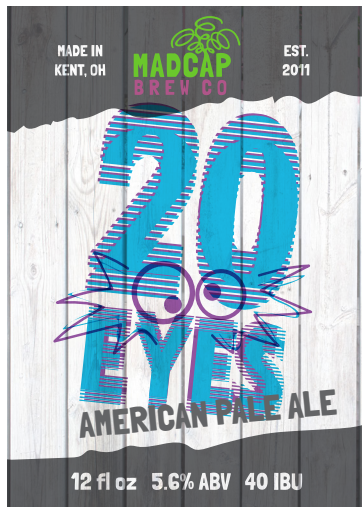
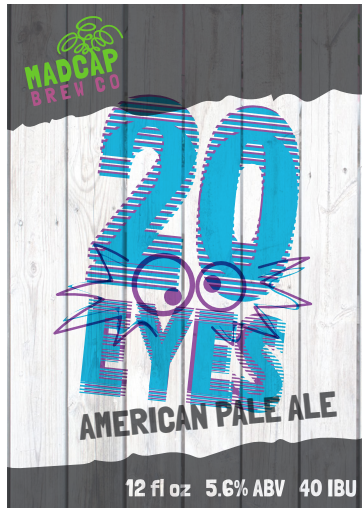
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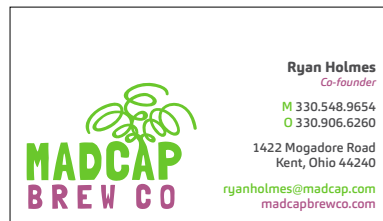
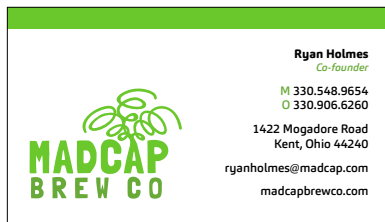
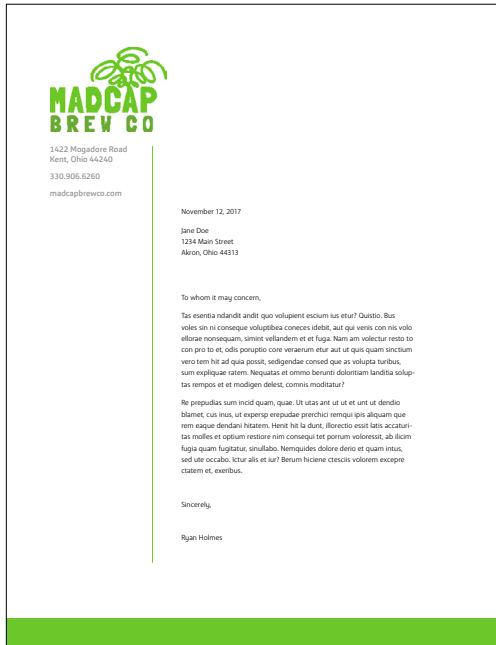
ROUGHS



ROUGHS



ROUGHS



ROUGHS

IT'S GONNA BE LIT.



MADCAP BREW CO

Madcap's GOLD FLASH Golden Ale is a solid, crisp lighter beer that will get you feeling lit! Not only can you enjoy a refreshing bottle of Gold Flash, but also one of our 8 different beers we have on tap!

1422 Mogadore Road Kent, Ohio 44240 madcapbrewco.com

LET'S GET WEIRD.

Our 20 Eyes "gnarley hop creature" American Pale Ale is a very clean, drinkable hoppy pale ale with a strong citrus aroma. You'll probably be feelin' weird after just a few!

Available year round
ONLY AT:



MADCAP BREW CO

1422 Mogadore Road Kent, Ohio 44240 madcapbrewco.com

U MAD BRO?



Come to MADCAP BREW CO and enjoy our taproom with 8 different MadCap beers on tap, including "The Bullet", a madly crafted IPA with the perfect balance of citrus flavors and malt.

MADCAP BREW CO

1422 Mogadore Road Kent, Ohio 44240 madcapbrewco.com

FINALS



November 12, 2017

Mr. John Smith
1234 Main Street
Akron, Ohio 44313

Mr. Smith,

We would like to sincerely thank you for selecting MadCap Brewery to be the main supplier for this years New Year's Eve Bash at the John S. Knight Center. We are truly looking forward to working more closely with you in the upcoming weeks.


If you have any further questions or concerns, please do not hesitate to contact myself, or one of the other MadCap Team Members.

Sincerely,


Ryan Holmes

1422 Mogadore Road Kent, Ohio 44340 • (330) 948-9654 • madcapbrewco.com





Invoice #1837
Date: 12/14/17

Billing Info
Mr. John Smith
1234 Cedar Street
Akron, Ohio 44340

Shipping Info
Smitty's Tavern
567 Water Street
Akron, Ohio 43430

Item #	Description	Quantity	Unit Price	Total
11704	Half Barrel Keg – 20 Eggs	2	\$120.00	\$240.00
15428	Half Barrel Keg – Gold Flash	2	\$100.00	\$200.00
33104	Quarter Barrel Keg – The Bullet	1	\$65.00	\$65.00
24529	Case (Bottles) – Red Leray	1	\$40.00	\$40.00
			Subtotal	\$545.00
			Shipping	\$25.00
			Tax	\$32.70
			Total	\$602.70

Order Comments/Instructions:

None.

1422 Mogadore Road Kent, Ohio 44340 • (330) 948-9654 • madcapbrewco.com



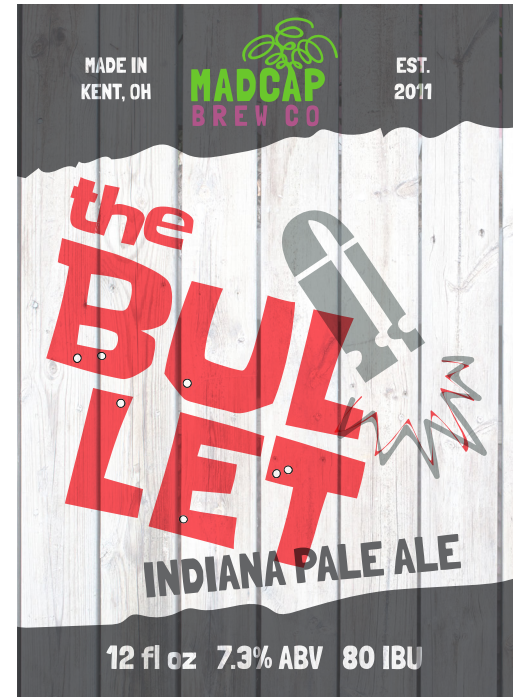
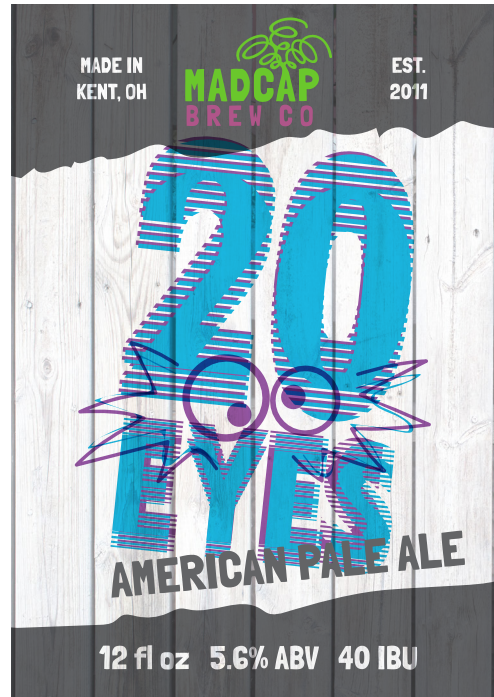
**MISS JANE DOE
1234 EAST MAIN STREET
AKRON, OHIO 44313**



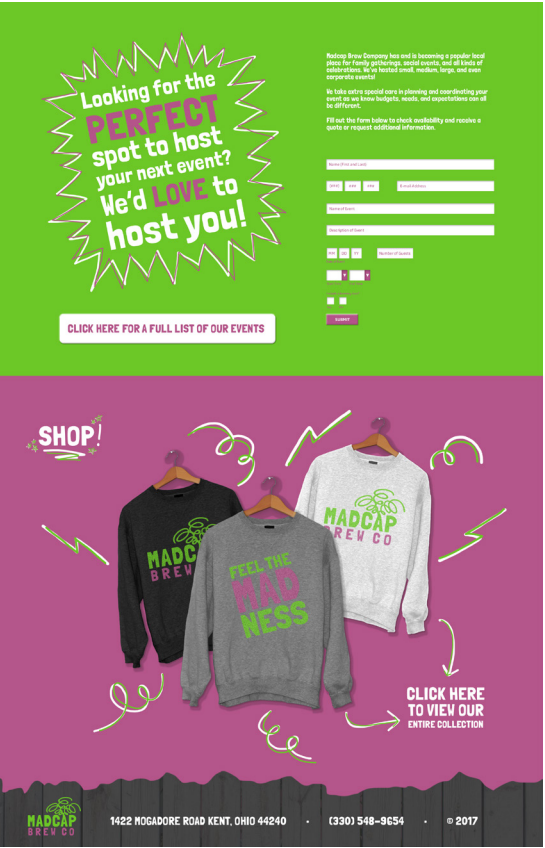
Ryan Holmes
Co-founder
M 330.548.9654
O 330.906.6260
1422 Mogadore Road
Kent, Ohio 44240
ryanholmes@madcap.com
madcapbrewco.com



FINALS



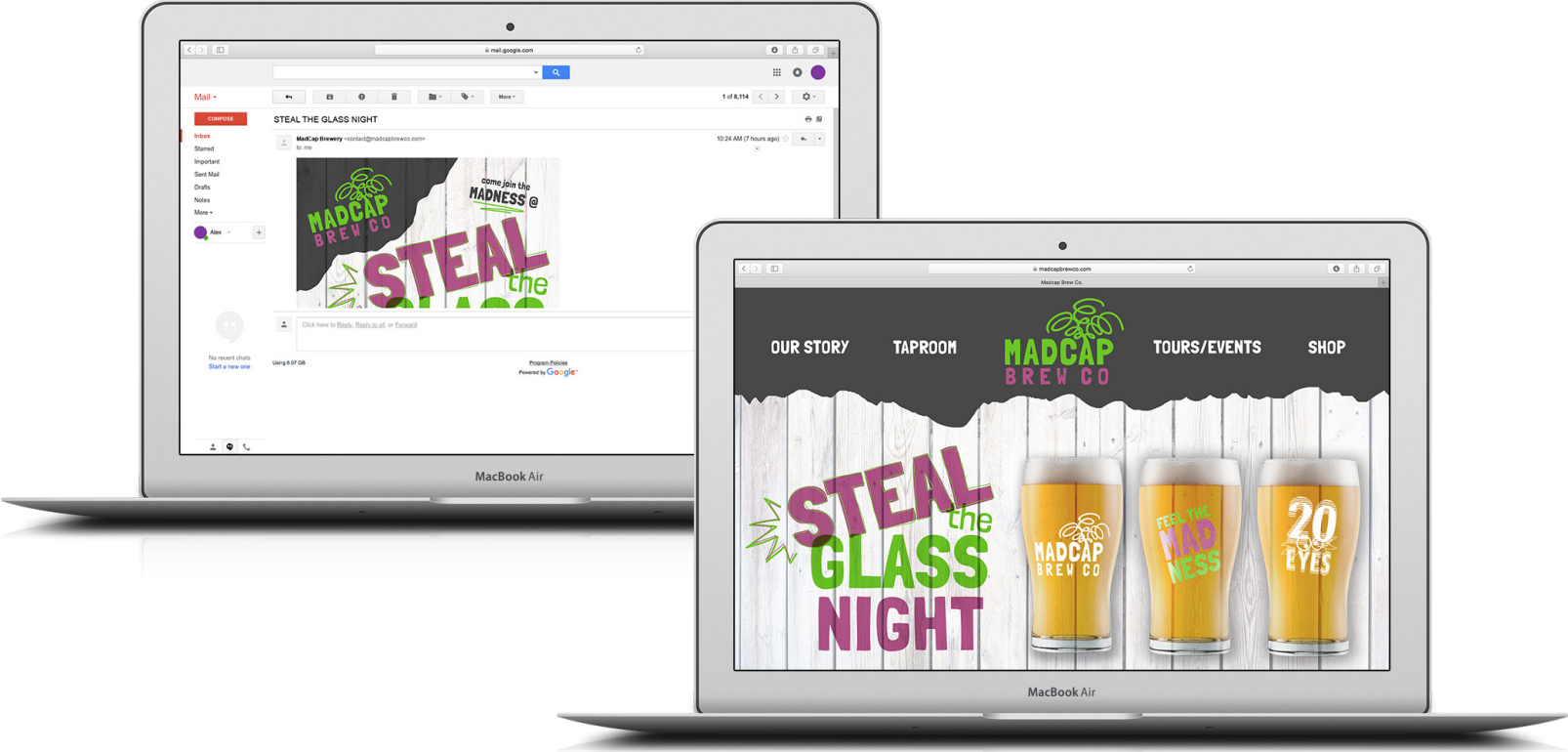
FINALS



FINALS



FINALS



FINALS

IT'S GONNA BE LIT.

MadCap's GOLD FLASH Golden Ale is a solid, crisp lighter beer that will get you feeling lit! Not only can you enjoy a refreshing bottle of Gold Flash, but also one of our 8 different beers we have on tap!


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MADCAP BREW CO
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1422 Mogadore Road
Kent, Ohio 44240



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Come to MADCAP BREW CO and enjoy our taproom with 8 different MadCap beers on tap, including "The Bullet", a madly crafted IPA with the perfect balance of citrus flavors and malt.

MADCAP BREW CO
madcapbrewco.com
1422 Mogadore Road
Kent, Ohio 44240

AVAILABLE YEAR ROUND ONLY AT



SOUTHWEST AIRLINES SELF MAILER

Client Myers School of Art: Typography 4 | **Year** 2017

RESEARCH

COMPANY RESEARCH

- Southwest Airlines Company is a major American airline. It is the world's largest low-cost carrier, headquartered in Dallas, Texas.
- The mission of Southwest Airlines is dedication to the highest quality of customer service delivered with a sense of warmth, friendliness, individual pride, and company spirit.
- The airline was established in 1967 by Herb Kelleher and adopted its current name (Southwest Airlines) in 1971. The airline has more than 53,000 employees as of October 2016 and operates more than 3,900 departures a day during peak travel season.
- Southwest Airlines because its first commercial flights in 1971 – only from Dallas Love Field. The expansion of flights started in 1975 to cities throughout the state of Texas. In 1978, Southwest began operating to neighboring southwestern states.
- As of 2014, Southwest carried the most domestic passengers of any American airline. As of July 2016, Southwest Airlines has scheduled services to 101 different destinations in the United States and eight additional countries.
- Southwest Airlines has used only Boeing 737's, except for the period from 1979 to 1987 when it leased some Boeing 727's from Braniff International Airways. As

of January 2016, Southwest is the largest operator of Boeing 737's worldwide, with over 700 in service, each averaging six flights per day.

- Southwest's top served cities are Chicago, Baltimore, Washington, Las Vegas, Denver, Dallas, Phoenix, Houston, Orlando, Atlanta, and Los Angeles.
- Southwest Airlines is the official airline for four Major League Baseball teams (Texas Rangers, Baltimore Orioles, Milwaukee Brewers, and the San Diego Padres). The Los Angeles Dodgers used to fly with Southwest as their airline sponsor, but they signed a new deal with United in 2015. Southwest also serves as the sponsor for the NBA, especially the Houston Rockets. Southwest was also the official airline for the Super Bowl.

TAGLINES

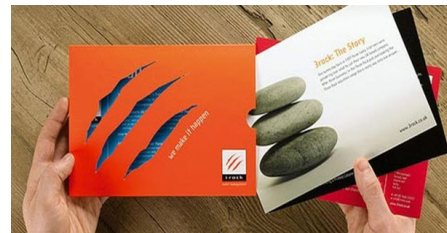
- Bags Fly Free
- Low Fares. Nothing to Hide.
- Love is Still Our Field
- Just Plane Smart
- The Somebody Else Up There Who Loves You
- You're Now Free to Move About the Country

CURRENT SPECIAL OFFERS

- California Travel on Sale
- Flights from Phoenix on Sale

- Spring Domestic and International Flights on Sale
- Two Days Free at Universal Orlando Resort Theme Parks
- Save \$100 on Mexico and Caribbean Vacations
- Enter for a chance to win a spring break trip to Nashville, Tennessee
- Browse the Web! online purchase deals
- Be entered for a chance to win 2 round trip tickets
- Receive \$10 off on Early Bird Check-In
- Flights to Australia starting at \$544
- One way deals as low as \$87 from New York, New York
- 25% off flights booked with vacation packages
- Take \$20 off each round trip plane ticket when you fly with a group of ten or more people
- \$29 flights from select locations
- Book a flight and hotel vacation package to any destination in the United States and save up to \$150 per reservation
- Enjoy unlimited complimentary beverages when you fly certain months
- Earn more Rapid Rewards (earn 2 points per \$1 spent on Southwest Airlines purchases made directly with the airline)

INSPIRATION



CREATIVE BRIEF

Southwest Airlines Company is a major American airline. It is the world's largest low-cost carrier headquartered in Dallas, Texas, with numerous hubs across the United States. There is always a variety of deals and price discounts the airline offers, but some customers might not always be able to find them. Some customers already looking to book flights and vacations will most likely come across these special offers, but other audiences might not find the offers. If they were easily able to access them, interest in booking a flight or vacation with Southwest Airlines might be sparked.

CURRENT SITUATION

Southwest Airlines has at least 16 different special offers that need to be communicated to people living within a 200 mile radius of an airport that serves as a Southwest Airline hub.

OBJECTIVES

Effectively create and design a self mailing calendar that features key events/special offers for Southwest Airlines in order to inform potential customers (and current customers) of deals, and to also attract more customers to fly with Southwest Airlines.

TARGET AUDIENCE

The self mailer will be designed towards the general population, attracting a wide range of customers (18 years and older). More specifically, the self mailer is targeted to reach people living within a 200 mile radius of an airport that Southwest Airlines flies.

DELIVERABLES

- One self mailer that meets the USPS standards for mailing

MANDATORIES

- Southwest Airlines logo
- Southwest Airlines Pantone colors
- Contact information (such as company website)
- A full calendar year featuring at least 4 major events and 12 minor events
- Meet the USPS standards for mailing

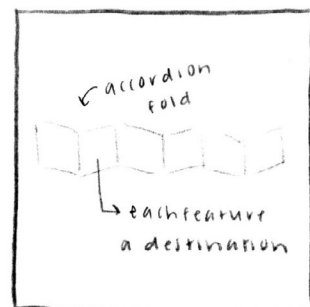
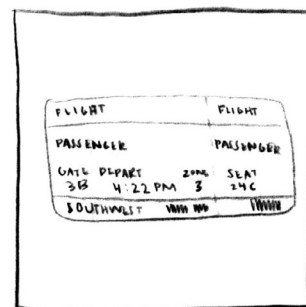
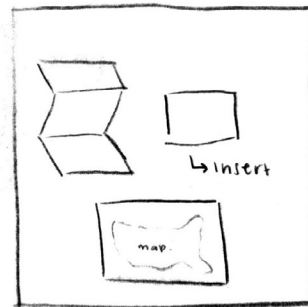
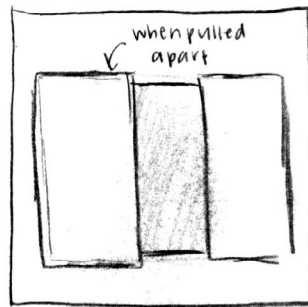
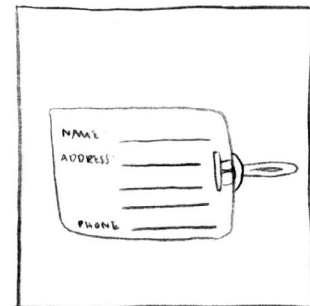
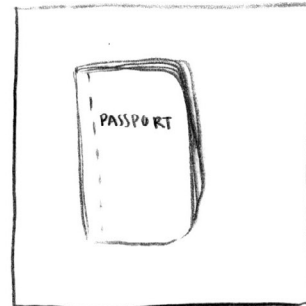
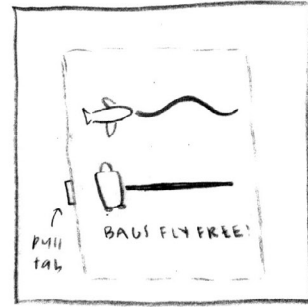
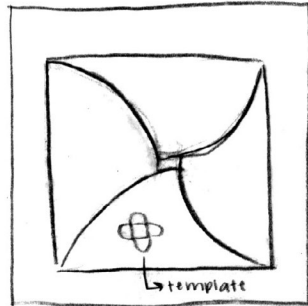
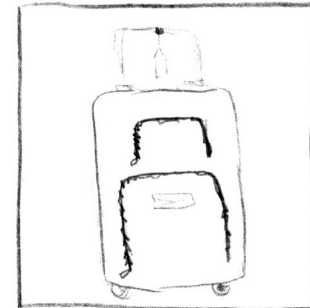
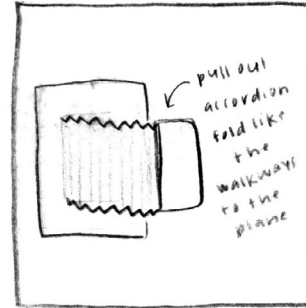
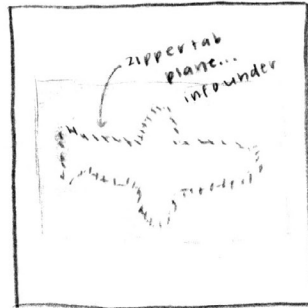
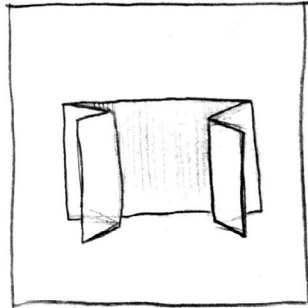
ESTIMATED HOURS

Research: 10 hours
Concept Development: 10 hours
Sketching: 5 hours
Roughs: 10 hours
Meetings: 5 hours
Revisions: 5 hours
Finals: 20 hours
Production: 15 hours
Total: 80 hours

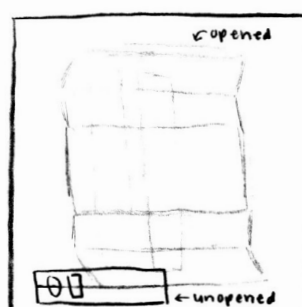
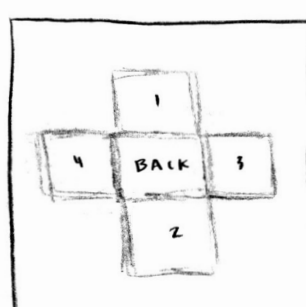
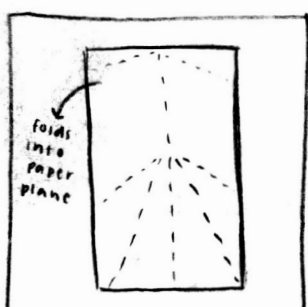
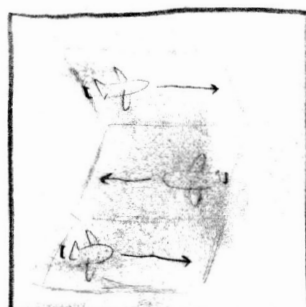
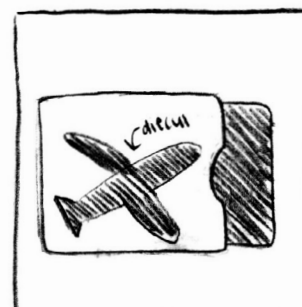
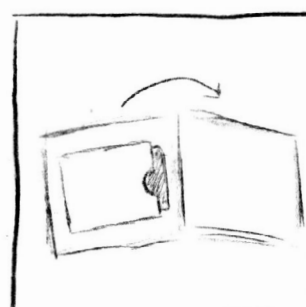
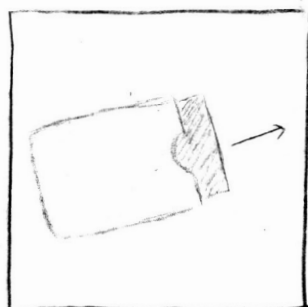
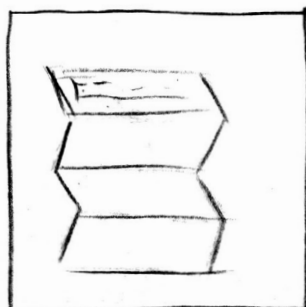
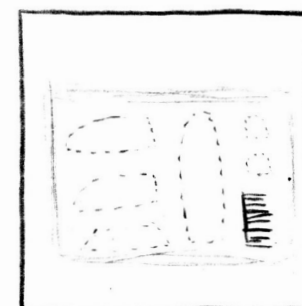
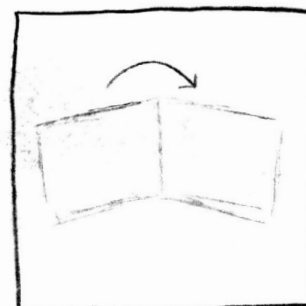
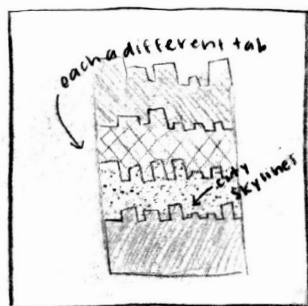
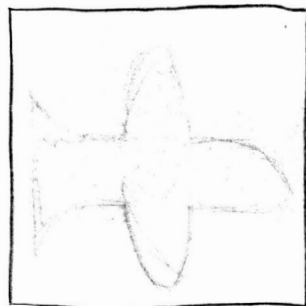
ACTUAL HOURS

Research: 10 hours
Concept Development: 20 hours
Sketching: 5 hours
Roughs: 20 hours
Meetings: 5 hours
Revisions: 5 hours
Finals: 15 hours
Production: 15 hours
Total: 95 hours

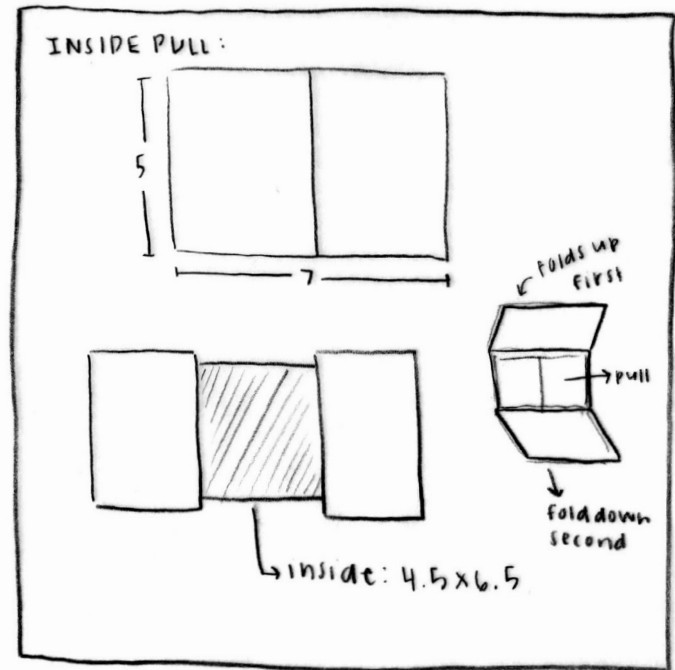
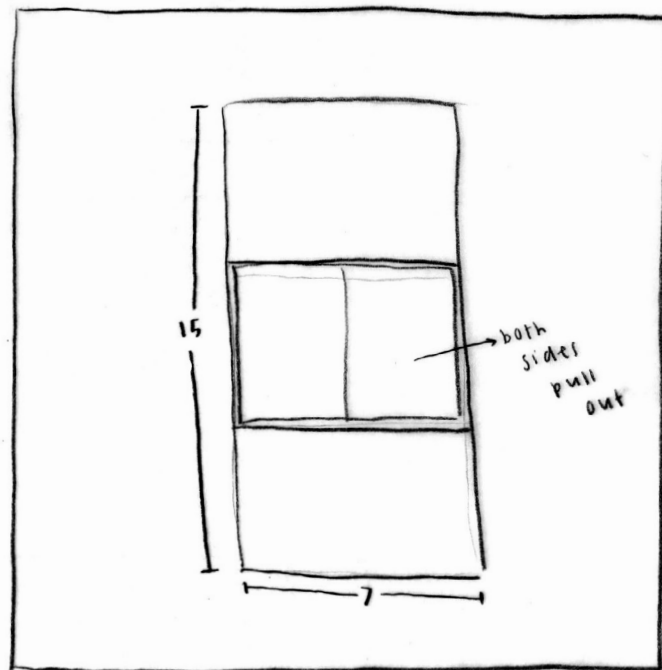
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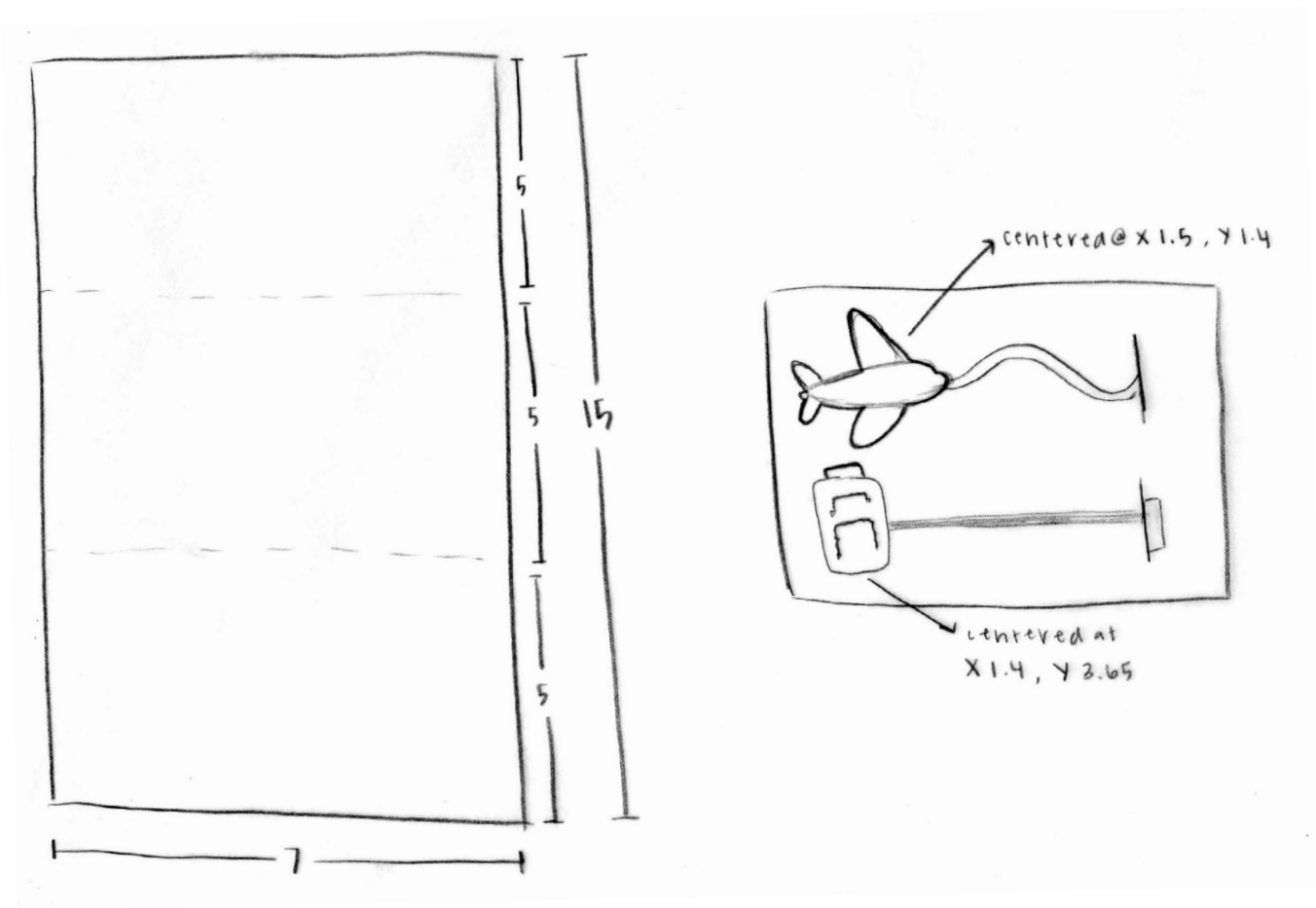
SKETCHES



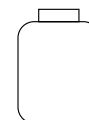
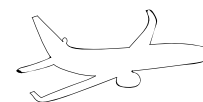
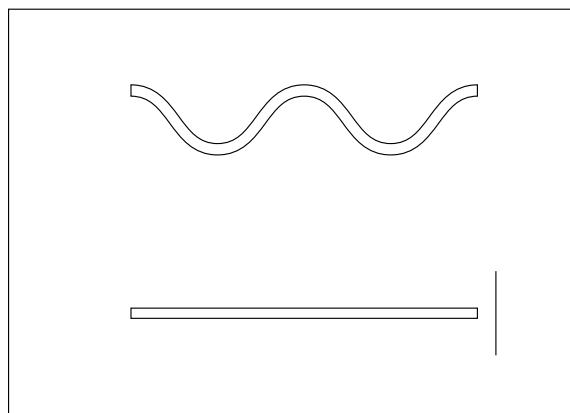
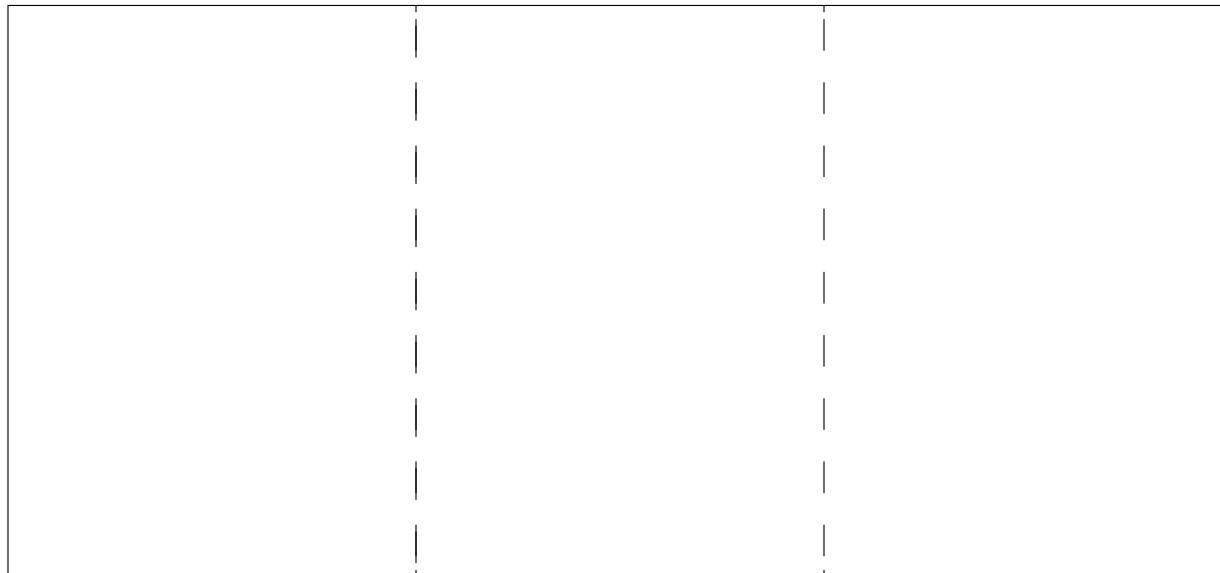
SKETCHES



SKETCHES



DIELINES



TYPEFACE SELECTION

Helvetica Regular

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Helvetica Neue

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Ubuntu Regular

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Ubuntu Medium

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Ubuntu Mono

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Adrianna

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Skolar Sans Latin Regular

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Skolar Sans Latin Extra Light

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Signo Regular

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Industry Book

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Ebony

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Freight Sans Pro

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

*The Ubuntu Family was chosen because it is most similar to the typeface Southwest Airlines currently uses (Southwest Sans). It is a clean, easy to read, angular typeface.

COLOR PALETTE



*This color palette was chosen because they are the Pantone colors that Southwest Airlines currently uses.

ROUGHS

California Travel
Book by 3/12. Travel March 31–May 26, 2017. *Nonrefundable.*

Browse the Web!
Travel internationally March 12–April 14 and enjoy Free WiFi for the duration of the flight.

Solidify your Dream Vacation!
Book a flight anywhere in the U.S. by 3/12 and be entered for a chance to win 2 round trip tickets to any U.S. destination!

Early Bird Check-In
Receive automatic check-in, better boarding position, and earlier access to overhead bins when you pay for the Early Bird. Take \$10 off during the month of April.

Flights to Australia Starting at \$544
Plenty of deals for round-trip main cabin travel from select U.S. cities. *Purchase by 3/12.*

One Way Deals as Low as \$87
Fly from New York, New York (LGA) to West Palm Beach, FL (PBI).

25% Off Flights Booked with Vacation Packages
Travel from Mondays–Thursdays 3/6 through 4/6 or Mondays–Thursdays 4/19–5/23.

Corporate Travel
Take \$20 off each round-trip plane ticket when you fly with a group of 10 or more.

\$29 Flights!
Book a flight for as low as \$29 from select locations.

From Sea to Shining Sea
Book a flight + hotel vacation package to any destination in the United States and save up to \$150 per reservation. Ends 3/12.

It's on Us!
Enjoy unlimited complimentary beverages when you fly with Southwest during April and May.

Flights from Phoenix on Sale
Book by 3/12. Travel March 31–May 26, 2017. 21-day advance purchase required. *Nonrefundable.*


With us, your bags always fly free!

Save \$100 on Mexican and Caribbean Vacations
Book a flight + hotel vacation package of \$1,500 or more to select resorts in Mexico, Dominican Republic, or Jamaica, and save \$100 per reservation. *Ends 3/12.*

Two Days Free at Universal Orlando Resort™ Theme Parks
Book a flight + hotel + 2-Park 2-Day Universal Orlando Resort™ theme park ticket vacation package, and get two theme park days free at select theme parks. *Ends 3/12.*

Earn More Rapid Rewards
With a Rapid Rewards Plus Card, you'll earn 2 points per \$1 spent on Southwest Airline purchases made directly with the airline. You'll also enjoy 3,000 anniversary points anytime you spend.

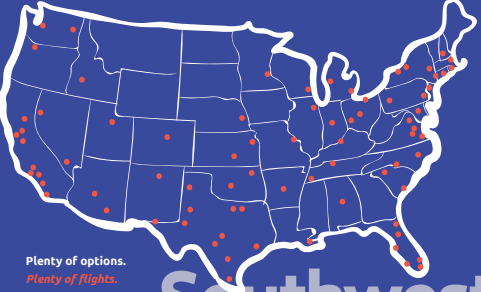
Spring Domestic and International Flights on Sale. Book Now!
Domestic travel valid from February 28–June 14, 2017. Travel to/from San Juan, Puerto Rico valid from April 18–May 18, 2017.



Return Address
Return Address
Return Address

PRIORITY MAIL
U.S. POSTAGE PAID
DALLAS, TEXAS
PERMIT NO. 1

Mr. John Smith
123 East Main Street
San Jose, California 94088



Plenty of options.
Plenty of flights.

Southwest



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Two Days Free at Universal Orlando Resort™ Theme Parks


Book a flight + hotel + 2-Park 2-Day Universal Orlando Resort™ theme park ticket vacation package, and get two theme park days free at select theme parks. Ends 3/12.

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Southwest Airlines
P.O. Box 36647-1CR
Dallas, Texas 75235

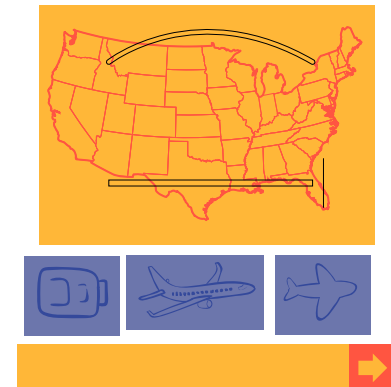
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U.S. POSTAGE PAID
DALLAS, TEXAS
PERMIT NO. 1

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San Jose, California 94088



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Plenty of flights.

Southwest



FINAL

With us, your bags always fly free!



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California Travel

Book by 3/12. Travel March 31–May 26, 2017. *Not available.*

Browse the Web!

Travel internationally March 12–April 14 and enjoy free Wi-Fi for the duration of the flight.

Solidify the Vacation of your Dreams!

Book a flight + hotel to the U.S. by 3/12 and be entered in a raffle for a chance to win 2 round trip tickets to any U.S. destination.

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25% Off Flights Booked with Vacation Packages

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Southwest Airlines
P.O. Box 36647-1CR
Dallas, Texas 75235

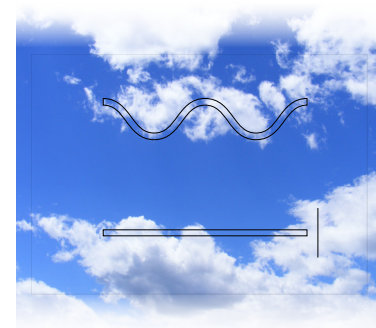
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Plenty of flights.
Plenty of deals!

Southwest



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always fly free!**



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**Spring Domestic and
International Flights on
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Domestic travel valid from February 28-June 14,
2017. Travel to/from San Juan, Puerto Rico valid
from April 18-May 18, 2017.




California Travel
Book a flight + hotel + 2-Park 2-Day Universal
Orlando Resort™ theme park ticket vacation
package, and get two theme park days free at
select theme parks. Ends 3/12.

Browse the Web!
Browse international search + 2-Park 2-Day
Universal Orlando Resort™ theme park ticket vacation
package, and get two theme park days free at
select theme parks. Ends 3/12.

**Solidify the Vacation
of your Dreams!**
Book a flight + hotel + 2-Park 2-Day Universal
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select theme parks. Ends 3/12.

Early Bird Check-In
Receive automatic check-in, better
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to overhead bins when you pay for
the Early Bird. Take \$10 off during the
month of April.

**Flights to Alaska
Starting at \$549**
Book a flight to Alaska for \$549
plus taxes. Seats are limited.
Valid dates 3/12-5/12.

**One Way Deal
as Low as \$8**
Fly from Miami, San
Juan, or San Jose, Costa
Rica to any U.S. destination.
Valid dates 3/12-5/12.

**25% Off 1
with Vac**
Travel from 3/12-5/12.
Book through 4/16/17.
4/19-5/12.

Corpo
Take 25%
ticket off
10 or more.

 Southwest Airlines • Book Today!



**Plenty of options.
Plenty of flights.
Plenty of deals!**

Southwest 

SAN DIEGO ZOO ANNUAL REPORT

Client Myers School of Art: Typography 4 | **Year** 2017

RESEARCH

SAN DIEGO ZOO GLOBAL

San Diego Zoo Global is a not-for-profit organization that operates the San Diego Zoo, the San Diego Zoo Safari Park, and the Institute for Conservation Research. It was founded on October 2, 1916 by Harry M. Wegeforth, M.D., and has an 11 member Board of Trustees headed by Robert Horsman. Douglas G. Myers is the President/CEO.

San Diego Zoo Global is the largest zoological membership association in the world, with more than a half-million people. Members enjoy free admission to the zoo and safari park, a subscription to the magazine ZOO NOOZ, and other benefits. Both the zoo and the park are open every day of the year.

San Diego Zoo Global is committed to saving species worldwide by uniting their expertise in animal care and conservation science with their dedication to inspiring passion for nature.

SAN DIEGO AND SAFARI PARK

The San Diego Zoo is a 100-acre zoo that is home to more than 3,500 rare and endangered animals representing more than 650 species and subspecies, and a prominent botanical collection with more than 70,000 exotic plants. It is located just north of downtown San Diego, California in Balboa Park.

The Safari Park is an expansive wildlife sanctuary that is home to more than 3,000 animals representing more than 300 species. Its renowned botanical collection represents 3,500 species and 1.75 million specimens. Over half of the park's 1,800 acres have been set aside as protected native species habitat. It is located 30 miles north of downtown San Diego in the San Pasqual Valley.

The San Diego Zoo and the San Diego Zoo Safari Park are accredited by the Association of Zoos and Aquariums, and the American Association of Museums.

RESEARCH



INSPIRATION



Income statement and consolidated statement of other comprehensive income 1 January - 31 December
The LEGO Group

(DKK)

	Note	2011	2010
Revenue	3	19,721	19,124
Production Costs	4.5.7	(8,518)	(8,473)
Gross Profit		11,203	10,651
Sales and Distribution expenses	4.6.7	(2,257)	(1,671)
Administrative expenses	4.8.8.7	(1,534)	(1,611)
Other operating expenses	4.8.7.8	(1,188)	(1,041)
Special items	4.7.8	-	(142)
Operating Profit		5,608	4,972
Financial income	10	34	21
Financial expenses	11	(116)	(100)
Profit before income tax		5,540	4,893
Tax on profit for the year	12	(1,340)	(1,171)
Net profit for the year		4,193	3,718
Allocated as follows:			
Parent Company shareholders	4.117	1,040	71
Non-controlling interests		75	72
		4,190	3,718
Consolidated statement of other comprehensive income			
Profit for the year		4,193	3,718
Cost of Sales		(154)	(100)
Currency Translation differences		46	30
Total other comprehensive income for the year		4,090	3,698
Allocated as follows:			
Parent Company shareholders	3.857	1,076	107
Non-controlling interests		75	72
		4,000	3,698



CREATIVE BRIEF

The San Diego Zoo is a 100 acre zoo that is home to more than 3,500 rare and endangered animals representing more than 650 species and subspecies, and a prominent botanical collection with more than 700,000 exotic plants. It is located just north of downtown San Diego in Balboa Park.

CURRENT SITUATION

The San Diego Zoo comprised their financial report for the 2015 calendar year. The information needs to be designed and presented in a well organized manner to ensure readers understand all information. The designed annual report will also make for a fun and easy reading experience.

OBJECTIVES

Effectively create and design an annual report for the 2015 San Diego Zoo Financial Reports that feature the company's finances in order to inform and educate readers about the finances of the San Diego Zoo for further analysis.

TARGET AUDIENCE

The annual report will be designed towards the general population, making it easy for all readers to view and understand (since it can be found by the general public). More specifically, the annual report will be designed towards zoo staff members, and those employees most concerned with the financials of the zoo.

DELIVERABLES

- One annual report containing a cover page, table of contents, a letter to the shareholder, and financial information including charts and graphs.

MANDATORIES

- San Diego Zoo financial information
- Brighter, fun colors that reflect the zoo atmosphere
- Charts
- Graphs

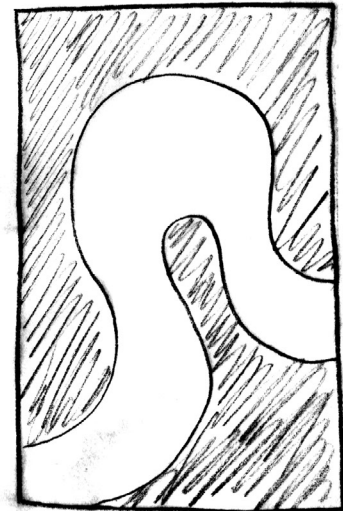
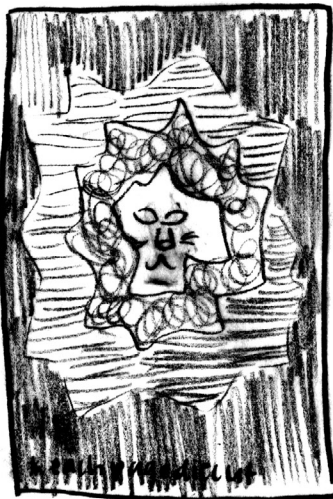
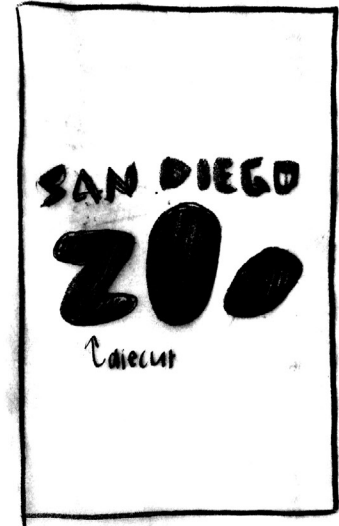
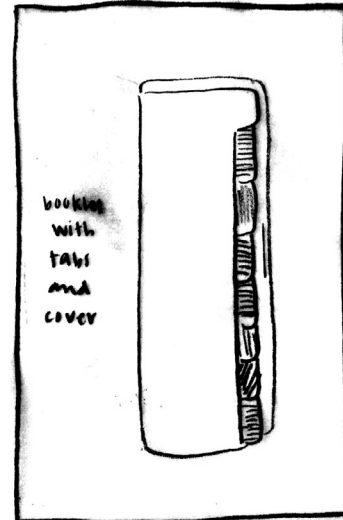
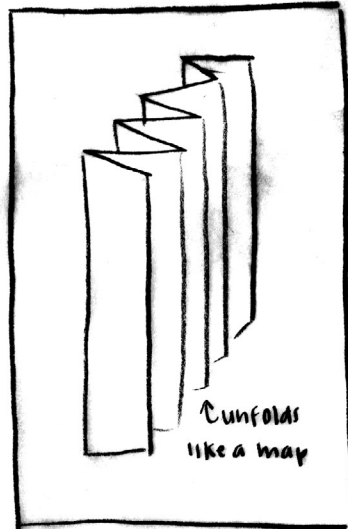
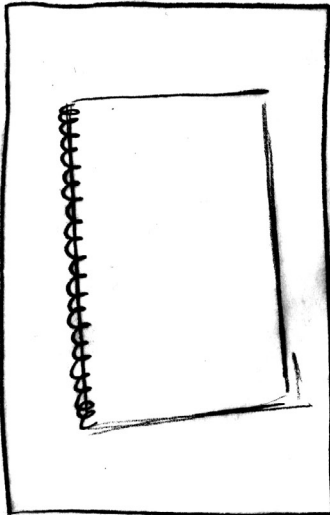
ESTIMATED HOURS

Research: 10 hours
Concept Development: 10 hours
Sketching: 5 hours
Roughs: 10 hours
Meetings: 10 hours
Revisions: 5 hours
Finals: 20 hours
Production: 15 hours
Total: 85 hours

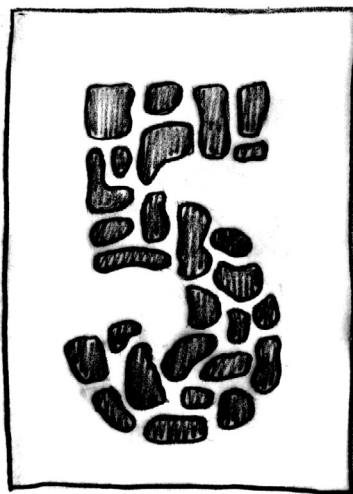
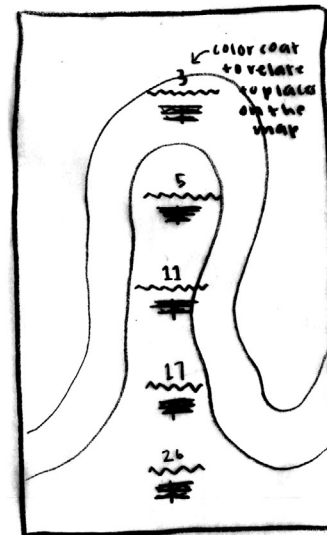
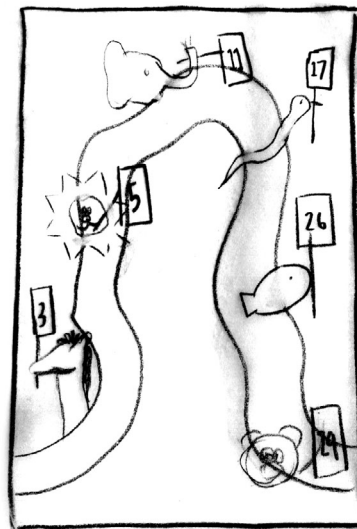
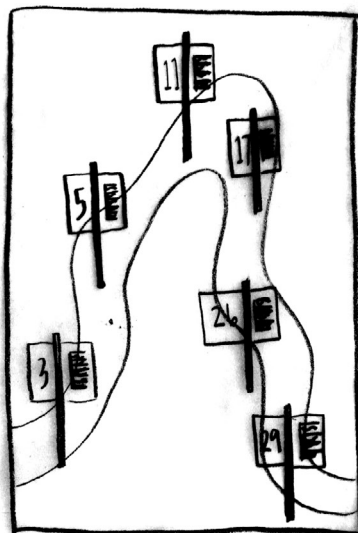
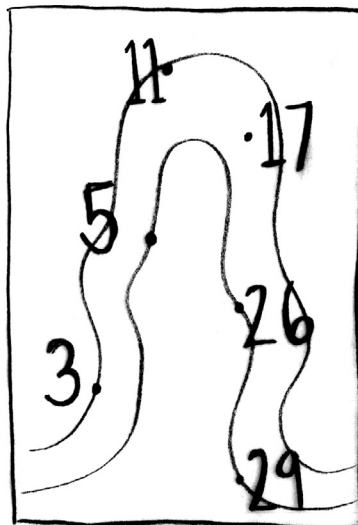
ACTUAL HOURS

Research: 15 hours
Concept Development: 20 hours
Sketching: 10 hours
Roughs: 20 hours
Meetings: 5 hours
Revisions: 10 hours
Finals: 15 hours
Production: 30 hours
Total: 125 hours

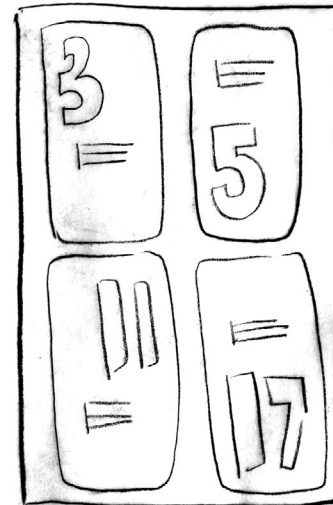
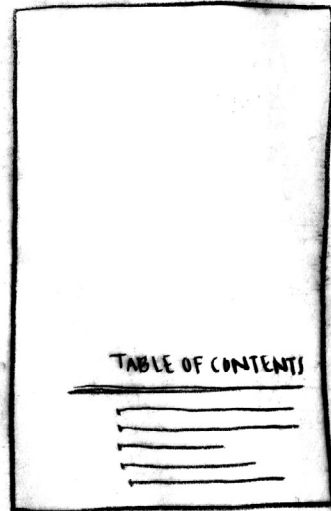
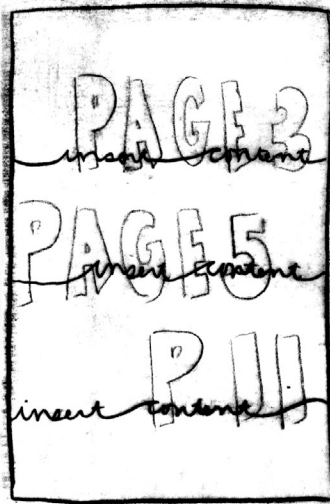
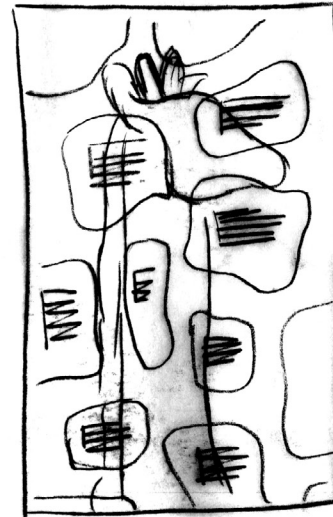
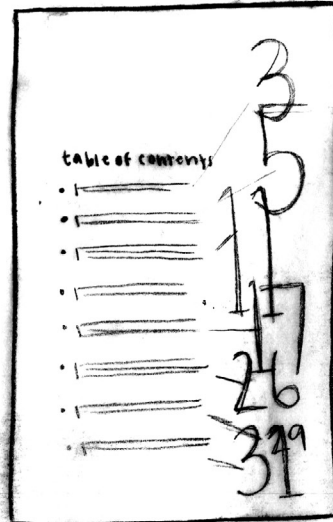
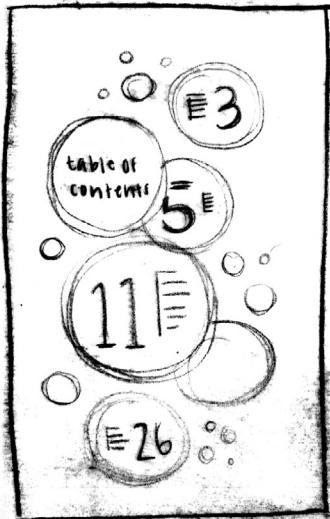
SKETCHES



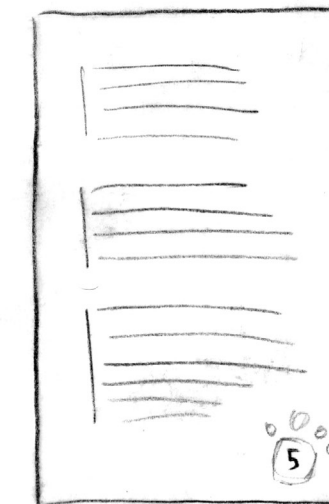
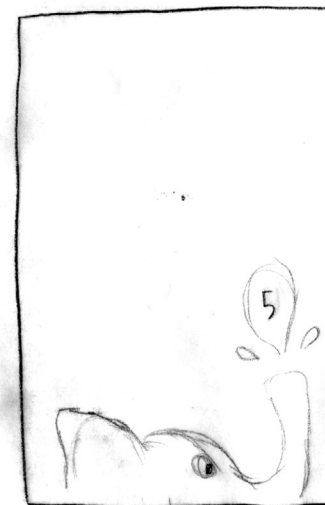
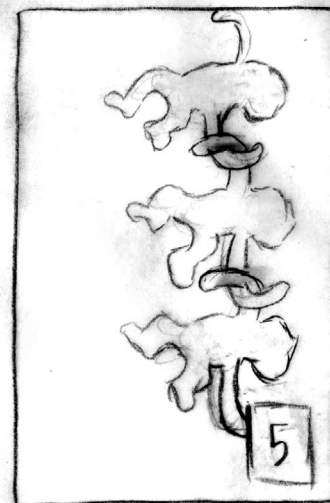
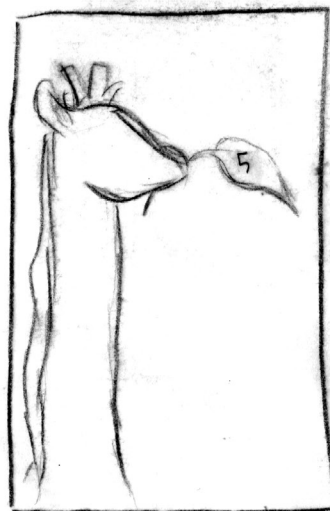
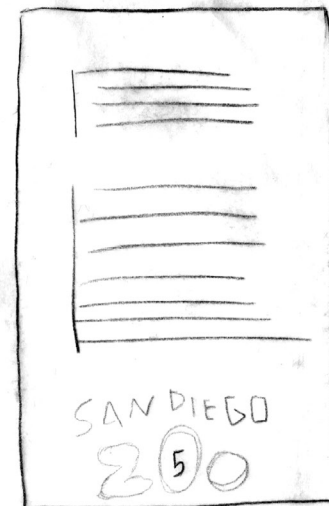
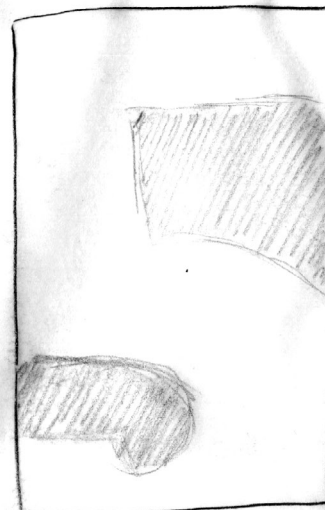
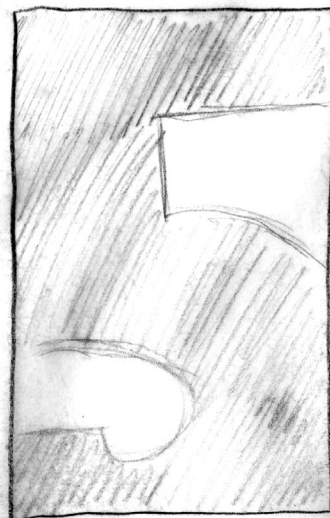
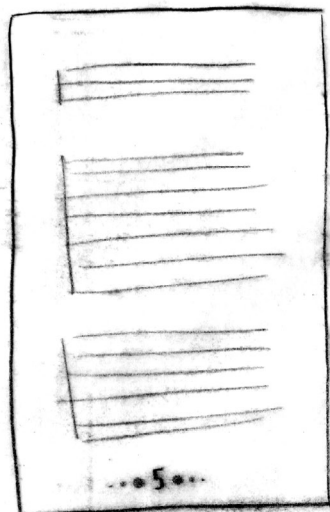
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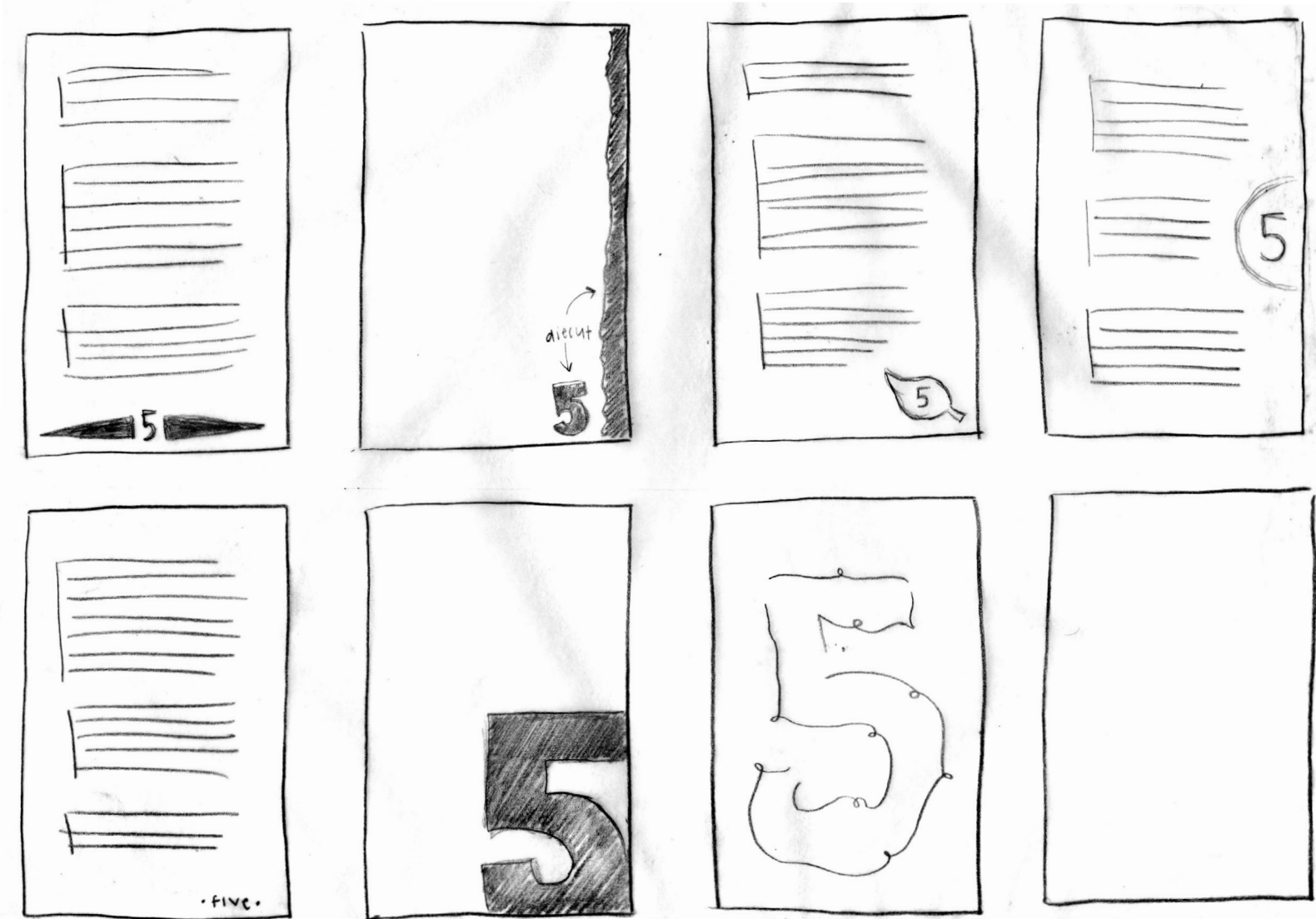
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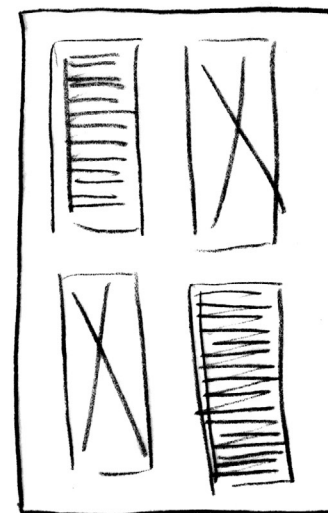
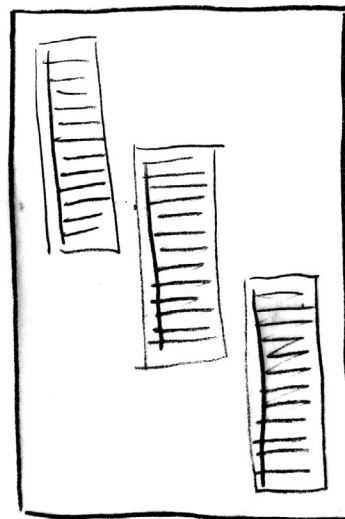
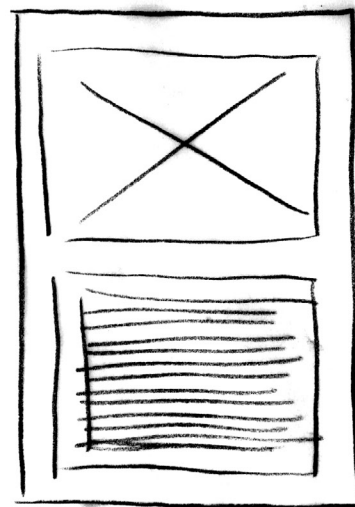
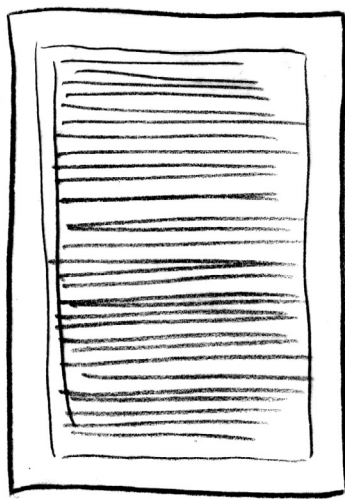
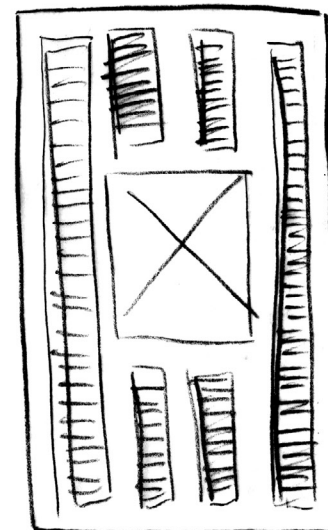
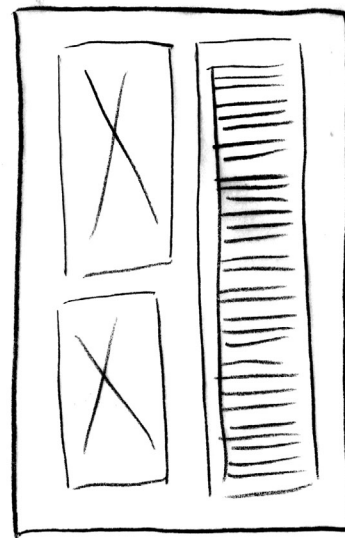
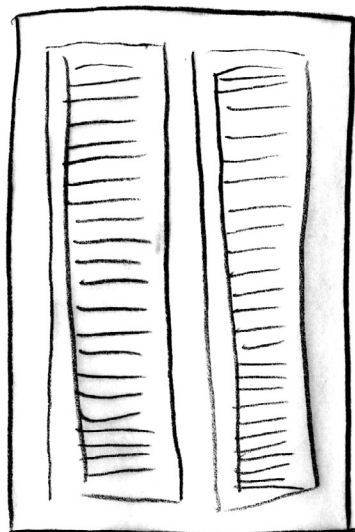
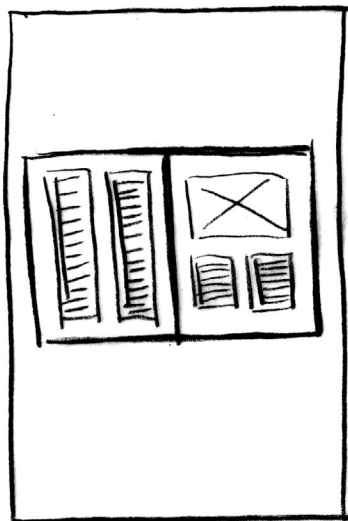
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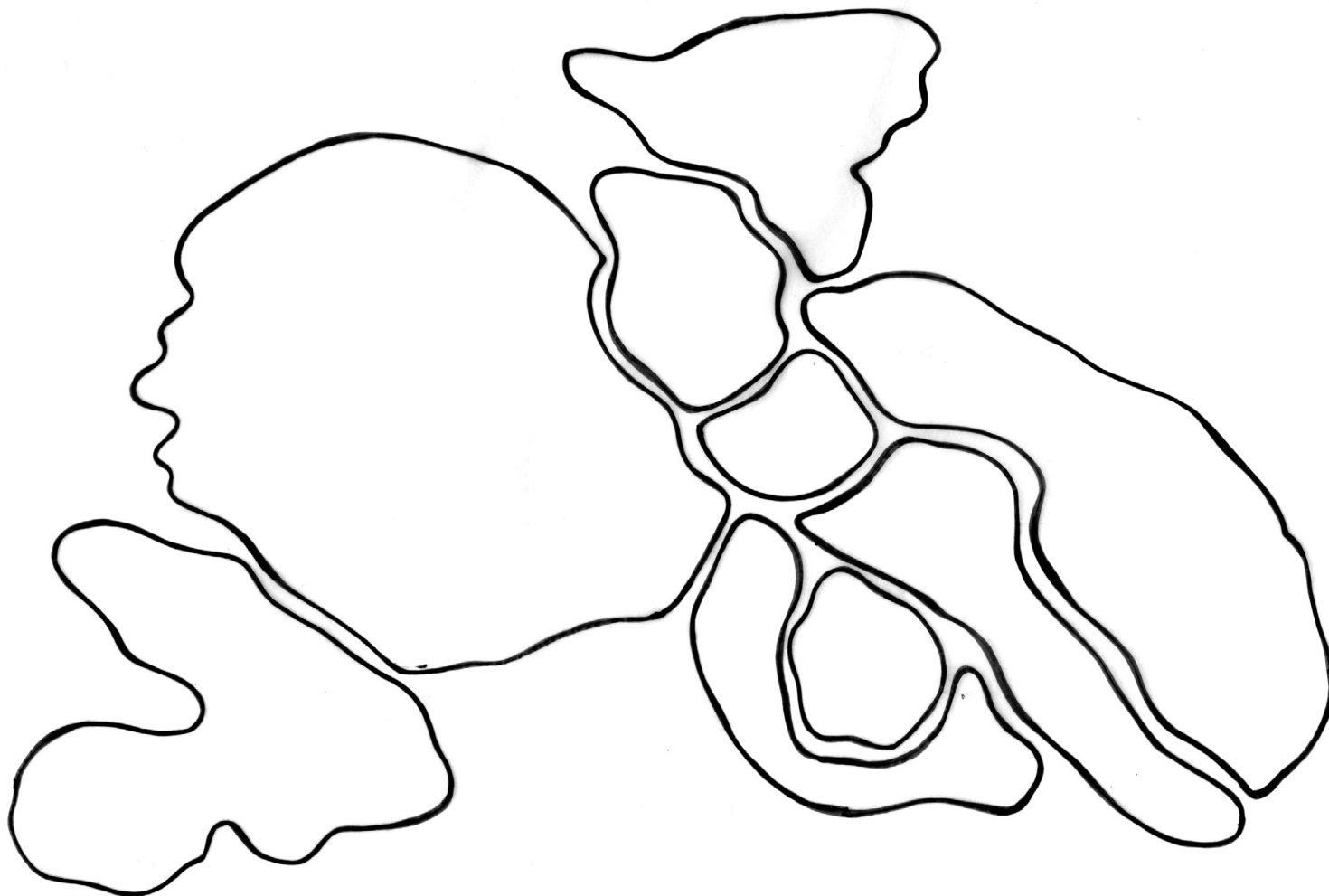
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SKETCHES



SKETCHES



TYPEFACE SELECTION

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Acumin Pro Condensed
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Anago
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*The sans serif Filson Soft was chosen for its readability. Its rounded shape resembles the “fun” tone of the zoo.

COLOR PALETTE SELECTION

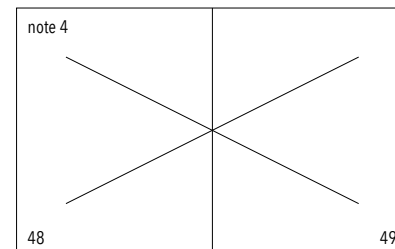
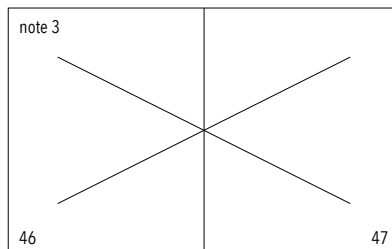
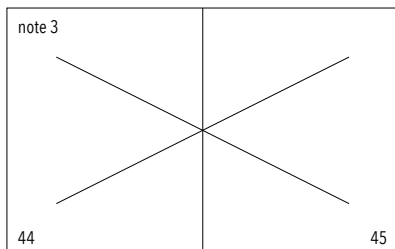
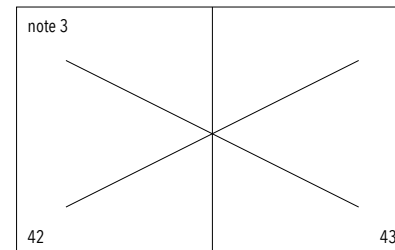
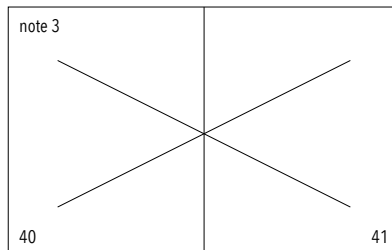
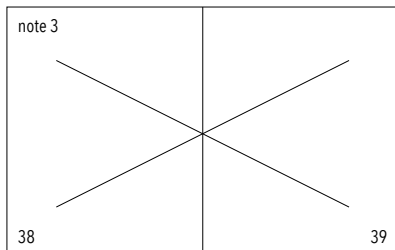
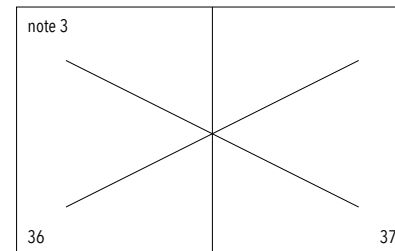
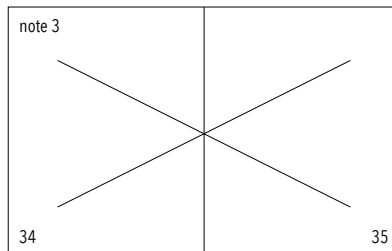
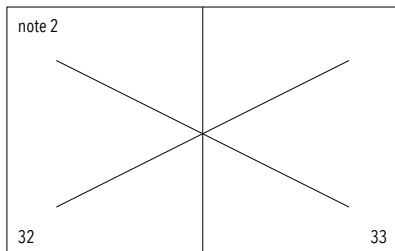
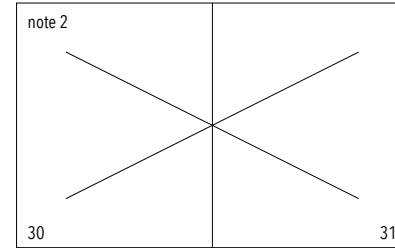
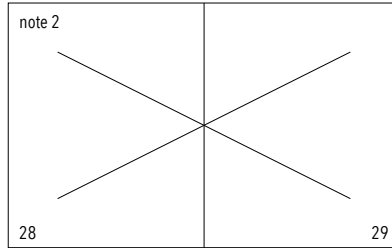
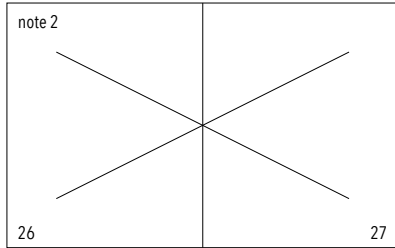


*This color palette was chosen because the colors reflect the fun atmosphere of zoo. They also coordinate with the different sections of the zoo.

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consolidated statement of activities and changes in net assets (2015) 14 15	consolidated statement of activities and changes in net assets (2014) 16 17	divider page 18 19	
consolidated statement of cash flows 20 21	divider page 22 23	notes to consolidated financial statement (note 1) 24 25	

PAGINATION



PAGINATION

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note 8

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note 10

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note 12

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note 12

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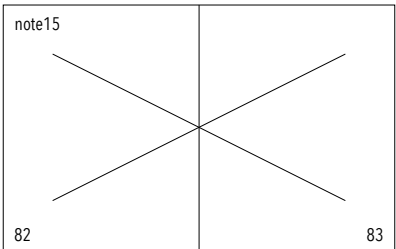
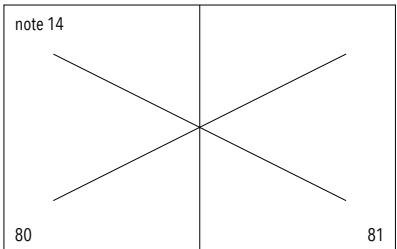
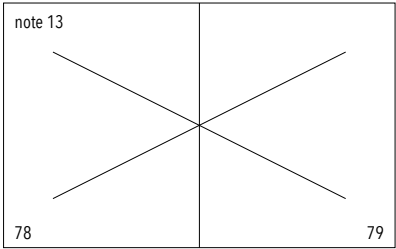
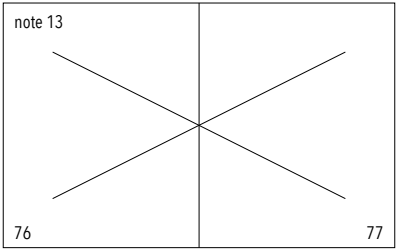
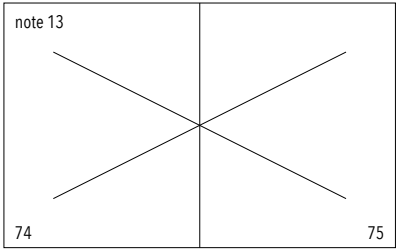
note 13

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note 13

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PAGINATION



2

Consolidated Statement of Financial Position

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Consolidated Statements of Activities and Change in Net Assets

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Consolidated Statements of Cash Flows

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Notes to Consolidated Financial Statements

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Independent Auditor's Report

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ASSETS			LIABILITIES AND NET ASSETS		
	2015	2014		2015	2014
Cash and Cash Equivalents	\$122,901	\$95,696	Liabilities		
Accounts Receivable (net)	8,515	9,035	Accounts Payable and Accrued Expenses	\$28,422	\$27,840
Inventories (net)	2,424	2,375	Accrued Salaries and Salary-related Expenses	24,289	22,690
Prepaid Expenses and Other Assets	7,393	6,307	Deferred Support and Revenue	17,840	17,360
Investments	127,371	145,544	Liability for Pension Benefits	70,152	68,979
Split-Interest Agreements	31,958	29,686	Debt	54,334	55,915
Bequests and Contributions Receivable (net)	27,535	31,643	Total Liabilities	\$195,037	\$192,784
Property and Equipment (net)	207,050	197,709	Commitments and Contingencies	-	-
Total Assets	\$545,207	\$515,993	Net Assets		
			Unrestricted	\$226,453	\$202,315
			Temporarily Restricted	76,617	76,799
			Permanently Restricted	43,120	44,155
			Total Net Assets	\$350,190	\$323,209
			Total Liabilities and Net Assets	\$545,207	\$515,993

Consolidated Statements of Cash Flows			Consolidated Statements of Cash Flows		
Years Ended December 27, 2015 and December 28, 2014			Years Ended December 27, 2015 and December 28, 2014		
(In Thousands)			(In Thousands)		
	2015	2014		2015	2014
Operating Activities			Operating Activities		
Change in Net Assets	\$36,861	\$3,379	Change in Net Assets	\$36,861	\$3,379
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities			Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities		
Depreciation	\$22,041	\$20,363	Depreciation	\$22,041	\$20,363
Accrual of Discount on Bequests and Contributions Receivable	(1,397)	(1,193)	Accrual of Discount on Bequests and Contributions Receivable	(1,397)	(1,193)
Provision for Uncollectible Receivables	305	965	Provision for Uncollectible Receivables	305	965
Net Realized Gain on Sale of Investments and Investment Income	(2,779)	(28,937)	Net Realized Gain on Sale of Investments and Investment Income	(2,779)	(28,937)
Net Loss (Gain) on Sale of Other Assets	65	(49)	Net Loss (Gain) on Sale of Other Assets	65	(49)
Net Loss (Gain) on Disposal of Property and Equipment	212	(288)	Net Loss (Gain) on Disposal of Property and Equipment	212	(288)
Interest Earned on Beneficial Interest in Foreign Trust	1,331	1,691	Interest Earned on Beneficial Interest in Foreign Trust	1,331	1,691
Change in Value of Split-Interest Agreements	6,870	35,172	Change in Value of Split-Interest Agreements	6,870	35,172
Net Unrealized Loss on Investments	(898)	2,097	Net Unrealized Loss on Investments	(898)	2,097
Unrealized Loss (Gain) on Swap Transactions	(16,440)	(16,029)	Unrealized Loss (Gain) on Swap Transactions	(16,440)	(16,029)
Restricted Contributions for Endowments and Capital Improvements			Restricted Contributions for Endowments and Capital Improvements		
Change in Operating Assets and Liabilities			Change in Operating Assets and Liabilities		
Accounts Receivable (Net)	376	(1,670)	Accounts Receivable (Net)	376	(1,670)
Inventories (Net)	(51)	(62)	Inventories (Net)	(51)	(62)
Prepaid Expenses and Other Assets	(1,258)	2,025	Prepaid Expenses and Other Assets	(1,258)	2,025
Split-Interest Agreements	(1,265)	(8,645)	Split-Interest Agreements	(1,265)	(8,645)
Bequests and Contributions Receivable (Net)	5,344	(5,176)	Bequests and Contributions Receivable (Net)	5,344	(5,176)
Accounts Payable and Accrued Expenses	(2,346)	6,495	Accounts Payable and Accrued Expenses	(2,346)	6,495
Accrued Salaries and Salary-related Expenses	1,059	846	Accrued Salaries and Salary-related Expenses	1,059	846
Deferred Support and Revenue	450	566	Deferred Support and Revenue	450	566
Liability for Pension Benefits	1,172	30,364	Liability for Pension Benefits	1,172	30,364
Net Cash Provided by Operating Activities	\$36,475	\$33,235	Net Cash Provided by Operating Activities	\$36,475	\$33,235
Investing Activities			Investing Activities		
Proceeds from Sale of Marketable Securities	54,066	146,022	Proceeds from Sale of Marketable Securities	54,066	146,022
Purchases of Marketable Securities	(107,771)	(82,884)	Purchases of Marketable Securities	(107,771)	(82,884)
Proceeds from Sale of Property and Equipment	8	4	Proceeds from Sale of Property and Equipment	8	4
Purchases of Property and Equipment	(28,537)	(28,193)	Purchases of Property and Equipment	(28,537)	(28,193)
Net Cash Used in Investing Activities	\$(82,244)	\$(65,053)	Net Cash Used in Investing Activities	\$(82,244)	\$(65,053)
Financing Activities			Financing Activities		
Payments on Line of Credit	-	(800)	Payments on Line of Credit	-	(800)
Payments on Bonds Payable	(1,000)	(1,952)	Payments on Bonds Payable	(1,000)	(1,952)
Payments from Loans	-	8,000	Payments from Loans	-	8,000
Payments on Leases	(576)	-	Payments on Leases	(576)	-
Restricted Contributions for Endowments	905	7,458	Restricted Contributions for Endowments	905	7,458
Restricted Contributions for Capital Improvements	15,479	13,571	Restricted Contributions for Capital Improvements	15,479	13,571
Net Cash Provided by Financing Activities	\$18,059	\$35,379	Net Cash Provided by Financing Activities	\$18,059	\$35,379
Net Increase in Cash and Cash Equivalents	\$72,290	\$4,661	Net Increase in Cash and Cash Equivalents	\$72,290	\$4,661
Cash and Cash Equivalents (Beginning of Year)	\$95,696	\$91,032	Cash and Cash Equivalents (Beginning of Year)	\$95,696	\$91,032
Cash and Cash Equivalents (End of Year)	\$122,981	\$95,696	Cash and Cash Equivalents (End of Year)	\$122,981	\$95,696
Supplemental Disclosure of Cash Flow Information			Supplemental Disclosure of Cash Flow Information		
Interest Paid	\$3,304	\$1,889	Interest Paid	\$3,304	\$1,889
Capitalized Interest	\$283	\$29	Capitalized Interest	\$283	\$29
Supplemental Disclosure of Noncash Investing Activities			Supplemental Disclosure of Noncash Investing Activities		
Construction in Progress Activities Incurred but Not Yet Paid	\$5,005	-	Construction in Progress Activities Incurred but Not Yet Paid	\$5,005	-

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Financial Statements

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Consolidated Statements of Financial Position
December 27, 2015 and December 28, 2014
(In Thousands)

	2015	2014
ASSETS		
Cash and Cash Equivalents	\$122,981	\$95,696
Accounts Receivable (Net)	8,515	9,035
Inventories (Net)	2,424	2,375
Prepaid Expenses and Other Assets	7,353	6,307
Investments	127,371	143,544
Split-Interest Agreements	31,938	29,686
Requests and Contributions Receivable (Net)	27,535	31,645
Property and Equipment (Net)	270,050	197,709
Total Assets	\$545,207	\$515,993

2015 Total Liabilities and Net Assets

	2015	2014
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts Payable and Accrued Expenses	\$28,422	\$27,840
Accrued Salaries and Salary-related Expenses	24,289	22,890
Deferred Support and Revenue	17,840	17,360
Liability for Pension Benefits	70,152	68,979
Debt	54,334	55,915
Total Liabilities	\$195,037	\$192,784
Commitments and Contingencies	-	-
Net Assets		
Unrestricted	\$226,453	\$202,315
Temporarily Restricted	76,617	76,759
Permanently Restricted	45,100	44,355
Total Net Assets	\$350,170	\$323,209
Total Liabilities and Net Assets	\$545,207	\$515,993

3

Consolidated Statements
of Activities and Change
in Net Assets

Consolidated Statements of Cash Flows
Years Ended December 27, 2015 and December 28, 2014
(In Thousands)

	2015	2014
Operating Activities		
Change in Net Assets	\$26,541	\$2,379
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities		
Depreciation	\$22,041	\$20,263
Accretion of Discount on Requests and Contributions Receivable	(1,357)	(1,151)
Provision for Uncollectible Receivables	306	969
Net Realized Gain on Sale of Investments and Investment Income	(3,779)	(28,957)
Net Loss (Gain) on Sale of Other Assets	153	(978)
Net Loss (Gain) on Disposal of Property and Equipment	212	(4)
Interest Earned on Beneficial Interest in Papeete Trust	(568)	(286)
Change in Value of Split-Interest Agreements	1,131	1,881
Net Unrealized Loss on Investments	6,670	25,172
Unrealized Loss (Gain) on Foreign Transaction	(640)	2,087
Restricted Contributions for Endowments and Capital Improvements	(16,640)	(16,028)
Changes in Operating Assets and Liabilities:		
Accounts Receivable (Net)	376	(1,676)
Inventories (Net)	(5)	(51)
Prepaid Expenses and Other Assets	(3,350)	3,023
Split-Interest Agreements	(5,290)	(8,645)
Requests and Contributions Receivable (Net)	5,344	(5,746)
Accounts Payable and Accrued Expenses	(2,216)	6,415
Accrued Salaries and Salary-related Expenses	1,599	846
Deferred Support and Revenue	493	163
Liability for Pension Benefits	1,073	36,504
Net Cash Provided by Operating Activities	\$38,473	\$33,235
Investing Activities		
Proceeds from Sale of Marketable Securities	\$4,966	\$46,012
Purchases of Marketable Securities	(42,634)	(81,775)
Proceeds from Sale of Property and Equipment	8	-
Purchases of Property and Equipment	(55,157)	(28,170)
Net Cash Used in Investing Activities	(\$52,347)	(\$63,933)

	2015	2014
Financing Activities		
Payments on Line of Credit	-	(500)
Payments on Bonds Payable	(1,305)	(1,500)
Proceeds from Loans	(376)	18,000
Payments on Loans	965	7,458
Restricted Contributions for Capital Improvements	56,671	1,197
Net Cash Provided by Financing Activities	\$55,099	\$33,579
Net Increase in Cash and Cash Equivalents	\$27,225	\$4,644
Cash and Cash Equivalents (Beginning of Year)	\$95,696	\$91,052
Cash and Cash Equivalents (End of Year)	\$122,981	\$95,696
Supplemental Disclosure of Cash Flow Information		
Interest Paid	\$2,794	\$1,819
Capitalized Interest	\$263	\$29
Supplemental Disclosure of Noncash Investing Activities		
Construction in Progress Activities Incurred but Not Yet Paid	\$5,065	-



2 Consolidated Statements of Financial Position

3 Consolidated Statements of Activities and Changes in Net Assets

4 Consolidated Statements of Cash Flows

5 Notes to Consolidated Financial Statements

1 Independent Auditor's Report

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To the Board of Trustees
Zoological Society of San Diego
also San Diego Zoo Global

We have audited the accompanying consolidated financial statements of Zoological Society of San Diego also San Diego Zoo Global ("ZSSD") which comprise the statements of financial position as of the 31, 2015 and Dec. 31, 2014, and the related consolidated statements of activities and changes in net assets and cash flows for the years then ended, and the notes to the financial statements.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits 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 consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design 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 do not express such an 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 consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the consolidated financial statements referred to above present fairly, in all material aspects, the financial position of ZSSD (dated as of December 31, 2015 and December 31, 2014) and the changes in net assets and in cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Chad R. Ruppel, CPA
San Diego, CA
April 10, 2016



Consolidated Statements of Financial Position
December 31, 2015 and December 31, 2014
(In Thousands)

	2015	2014
ASSETS		
Cash and Cash Equivalents	\$52,981	\$95,694
Accounts Receivable (Net)	6,516	9,225
Inventory (Net)	5,424	2,373
Prepaid Expenses and Other Assets	2,283	4,320
Investments	52,271	143,544
Gift Vouchers (Net)	24,269	26,846
Receivables and Contributions Receivable (Net)	27,025	21,643
Property and Equipment (Net)	293,024	187,724
Total Assets	\$546,217	\$537,909

LIABILITIES AND NET ASSETS

	2015	2014
LIABILITIES		
Accounts Payable and Accrued Expenses	\$28,452	\$27,442
Accrued Salaries and Salary-related Expenses	24,289	22,880
Deferred Support and Revenue	12,842	12,582
Liability for Pension Benefits	7,052	68,876
Debt	24,534	24,495
Total Liabilities	\$98,169	\$157,285
Contributions and Contingencies		
	-	-
Net Assets		
Unrestricted	\$224,413	\$332,316
Temporarily Restricted	24,607	26,784
Permanently Restricted	43,007	44,432
Total Net Assets	\$303,037	\$405,219
Total Liabilities and Net Assets	\$398,207	\$562,504

ROUGHS

Consolidated Statement of Activities and Changes in Net Assets			
Year Ended December 31, 2019			
	Unrestricted	Temporarily Restricted	Total
Membership and Support			
Admission and Membership	\$15,084	-	\$15,084
Auditing Activities	15,837	-	15,837
Contributions	15,771	21,083	36,854
Grant Revenue for Services	5,876	-	5,876
Tax Revenue and Other	18,305	-	18,305
Net Assets Released from Restrictions	23,452	(23,452)	-
Total Revenue and Support	\$78,325	\$-	\$78,325
Expenses			
Education and Animal Care	\$95,362	-	\$95,362
Facility Operations	21,027	-	21,027
Research and Conservation Activities	4,884	-	4,884
Administrative	22,036	-	22,036
Animal Care/Charges for Services	4,527	-	4,527
Total Expenses	\$147,835	\$-	\$147,835
Change in Net Assets from Operations	(\$69,510)	\$-	(\$69,510)
Investment Loss	(3,345)	-	(3,345)
Loss on Sale of Other Assets	(53)	-	(53)
Change in Value of Cash-Sensitive Investments	(3,335)	-	(3,335)
Interest Expense	(1,832)	-	(1,832)
Unrecorded Income	949	-	949
Change in Net Assets from Other Sources	\$-	\$-	\$-
Change in Net Assets	(\$77,733)	\$-	(\$77,733)
Net Assets (Beginning of Year)	\$355,326	\$-	\$355,326
Net Assets (End of Year)	\$277,593	\$-	\$277,593

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Consolidated Statements of Activities and Change in Net Assets

Consolidated Statement of Activities and Changes in Net Assets			
Year Ended December 31, 2019			
	Unrestricted	Temporarily Restricted	Total
Membership and Support			
Admission and Membership	\$93,380	-	\$93,380
Auditing Activities	127,685	-	127,685
Contributions	14,875	24,879	39,754
Grant Revenue for Services	2,581	-	2,581
Tax Revenue and Other	12,624	-	12,624
Net Assets Released from Restrictions	(17,810)	(17,810)	-
Total Revenue and Support	\$226,335	\$7,069	\$233,404
Expenses			
Education and Animal Care	\$95,076	-	\$95,076
Facility Operations	21,036	-	21,036
Research and Conservation Activities	4,580	-	4,580
Administrative	24,655	-	24,655
Animal Care/Charges for Services	4,527	-	4,527
Total Expenses	\$150,874	\$-	\$150,874
Change in Net Assets from Operations	\$75,461	\$7,069	\$82,530
Investment Income	4,226	2,983	7,209
Gain on Sale of Other Assets	491	-	491
Change in Value of Cash-Sensitive Investments	-	(1,895)	(1,895)
Interest Expense	(3,683)	-	(3,683)
Unrecorded Income	5,097	-	5,097
Change in Net Assets from Other Sources	\$-	\$-	\$-
Change in Net Assets	\$81,692	\$8,157	\$89,849
Net Assets (Beginning of Year)	\$277,593	\$84,884	\$362,477
Net Assets (End of Year)	\$359,285	\$93,041	\$452,326

Consolidated Statements of Cash Flows			
Year Ended December 31, 2019 and December 31, 2018			
	2019	2018	2017
Change in Net Assets	\$26,941	\$2,219	\$-
Change in Net Assets from Operations	\$26,941	\$2,219	\$-
Operating Activities			
Receipts from Operations	\$22,047	\$22,047	\$-
Receipts from Donations and Contributions	(5,091)	(5,091)	\$-
Receipts from Grants and Other Sources	191	191	\$-
Net Cash Provided by Operating Activities	(3,853)	(3,853)	\$-
Investing Activities			
Change in Value of Cash-Sensitive Investments	(3,335)	(3,335)	(3,335)
Net Cash Used in Investing Activities	(3,335)	(3,335)	(3,335)
Financing Activities			
Receipts from Donations and Contributions	1,275	1,275	1,275
Receipts from Grants and Other Sources	1,275	1,275	1,275
Net Cash Provided by Financing Activities	2,550	2,550	2,550
Change in Net Assets	(\$4,638)	(\$4,469)	\$-
Net Assets (Beginning of Year)	\$355,326	\$359,795	\$364,264
Net Assets (End of Year)	\$350,688	\$355,326	\$364,264

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Consolidated Statements of Cash Flows

Consolidated Statements of Cash Flows			
Year Ended December 31, 2019 and December 31, 2018			
	2019	2018	2017
Change in Net Assets	\$26,941	\$2,219	\$-
Change in Net Assets from Operations	\$26,941	\$2,219	\$-
Operating Activities			
Receipts from Operations	\$22,047	\$22,047	\$-
Receipts from Donations and Contributions	(5,091)	(5,091)	\$-
Receipts from Grants and Other Sources	191	191	\$-
Net Cash Provided by Operating Activities	(3,853)	(3,853)	\$-
Investing Activities			
Change in Value of Cash-Sensitive Investments	(3,335)	(3,335)	(3,335)
Net Cash Used in Investing Activities	(3,335)	(3,335)	(3,335)
Financing Activities			
Receipts from Donations and Contributions	1,275	1,275	1,275
Receipts from Grants and Other Sources	1,275	1,275	1,275
Net Cash Provided by Financing Activities	2,550	2,550	2,550
Change in Net Assets	(\$4,638)	(\$4,469)	\$-
Net Assets (Beginning of Year)	\$355,326	\$359,795	\$364,264
Net Assets (End of Year)	\$350,688	\$355,326	\$364,264

NOTE 1

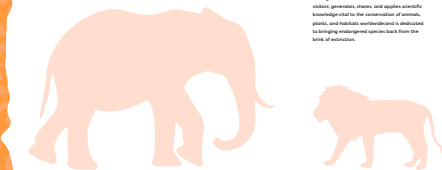
NATURE OF OPERATIONS

The Zoological Society of San Diego, after San Diego Zoo Global ("SDZG") was incorporated in 1994 as a private, nonprofit corporation chartered by Board of Trustees ("Board"). SDZG operates two facilities and animal care facilities, the San Diego Zoo and the San Diego Zoo Safari Park, and conducts scientific research and conservation programs through the San Diego Zoo Institute for Conservation Research. These programs are supported largely through admissions, memberships, donations and grants, and other cash resources. SDZG collects and exhibits animals and plants in naturalistic settings for the education and enjoyment of visitors, generates income, and applies scientific knowledge to the conservation of animals, plants, and fish. SDZG's research is dedicated to bringing reintroduced species back from the brink of extinction.

SDZG Global formed the Foundation of the Zoological Society of San Diego (the "Foundation") in 2002. The Foundation is a related supporting organization, which is a separate legal entity from SDZG. Funds raised by the Foundation are donated to SDZG Global. Funds raised by the Foundation are used to support the operations of SDZG Global. The Foundation has no employees and is supported by volunteers.

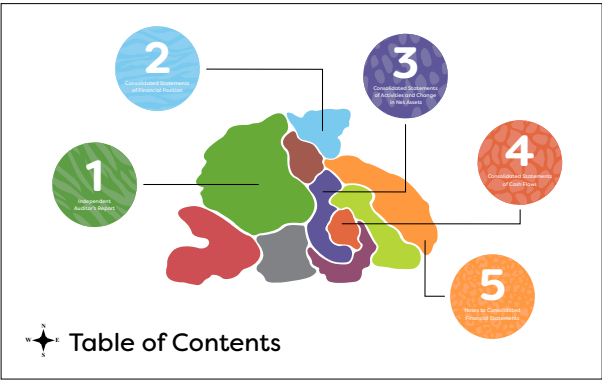
SDZG Global formed San Diego Zoo Global (the "SDZG") in 2002. SDZG is a related nonprofit association incorporated in California. The purpose of SDZG is to perform, in the Republic of Peru, the protection and development of programs for the protection and conservation of the environment, including operating and managing the Cacha Cacha Biological Field Research Station.

The activities of the Foundation and SDZG Peru are included in SDZG Global's consolidated financial statements. All significant intercompany balances and transactions are eliminated in consolidation.



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Notes to Consolidated Financial Statements



To the Board of Trustees:
Zoological Society of San Diego aka San Diego Zoo Global

We have audited the accompanying consolidated financial statements of the Zoological Society of San Diego aka San Diego Zoo Global ("ZSG") which comprise the statements of financial position as of December 31, 2019 and December 31, 2018, the related consolidated statements of activities and changes in net assets and cash flows for the years then ended, along with the notes to the financial statements.

1
Independent Auditor's Report

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

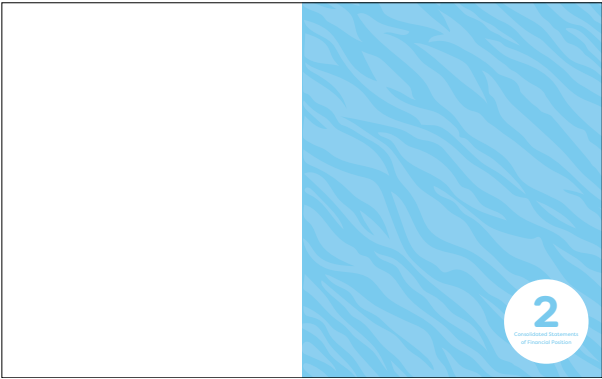
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risk of material misstatement of the consolidated financial statements, whether due to fraud or error. In making risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated 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 do not express 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 consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of ZSG dated as of December 31, 2019 and December 31, 2018, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Chen, Raymond, CPA
Chen, Raymond, CPA
San Diego, California
April 10, 2020



Consolidated Statements of Financial Position
December 31, 2019 and December 31, 2018
(In Thousands)

	2019	2018
ASSETS		
Cash and Cash Equivalents	\$322,891	\$55,696
Accounts Receivable (Net)	6,356	9,375
Investments (Net)	2,426	2,123
Prepaid Expenses and Other Assets	3,383	4,307
Investment in	\$22,571	\$43,544
Spill Internet Agreements	31,359	29,846
Receivables and Contributions Receivable (Net)	22,531	21,643
Property and Equipment (Net)	203,050	180,729
Total Assets	\$644,227	\$358,983

2019 Total Assets

2019 Total Liabilities and Net Assets

	2019	2018
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts Payable and Accrued Expenses	\$26,412	\$37,643
Accounts Receivable and Other Prepaid Expenses	29,295	22,041
Deferred Support and Revenue	17,843	12,363
Liability for Pension Benefits	7,126	48,816
Debt	\$4,334	\$5,015
Total Liabilities	\$195,037	\$133,878
Contributions and Contingencies	-	-
Net Assets		
Unrestricted	\$324,433	\$225,105
Temporarily Restricted	7,847	76,738
Permanently Restricted	45,950	48,375
Total Net Assets	\$388,230	\$350,219
Total Liabilities and Net Assets	\$583,267	\$484,097

NATURE OF OPERATIONS



	2015	2014
Cash and Cash Equivalents	\$122,981	\$95,696
Accounts Receivable (Net)	8,515	9,035
Inventories (Net)	2,424	2,373
Prepaid Expenses and Other Assets	7,593	2,373
Investments	127,371	6,307
Int-Interest Agreements	31,938	143,344
Gifts and Contributions Receivable (Net)	27,535	29,686
Property and Equipment (Net)	217,050	31,643
Assets	\$545,207	197,709
		\$515,993

FINAL

Provision of Discount on Bequests and Contributions Receivable	\$22,041	\$20,263
Net Realized Gain on Sale of Investments and Investment Income	(1,297)	(1,135)
Net Loss (Gain) on Sale of Other Assets	305	993
Net Loss (Gain) on Disposal of Property and Equipment	(2,779)	(28,937)
Interest Earned on Beneficial Interest in Perpetual Trust	153	(491)
Change in Value of Split-Interest Agreements	212	(4)
Net Unrealized Loss on Investments	(288)	(288)
Unrealized Loss (Gain) on Swap Transaction	1,331	1,891
Restricted Contributions for Endowments and Capital Improvements	6,670	25,172
	(169)	2,097
	(16,640)	(19,029)
Changes in Operating Assets and Liabilities		
Accounts Receivable (Net)		
Prepaid Expenses (Net)		
Accounts Payable and Other Assets	376	(1,679)
Interest Agreements	(51)	(92)
Bequests and Contributions Receivable (Net)	(1,239)	2,023
Payable and Accrued Expenses	(3,295)	(8,645)
Salaries and Salary-related Expenses	5,244	(5,716)
Support and Revenue	(2,314)	
Pension Benefits	1,599	6,415
Dividends by Operating Activities	480	846
	1,173	568
	\$38,473	\$6,164

ASSETS		2015	2014
Cash and Cash Equivalents		\$12,440	\$12,440
Accounts Receivable (Net)		8,535	8,535
Prepaid Expenses (Net)		5,474	5,474
Investments		12,174	12,174
Split-Interest Agreements		11,996	11,996
Bequests and Contributions Receivable (Net)		22,130	22,130
Property and Equipment (Net)		210,080	210,080
Total Assets		\$345,307	\$345,307

LIABILITIES AND NET ASSETS		2015	2014
LIABILITIES			
Accounts Payable and Accrued Expenses		\$28,432	\$27,840
Interest Agreements and Salary-related Expenses		34,389	25,680
Deferred Support and Revenue		11,840	11,840
Liability for Pension Benefits		10,160	10,160
Total Liabilities		\$84,821	\$75,520
NET ASSETS			
Unrestricted		\$226,435	\$226,435
Temporarily Restricted		78,807	78,807
Permanently Restricted		45,307	45,307
Total Net Assets		\$345,307	\$345,307
Total Liabilities and Net Assets		\$345,307	\$345,307

Statement of Activities and Changes in Net Assets		2015	2014
REVENUE AND SUPPORT			
Admission and Support		\$100,000	\$100,000
Membership		100,000	100,000
Contributions		10,000	10,000
Gift Revenue for Services		10,000	10,000
Net Assets Released from Restrictions		10,000	10,000
Total Revenue and Support		\$230,000	\$230,000
EXPENSES			
Exhibition and Animal Care		\$100,000	\$100,000
Animal Operations		100,000	100,000
Education and Conservation Activities		10,000	10,000
Administrative Expenses		10,000	10,000
Capital Expenses		10,000	10,000
Total Expenses		\$230,000	\$230,000
Change in Net Assets		\$0	\$0
Net Assets (Beginning of Year)		\$0	\$0
Net Assets (End of Year)		\$0	\$0

