

## Organization Information and Background

The Zoological Society of Milwaukee (ZSM) was organized in 1910 to help Milwaukee County in its operation, maintenance, and development of the Milwaukee County Zoo (MCZ) and its animal collection. Since our founding, ZSM has grown to an organization committed to providing educational and conservation programming, graphic design, and over 3.5 million in financial support annually to MCZ. Today, ZSM's *mission* is to conserve wildlife and endangered species, educate people about the importance of wildlife and the environment, and support MCZ. ZSM's *goals* are two-fold: 1) Provide educational opportunities at MCZ and across our community that inspire sustainable conservation practices; and 2) Support MCZ in maintaining their accreditation through the Association of Zoos and Aquariums, which signifies their expertise in animal care, high standards in providing a fun guest experience immersed with conservation education, and work advancing wildlife preservation and scientific research. Achieving these critical goals ensures our beloved Zoo remains a top cultural attraction for this community. Our primary *vision* is to advance Diversity, Equity, Access, and Inclusion (DEAI) Agency-wide and across programming to ensure all community members have barrier-free opportunity to explore the wonders of our Zoo. Our *core services* include Conservation, Education, Access MKE Zoo, and Zoo Support.

Conserving Species: ZSM addresses the conservation of endangered species and habitats globally, locally, and at MCZ through educational experiences and hands-on opportunities. Through our efforts, many animals that were in immediate danger of extinction now have a better chance of survival. Our most popular international conservation effort is the Pat Gives Back program in Belize, where both ZSM and MCZ staff facilitate big cats training worldwide, as well as engage in conflict mitigation in Belize to protect the threatened jaguar and help local cattle farmers sustain their livelihoods. Some of our other popular conservation programs include the No Mow May Campaign, which encourages residents across greater Milwaukee to limit lawn mowing in the month of May to allow bees to emerge from hibernation; Pollinator Program, which promotes sustainable conservation practices to benefit endangered species (e.g. Monarch Butterfly, etc.); and Wild Birds Program, where we engage in wild bird counting and maintain feeders and nest boxes on MCZ grounds.

Education: There continues to be tremendous need for children to learn about and experience science and conservation through community channels to help address school cutbacks. And the significant learning loss many kids continue to experience across all critical learning targets – including both academic and social-emotional learning – due to virtual learning as a result of the pandemic can't be underscored enough. ZSM's STEAM curricula (Science, Technology, Engineering, the Arts, and Math) helps address these academic and social-emotional learning challenges through inclusive programming that fosters empathy for wildlife and a personal connection to our environment. Adhering to the Wisconsin Model Academic Standards and Next Generation Science Standards for PreK through 12<sup>th</sup> grades, ZSM's STEAM offerings include School Programming, Community Programming, Summer Zoo Camp Program, Conservation Careers Programming, and Empathy for Wildlife Performing Arts Project. It's important to highlight research consistently shows empathy-based programs build a positive classroom culture – which is critical in honoring diversity and creating a welcoming space – strengthens community, and prepares students to be tomorrow's leaders.<sup>1</sup> The four parts of empathy include: 1) Perspective taking; 2) Putting aside judgement; 3) Trying to understand others' feelings; and 4) Communicating understanding.<sup>2</sup> And when these evidence-based practices are infused within conservation instruction, such as those offered by ZSM, it takes a typical life-science curriculum and elevates it to the next level where individuals develop empathy for wildlife and are inspired to take conservation action.<sup>3</sup>

Access MKE Zoo Initiative: While ZSM and MCZ have a history of providing opportunity to underrepresented populations (e.g. Family Free Days, etc.), we knew much more needed to be done in addressing Milwaukee's significant gap in providing equitable access to conservation education enrichment opportunities for disadvantaged children, youth, and their families. In response, ZSM and MCZ jointly launched the Access MKE Zoo pilot in 2023. In addition to MCZ continuing to provide 13 annual Family Free Days, this initiative works to expand access to ZSM's STEAM conservation education programming through scholarships, offer Zoo Pass memberships, and distribute tickets to the Zoo's popular community events, regardless of participants' background and/or ability pay for the full cost of services. And after last year's successful pilot that attracted many new donors and exceeded our expectations in providing a meaningful impact for our targeted beneficiaries, we recognize many more people can be served. In response, we're formalizing Access MKE Zoo and expanding the initiative's capacity in 2024 to reach a minimum of 52,000 individuals through the Society's STEAM programming exceeding the pilot's goal to reach a minimum 22,500 minimum). Access MKE Zoo's STEAM offerings include ZSM's aforementioned School Programming, Community Programming, Summer Camp Program, Conservation Careers Programming, and Empathy for Wildlife Performing Arts Project – the subject of this proposal. As an example of our steadfast commitment in reaching disadvantaged community members through Access MKE Zoo, 13 of the 22 schools we partner with through our Animal Ambassador education program are MPS, which represents a combined 86% of students who are economically disadvantaged and 92% who are children of color.<sup>4</sup> Additionally, 30% of participants who will be served through our Zoo to You and At Zoo programs in Spring 2024 are MPS students, while another 42% are kids heralding from private and other public schools located in underserved neighborhoods across Milwaukee.

Zoo Support: Foundational to ZSM's mission, we work to ensure MCZ remains a top cultural attraction for over 1.2 million guests annually. With the wellbeing of our beloved animals being the main priority, ZSM supports MCZ in the following critical ways: Raise money so that MCZ can provide capital improvements (such as building homes that resemble animals' natural habitats), maintenance work, and grounds improvements; Fund wildlife research and conservation projects; Provide funds to support MCZ's Veterinarian Animal

<sup>1</sup> Amico B. "Brackett, Rivers & Salovey, 2011.

<sup>2</sup> Teaching Empathy: Essential for Students, Crucial for Humanity." <https://www.waldorfdeducation.org/news-resources/essentials-in-education-blog/detail/~board/essentials-in-ed-board/post/teaching-empathy-essential-for-students-crucial-for-humanity> accessed 2/19/24.

<sup>3</sup> Young, Khalil, & Wharton, 2018.

<sup>4</sup> Wisconsin Department of Instruction: <https://apps2.dpi.wi.gov/reportcards/home>, accessed 2/8/24.

Health Center; and Facilitate in-kind support through our Zoo Pride, a comprehensive volunteer program which enhances guests' experiences through conservation research, educational outreach, and administrative duties. ZSM also supports MCZ by designing and maintaining educational signs, graphics, and promotional materials, as well as giving 3.5-million dollars annually from revenue raised through Zoo Pass memberships.

### *Accomplishments & Community Support*

We served 1.2 million guests in 2023. During this time, ZSM interacted with guests and the larger greater Milwaukee community in mission-driven opportunities, some of which includes: Collaborated with MCZ to strengthen the Pat Gives Back program in Belize, which resulted in less jaguar attacks, important wildlife monitoring of tapirs and rehabilitated howler monkeys, and international workshop training on improved animal care and conservation planning; Provided critical education programming to more than 75,000 school students across our community through Zoo Classes, Summer Camps, School programs, and theater performances through the Empathy for Wildlife Performing Arts Project; Provided MCZ \$3.5 million in direct cash support through our Zoo Pass program; and over 400 Zoo Pride volunteers contributed 40,000 hours helping with fundraising events, answering guest questions about animals, supporting educators, and participating in conservation projects. The joy of what ZSM's transformative programs offers is witnessed daily through those we serve:

*"I like cheetahs the most. They can't climb trees or roar. Their big feet make them run fast! LOOK! I can run like a cheetah!" . . . as expressed – and subsequently enacted – by a 7-year-old summer camper when sharing his favorite animal with instructors.*

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Just recently, a ZSM Educator who specializes in our school programming asked a 4<sup>th</sup>-grade MPS student what she felt was most important about her role as an Animal Ambassador. With full conviction and a serious look in her eye she responded: *"Animals don't have mouths to tell us important things, that's why we're learning how to help them from becoming extinct!"*

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After "Selina" arrived at MCZ for the first time in her young 11-year life, her jaw dropped as she entered ZSM's Karen Peck Katz Conservation Education Center's atrium and saw the life-size animal sculptures. Selina's ZSM Community Educator reported she loved the experience and her sense of wonder showed in her animal food chain arts creation. As expressed by Selina: *"I'm gonna be a Zoologist when I grow-up!"*

### **Project/Program Description**

ZSM's Empathy for Wildlife Performing Arts Project builds upon a popular program, Kohl's Wild Theater, which has reached over 1.4 million audiences since its inception in 2010. This program incorporates evidence-based concepts by using drama, puppetry, humor, and songs during theater performances to teach audiences about our natural world. These plays – which are presented by actor-educators who portray animals, plants, and habitats – encompass a myriad of conservation education topics directly impacting wildlife locally, regionally, and globally. All our plays are original productions and were designed to support various education standards for instruction targeting elementary–middle school age children (e.g. Next Generation, social-emotional learning, etc.). And because of our efforts, ZSM won the Monte Meacham Award in 2021 from The American Alliance for Theatre and Education for our ability to present complex conservation problems that didn't leave audience members feeling a sense of doom and gloom. Simultaneously, ZSM also became a founding member of the Advancing Conservation through Empathy for Wildlife national network, where accredited Zoos and Aquariums research and share practices that best engage students in conservation actions. While we're very proud of this award-winning program and its long history in reaching audiences within a 60-mile radius of the Zoo, ZSM decided to dig deeper and bring empathy education practices into this program. In 2022, ZSM embarked on an external assessment – which included the voice of our community, ZSM staff, and collaborative stakeholders – to begin this important programmatic transition. The overarching feedback indicated ZSM needed to enhance audience educational experiences by refining the plays we provide at schools from a general audience target to inclusive age-appropriate performances. In the words of one stakeholder: "My kindergartners didn't fully understand the conservation message, while my 5<sup>th</sup> graders were bored with the play. Only those grades in between enjoyed and understood the educational components that were taking place." Additionally, school personnel requested that our plays provide interactive opportunities to engage students during performances as it supports critical social-emotional learning targets that correlates into improved school performance, healthy coping, and responsible decision making. In response, ZSM began refining our school year plays in Oct 2023 to be inclusive of our targeted audience members and tailor them to be age-band performances (K–2<sup>nd</sup> grade and 3<sup>rd</sup>–5<sup>th</sup> grade). Additionally, we're also increasing interactivity opportunities within each production to not only better represent participants but to further welcome them into the experience intrinsically and critically. These intentional enhancements support our mission to inspire community engagement in conservation efforts through more active and hands-on performances which cast them more centrally in the world and action of the story. To date, we've reimaged two plays, which were implemented in January of this year ("Finding Harmony" age-banded for K–2<sup>nd</sup> grades and "Bullies & Bonobos" age-banded for 3<sup>rd</sup>–5<sup>th</sup> grades). ZSM staff will continue making programmatic enhancements for the next two years until all 24 original plays have been refined to be both inclusive and age-banded. By infusing evidence-based and empathy-building practices with the voice of our community, we know these intentional refinements will positively affect audiences to feel represented as they increase their knowledge about wildlife, enhance viewers' empathetic behaviors towards wildlife, inspire

participants to engage in sustainable conservation practices, and empower them to become tomorrow’s environmental stewards. Our theater performances are offered in the following ways:

**Zoo Performances:** Run from Memorial Day Weekend–Labor Day Weekend and target general audiences, with special emphasis on ages PreK–12 years. Two, 15-minute performances are presented daily on MCZ’s outdoor mainstage. After each play, guests are invited to stop at our Education Station (located immediately outside the main stage) for more information on topics addressed during performances. Reaching ~15,000 individuals annually, Zoo Performances are free.

**At-Habitat Performances:** From Memorial Day Weekend–Labor Day Weekend, ZSM provides interactive mini plays around MCZ by featuring performers dressed in costume and engaging audiences using puppets to deliver empathy for wildlife instruction. Targeting general audiences, with special emphasis on ages PreK–12 years, we reach ~15,000 people annually through At-Habitat performances. At-Habitat Performances are free.

**School Year Performances:** From Oct 1–Apr 30, we target elementary age kids through two shows presented at schools, community centers, libraries, and other community gatherings across Milwaukee during the Fall and Spring. All participating organizations receive a pre-performance instruction sheet to inform the children ahead of time about the conservation topic that will be covered, as well as a post-performance instruction sheet following the play to reinforce messaging. ~17,000 students are reached through School Year Performances. Please note that our partnering schools pay a modest investment of \$150 per show, which is not passed to their students, and which is a significant savings from the true cost of \$1,500 for each performance.

**Project Goals**

While Kohl’s is a key partner in the daily programming of our Wildlife Performing Arts Project, we invite RCM to join ZSM in reshaping the project’s current infrastructure to building an innovative legacy program for our community in three critical ways:

- 1) Refresh MCZ’s summer stage to embody an immersive wildlife-themed experience (e.g. forest, etc.); starting with design and ending with implementation.
- 2) Commission one show to be tied to a new MCZ habitat opening (e.g. Rhinos, etc.).
- 3) Continue to reimagine 22 School Year plays to be both culturally inclusive and age-specific (K–2<sup>nd</sup> grades performance, 3<sup>rd</sup>–5<sup>th</sup> grades performance).

Achieving these goals not only enhances viewer experience and advances this mission-driven project, it also enables a sustainable financial programmatic model that both elevates impact and represents the makeup of our Milwaukee community.

<i>Methodology &amp; Timeline, 2024-2026</i>	Jul-Sep 2024	Oct-Dec 2024	Jan-Mar 2025	Apr-Jun 2025	Jul-Sep 2025	Oct-Dec 2025	Jan-Mar 2026	Apr-Jun 2026	Jul 2026
<b>Activities</b>									
Refresh MCZ summer stage.									
Commission one Zoo Performance.									
Reimagine School Year theater plays.									
<b>Program Evaluation</b>									
Staff Meetings									
Administer Measurement Tools									
Analyze Measurements									
Communicate Findings									
Programmatic Changes (if needed)									

**Demographics & Project Beneficiaries**

The demographics of our programming participants are students of color who are economically disadvantaged. Using our demographic information from 2022-23 to help inform projections, 62% of schools who were served through our School Year plays were located in disadvantaged neighborhoods serving historically underrepresented children in Milwaukee County – 34% which represented MPS schools. The combined demographics for these schools included: 90% children of color (60% African American/Black, 8% Asian, 20% Latinx, 2% Native American, and 10% 2+ Races/Other) and 90% were economically disadvantaged.<sup>5</sup> And for the current repertoire of inclusive and age-banded School Year plays which are currently underway for the spring semester, 22% of registered schools are MPS while another 35% of schools are private/public schools located in under-resourced neighborhoods. We anticipate serving a total of ~17,000 students annually. Through RCM’s investment, the direct beneficiaries of this project are children of color who are predominantly low income, providing them a safe and inclusive space to learn about the critical importance of animals and our ecosystem, encouraging them to use their imagination to build sustainable ways they can make a difference, fostering empathy for wildlife skills that derive from social emotional learning concepts immersed in every play, increasing their life-science knowledge, and

<sup>5</sup> Wisconsin DPI, accessed 2/19/24.

inspiring these budding young environmental stewards to engage in simple conservation practices that make an immediate impact within their community.

### *Community Significance*

Our Empathy for Wildlife Performing Arts Project is the only conservation education offering of its kind in Milwaukee and across SE Wisconsin. While other local agencies and theaters provide arts-programming, we're the only organization presenting shows that specifically address endangered species and environmental issues. And out of the 238 accredited Association of Zoos and Aquariums worldwide – which includes MCZ – our Empathy for Wildlife Performing Arts Project is the only service that uses live theater to advance wildlife and sustainable conservation efforts, efforts which have drawn the attention of other conservation programs across the country. Further underscoring the need for this type of evidence-based program delivery is the reality that many children learn better through engagement and experiences fostered through theater education as it positively impacts their academic, social, and emotional lives that aren't obtainable through a traditional style of learning (e.g. book learning, lectures, etc.). Even for children who excel under traditional methods benefit from drama infused instruction as it boosts oral language skills and reading, fosters critical thinking and problem-solving skills, build conflict resolution, advances empathy, and hones self-confidence.<sup>6, 7, 8, 9, 10</sup> Moreover, our Empathy for Wildlife Performing Arts Project is the most accessible ZSM program due to not only reaching MCZ guests through free mainstage and at-habitat performances, but also reaching people of all backgrounds at schools, community centers serving disadvantaged Milwaukee populations (e.g. COA, etc.), libraries located in under-resourced Milwaukee neighborhoods, and other community gatherings across our community (e.g. Summerfest, Juneteenth Day, etc.). In support of our efforts to ensure the accessibility of this project, ZSM invites RCM to direct programming investment towards Johnsons Park or other priority communities. As an instrumental community organization empowering positive change, Rotarians can help advance ZSM's current project model to one that is a community legacy in the following ways: 1) Serve on the Advisory Committee for this project. 2) Join Zoo Pride, ZSM's volunteer program offering many options to engage with Zoo guests about animals and conservation practices, participating in conservation research, assisting ZSM instructors in class room prep for summer zoo camp, etc.; 3) Recommend and work with schools to strengthen existing RCM school partnerships and/or forge new school collaborations; and 4) Volunteer as a group at the summer stage to help open and close summer seasons. A joint partnership will promote RCM's brand to 1.2 million visitors annually for three years in the following ways: ZSM's social media platforms (Facebook, Instagram and Twitter) reaching 26,043 followers; *Alive* magazine circulated to 45,802 households; Joint ZSM and MCZ Annual Report that is published on both our websites and reaching an average of ~130,865 viewers monthly; Digital signage located in MCZ's U.S. Bank Gathering Place; Press Release announcing our partnership; Strategic recognition of RCM at MCZ's mainstage; and additional RCM sponsorships throughout the Zoo.

### *Organizational Capacity*

Now in our 114<sup>th</sup> year, ZSM has a strong foundation of providing dynamic programming to our community and ensuring fiscal responsibility to funders, as evidence in our consistently positive program evaluations, responding to participants' needs and backgrounds through program redesigns, and a history of healthy audits. Also, ZSM boasts strong leadership who ensures the success of our programming and a qualified staff who oversees the daily operations of our offerings. All ZSM staff engage in annual professional development to advance DEAI across our programming and ensure evidence-based practices. Specifically, ZSM has the capacity to carry-out our Empathy for Wildlife Performing Arts Project as we have been delivering this popular community attraction since 2009. Additionally, this project directly aligns with our mission in advancing conservation education and sustainable practices. Moreover, this project supports ZSM's primary vision to further DEAI Agency-wide and across programming by ensuring our offerings reflect the communities we serve and celebrate our collective diversity. And while Kohl's Department Stores remains a key investor in this project's daily programming, partnering with RCM to reimagine our arts education offering significantly empowers a strong collaborative force intentionally working to build a community legacy that advances this mission-driven program, increases educational impact, attracts new community stakeholders, and inspires conservation action – ultimately creating a better, more sustainable Milwaukee community.

### **Evaluation**

**Project Goal #1:** Zoo Stage Refresh, we'll measure success in the following ways:

**YEAR #1:**

- Facilitate a group of Rotarians to working with ZSM, from the stage's design phase through implementation (Advisory Committee).
- Key stakeholders – including RCM, ZSM, and MCZ – agree upon a design that aligns with educational goals.
- Secure the contractor(s) necessary to design and install the joint ZSM-Rotarian wildlife theme.

**YEAR #2:**

- Implement the stage refresh during the grant period.

<sup>6</sup> Field T, Diego M, Hernandez-Reif M. Preterm infant massage therapy research: a review. *Infant Behav Dev.* 2010 Apr;33(2):115-24. doi: 10.1016/j.inbeh.2009.12.004. PMID: 20137814; PMCID: PMC2844909.

<sup>7</sup> Goldstein, T.R., & Winner, E. (2012). "Enhancing empathy and theory of mind." *Journal of cognition and development*, 13(1), 19-37.

<sup>8</sup> Effect Of Creative Drama Course On Creative Problem Solving Skills:

[https://www.researchgate.net/publication/284167227\\_Effect\\_Of\\_Creative\\_Drama\\_Course\\_On\\_Creative\\_Problem\\_Solving\\_Skills](https://www.researchgate.net/publication/284167227_Effect_Of_Creative_Drama_Course_On_Creative_Problem_Solving_Skills), accessed 1/30/24.

<sup>9</sup> Enhancing fluent and flexible thinking through the creative drama process:

<https://www.sciencedirect.com/science/article/abs/pii/S1871187109000236?via%3Dihub>, accessed 1/30/24.

<sup>10</sup> Enhancing peer conflict resolution skills through drama: an experimental study: <https://www.tandfonline.com/doi/abs/10.1080/13569780701321013>, accessed 1/30/24.

Project Goal #2: Designing one Zoo Performance tied to a new MCZ habitat, we'll measure success in the following ways:

YEAR #1:

- ZSM leaders and members of MCZ will jointly determine the most appropriate habitat.
- Staff will design an inclusive and empathy-based Zoo Stage performance, which includes: Script Writing, Costume Design, Songs/Music, Choreography, Set Design, Puppet Design, Other supportive project materials, and Post Survey.
- Staff will design an At-Habitat Performance that supports this new show.

YEAR #2:

- Perform the new Zoo Performance during the grant period (A minimum 70% of Zoo Stage participants' parent(s)/guardian(s) will indicate their kids enjoyed the play).
- Perform the new At-Habitat Performance during the grant period (A minimum 70% of At-Habitat guests will demonstrate caring behavior or beneficial action towards animal/s).

Project Goal #3: Reimagine ZSM's School Year plays to be age-banded/inclusive, success is measured in the following ways:

YEARS 1–3:

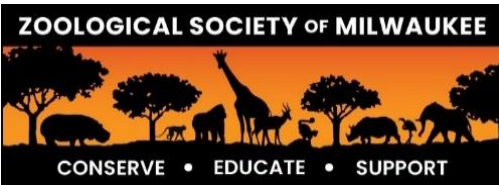
- Redesign performances from a broad-elementary focus to an inclusive and age-specific lens, targeting grades K–2<sup>nd</sup> & grades 3<sup>rd</sup>–5<sup>th</sup>.
- Redesign plays to include additional social-emotional learning targets.
- Redesign plays to include ways audience members can care for wildlife.
- Begin implementing all redesigned School Year plays (A minimum 70% of students can identify the emotions of animals in the play and compare them to their own lived experiences; A minimum 70% of students can identify 1+ ways they can help the environment; A minimum 70% of school teachers will feel the play is age-specific and inclusive; and A minimum 70% of school teachers will state performances provide a basis for student discussion about the concepts covered.).
- 100% of schools served through RCM's support will be racial and/or economically disadvantaged.).

#### *Monitoring & Measurement Tools*

Monitoring and evaluation ensure we're meeting our deliverables and progress towards intended outcomes is documented. For our School Year Performances, ZSM's Program Evaluator will distribute a post-survey to teachers using a 5-point Likert Scale asking them to rank audience participation/perception of program, whether educational goals were achieved, and program recommendation (with 5 being "Extremely", followed by "Moderately", "Somewhat", "Slightly", and "Not at All"). These surveys will be distributed/collected at the end of each play. We'll also use a Data Tracking form to gauge the number of audience participants. For our Zoo Stage Performances, ZSM's Program Evaluator will distribute a post-survey to randomly selected parent(s)/guardian(s) attending the show with their child(ren). Using a 5-point Likert Scale (with 5 being "Extremely", followed by "Moderately", "Somewhat", "Slightly", and "Not at All"), we'll ask them to rank educational perception of content covered and level of enjoyment. We'll also ask them to list concepts learned from the play and other feedback for improvements. These surveys will be distributed/collected at the end of each play. We'll use a Data Tracking form to gauge the number of audience participants. For our At-Habitat Performances, ZSM's Program Evaluator will conduct a qualitative assessment using the Measuring Empathy Collaborative Assessment Project tool (MECAP), which captures expressions and behaviors of empathy and other related emotions when exposed to content as well as the frequency of these occurrences/specific behaviors while interacting with our animals. This observational framework is designed for group settings with diverse audience members. Specifically, MECAP measures the following empathic expressions: Understanding animals' needs; Perspective taking; Demonstrates appreciation or respect for animal; Demonstrates curiosity or interest in the animal; Expresses desire to help animals (individually or as a group); Demonstrates caring behavior or beneficial action towards animal(s); and Recognition of animal as an individual. Our Program Evaluator will also use a Data Tracking form to gauge the number of audience participants. ZSM's project staff meets weekly to discuss progress, unique circumstances, challenges, impactful ways to ensure meaningful instruction, and program evaluations. Involving the population we serve through surveys and qualitative feedback informs necessary programmatic changes, ensures best practices, and determines the future direction of this project.

#### **Funding Considerations**

To further our work in reaching disadvantaged populations, ZSM is focusing on ways to grow a diversified revenue base that inspires the community to support specific programming – like our Wildlife Performing Arts Project – and unrestricted funding. Tactics include strategic focus on growing a major gifts program to support programmatic initiatives, broader community fundraising through direct response campaigns, and growth of our membership programs. ZSM's Development Team also works to secure funding from businesses, foundations, individuals, endowments, Zoo Pass memberships, and in-kind support. We provide opportunities for the community to make financial contributions through special events and capital campaigns. Some of our top funders for this project include Johnson Controls Foundation (\$37,500 3-year commitment through 2026), Kohl's Department Store (\$250,000), Ladish Co. Foundation (\$8,000), Leona Fitzsimonds (\$10,200), and Woodland Park Zoo (\$60,000). ***A grant from RCM will make an immediate impact in our ability to advance our strong foundation, serve more community members across our community, and create an inspirational story for us to share with future potential supporters as we build this into a legacy project.***



## 2024-26 Empathy For Wildlife Performing Arts Project

BUDGET	2024	2025	2026	2024-2026 TOTALS
Secured/Pledged Grants	320,000	260,000	260,000	840,000
Pending Revenue	100,000		-	100,000
<b>Rotary Contribution:</b>				-
Project Planning	5,000	5,000	5,000	15,000
School Shows for Milwaukee Students	20,000	20,000	20,000	60,000
Summer Performances	10,000	10,000	10,000	30,000
New Show Commissioning (delivery in 2026)	15,000	25,000	20,000	60,000
Stage Transformation	5,000	80,000	-	85,000
<b>Rotary Contribution Total:</b>	55,000	140,000	55,000	250,000
Earned Revenue	27,000	30,000	32,000	89,000
<b>TOTAL REVENUE</b>	<b>\$ 502,000</b>	<b>\$ 430,000</b>	<b>\$ 347,000</b>	<b>\$ 1,279,000</b>
Direct Salaries & Benefits	228,066	234,908	241,955	704,929
Indirect Salaries & Benefits ( <i>inc oversight, eval, admin</i> )	32,000	32,000	32,000	96,000
Program Supplies ( <i>props, puppets, costumes, etc.</i> )	36,000	35,000	35,000	106,000
Other Costs ( <i>legal, insurance, etc.</i> )	15,500	15,500	15,500	46,500
Outside Contractors ( <i>actors, stage managers, choreographers, etc.</i> )	165,453	151,419	116,019	432,890
<b>Stage Refresh and Commissioned Show</b>	<b>25,000</b>	<b>110,000</b>	<b>25,000</b>	<b>160,000</b>
<b>TOTAL EXPENSES</b>	<b>\$ 502,019</b>	<b>\$ 578,827</b>	<b>\$ 465,474</b>	<b>\$ 1,546,320</b>
<i>Surplus/(Deficit) Expenses over Revenues committed as of Feb 2024</i>	<i>(19)</i>	<i>(148,827)</i>	<i>(118,474)</i>	<i>(267,320)</i>

**NOTE: The Society's Development Department will subsidize any remaining deficit at the end of the Calendar Year through general operation dollars raised through grants, fundraising events, Zoo Pass memberships, and other revenue sources.**