



2021 How We Thrived

AND WELCOMED A RECORD NUMBER OF VISITORS

RIDGE REPORT

2021 ANNUAL REPORT
DINOSAUR RIDGE



MISSION STATEMENT

Dinosaur Ridge educates and inspires wonder in visitors of all backgrounds about the science and history of the fossils and natural resources found at Dinosaur Ridge, Triceratops Trail, and related paleontology sites. We practice responsible stewardship with a strong commitment and urgency to preserve the fossils and natural resources for future generations.

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2021 BOARD OF DIRECTORS

Marsha Barber* (Board Chair) - Retired, Science Coordinator
Jefferson County Public Schools

Stephen Strachan* (Board Vice-Chair) - Owner, Strachan Exploration

Trey Harrison* (Board Treasurer) - Portfolio Manager, Assistant Vice
President, U.S. Bank

Lorraine Alcott* (Board Secretary) - Retired Geologist

Amy Boulas - VP Development, Children's Tumor Foundation

Pallavi Jhaveri - Retired, City of Lakewood

Alexander Nelson - Attorney, Lupine Law, PLLC

Ann Norton - Attorney, Norton Law Firm

Marlene Pickett - Environmental Health & Safety Coordinator,
Trelleborg Sealing Solutions

Dr. Bob Reynolds - Geologist/Research Associate, Denver Museum
of Nature and Science

Bill Savage - Retired, Managing Director, NITEC LLC

** Member of the Executive Committee*

2021 STAFF

Jeff Lamontagne, Executive Director

Will Bottoms, Operations Director

Barbara Farley, Director of Volunteers & Program Growth

Dana Rinderknecht, Director of Development

Erin LaCount, Education Programs Director

Kristen Kidd, Marketing & Communications Director

Amanda Rea, Education Assistant

Sue Kaberline, Gift Shop & Office Manager

Dr. Libby Prueher, Education Assistant & Outreach Coordinator

Lisa Gravit, Scheduling Coordinator

Michelle Howell, Guest Services Manager

Dennis Tesar, Maintenance Lead

EXECUTIVE COMMITTEES

Development Committee: Steve Strachan (Committee Chair)

Education Committee: Marsha Barber (Committee Chair)

Finance Committee: Trey Harrison (Committee Chair)

Governance Committee: Ann Norton (Committee Chair)

Preservation Committee: Marlene Pickett (Committee Chair)

Master Plan Committee: Pallavi Jhaveri (Committee Chair)

ADVISORY BOARD

The Dinosaur Ridge Advisory Board is a group of subject field experts that relate to our mission. They are leaders in their fields and have demonstrated their commitment to our organization and/or mission. We turn to them for periodic advice and review of our programmatic work.

Brent Breithaupt, Curator/Director, University of Wyoming Geological
Museum (Retired)

Joan Chavez-Lee, Principal (multiple schools) and teacher (multiple schools)
in Jefferson County, Colorado (Retired)

Dr. Martin Lockley, Professor Emeritus Geology, University of Colorado Denver;
Associate Curator University of Colorado Museum; Associate Curator Museum of
Western Colorado; Co-Founder, Friends of Dinosaur Ridge

Linda Morris, Elementary Science Coordinator, Denver Public Schools;
Elementary Science Specialist, Jefferson County Public Schools (Retired)

Matthew Mossbrucker, Executive Director, Morrison Natural History Museum

Dr. Nicole Peavey, Staff Paleontologist, Colorado Department of Transportation

Dr. Joe Sertich, Curator of Dinosaurs, Denver Museum of Nature & Science

Joe Tempel, Co-Founder and First Executive Director, Friends of Dinosaur
Ridge (Retired)

Dr. Beth Simmons, Paleontologist (Retired); former Secretary of Friends of
Dinosaur Ridge

Dr. Louis H. Taylor, Ph.D., Vertebrate Paleontologist/Geologist

Executive Director's Report

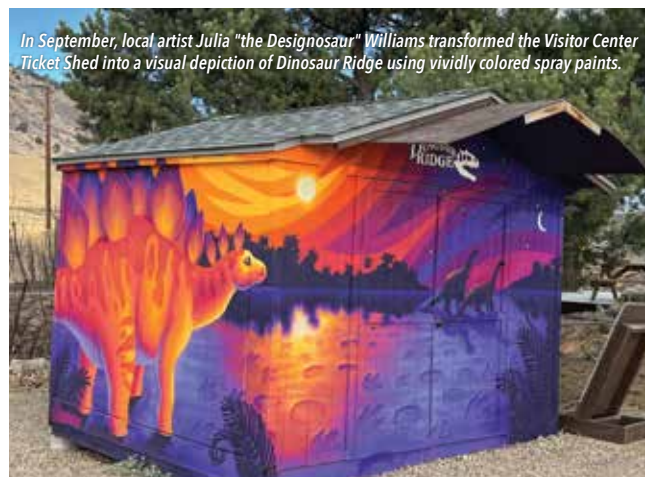
JEFF LAMONTAGNE

In late 2020, with staff furloughed and cut and stretched, winter attendance even lower than usual because of pandemic concerns, and the pandemic itself worsening, I reported to the Board of Directors that I felt that morale was at an all-time low. I believe that was an honest assessment that they needed to hear. 2020 was hard for us, too.

Amazingly, although 2021 began with difficult prospects, the year ended in such a way that we're all optimistic, and with good reason!

On the personnel front, we hired talented and experienced new staff who came to us even during difficult conditions to add their energy, expertise, and ideas. New to the organization were Dana Rinderknecht as Development Director (previously initiated and led Colorado Gives Day for the Community First Foundation for 13 years); Kristen Kidd, Marketing and Communications Director (long and deep connections with the Denver media, nonprofit work, and a gifted storyteller and idea-generator), and Kevin Andrew, Operations Director (previous Operations and Financial oversight in several corporate environments). Together, they made an enormous impact in our post-pandemic rebuilding. We were also excited to welcome Will Bottoms as the new Operations Director at the end of 2021; Will has worked hard and effectively for more than three years in a variety of positions in the Gift Shop, most recently as Guest Services Manager. In addition, our Gift Shop and bus tour operations came back online and have become more efficient and profitable with Will joining forces with Sue Kaberline (Gift Shop Manager), Michelle Howell (Shift Supervisor, now Guest Services Manager), and Billy Burgess (Shift Supervisor, assisting greatly in merchandising).

Our influx of talented new staff was paralleled by major fundraising wins and more media coverage as well. Most notably, we qualified for a second forgivable Payroll Protection Program loan (\$133,100) from the Small Business Administration (SBA), a Shuttered Venue Grant from the SBA (\$225,000, much of it to pay for two new buses and to compensate staff for funds lost during the pandemic), and a wonderfully generous individual donation from Barbara Frederick (\$70,000). All of this delightful and transformative support was in addition to our annual grant from the Science and Cultural Facilities District (SCFD) rising almost to its pre-pandemic level, at \$260,000. These four sources combined to comprise what was 50% of our annual income for 2020. These funding sources were in addition to our ongoing substantial support from American Association of Petroleum Geologists (AAPG), the Harvey Family Foundation, David B. Jones Foundation, and new support from the Considine Family Foundation. In the end, we suffered many losses in our gift shop and on our bus tours from COVID, but they were balanced out by all these funding sources, as well as generous board giving in 2020.



In September, local artist Julia "the Designosaur" Williams transformed the Visitor Center Ticket Shed into a visual depiction of Dinosaur Ridge using vividly colored spray paints.

Dinosaur Ridge is also starting to feel like a new place. A new look, with the brilliant new mural on our ticket shed, an Eolambia sculpture going up at Crocodile Creek, and other little touches at the Visitor Center have all contributed to a cleaner, more fun feeling for our visitors...and staff.

All of this good news crescendoed with our 250,000th visitor this year, the first time we ever surpassed that number. With more media coverage than ever, people wanting to experience the outdoors more than ever post-pandemic, and our improving look and programming, visitors came to us in record numbers.

With stories like this in 2021, we can't wait to see what 2022 brings! Whether you visited, were a donor, a volunteer, or supported us in other ways, thanks for your dedication to our mission and spending some of your precious time and resources with us.

WITH YOUR SUPPORT, WE THRIVED!



Board Chair's Report

MARSHA BARBER

Dinosaur Ridge had a good year! We came out of lock-down in 2021 with increased visitation, generous donations, the ability to use technology to deliver public and school tours, and a new three-year Strategic Plan. Our visitation reached 250,000 guests at Dinosaur Ridge in December 2021—reaching our highest annual visitation ever. The number of walkers on Dinosaur Ridge increased during 2020 as visitors could still get outside, socially distance, and wear masks but with many Covid restrictions lifted in May 2020, we began our bus tours once again which added to our visitation numbers.

The donors who support Dinosaur Ridge have been there for us throughout the pandemic and supported us with larger donations. The generosity of new and current donors along with several big grants saw us through the worst of the pandemic. In addition, the Crocodile Creek project reached its goal so that we can now complete the staircase to new dinosaur tracks located higher on the slope. And through the expertise of the staff and technology advances, we quickly produced audio tours for walkers and virtual field trips for K-12 students.

In November 2021, the Board and key staff met at Lookout Nature Center to work on a new three-year Strategic Plan. There are approximately fifteen action plans as part of the Strategic Plan, which will help guide our future work and keep us accountable.

But most of all, we thrived during the past year due to the dedication, flexibility, and challenging work of the staff, Board, volunteers, and donors. Thanks to all of you for your dedication to Dinosaur Ridge!



Board of Directors left to right: Alex Nelson, Ann Norton, Bob Reynolds, Bill Savage, Lorraine Alcott, Stephen Strachan, Amy Boulas, Marlene Pickett, Pallavi Jhaveri, Marsha Barber, Trey Harrison

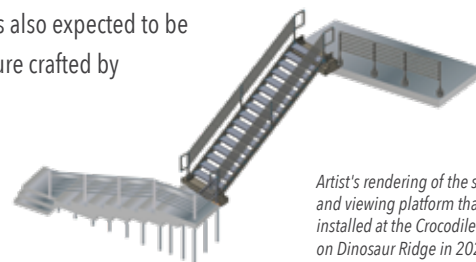
Master Plan

The Master Plan for Dinosaur Ridge, finalized in 2019 with Jefferson County Open Space (JCOS) and available to read on our website at <https://dinoridge.org/about/master-plan/> was put on hold in 2020 due to the Covid-19 pandemic, but we are discussing it again in early 2022. The long-awaited Crocodile Creek stairway and viewing deck project is also expected to be complete by mid-2022 after pandemic-related delays, as is a multi-colored Eolambia sculpture crafted by local artists to add another exciting element to the Ridge visitor experience.

Tracksite preservation measures continue to be discussed with Jeffco Open Space (JCOS), which has offered to provide resources for more study as well as renewed collaboration with our Preservation Committee. Meanwhile, JCOS is collecting our input for a new Visitor Center building to include in the architectural plans, and have recently upped their pledge to contribute \$3 million toward construction. Friends of Dinosaur Ridge will have five years to raise the remaining funds needed once utilities are secured for the land.

From our side, a group of professional advisors with planning, landscaping and architecture experience have been meeting with key decision-makers on staff to develop a wish-list of items we want to see included in the building plan. The new Visitor Center will be on County owned land and FODR will continue with a new Operating Contract in place that clearly defines our role as the educational programming provider for a growing number of local, national, and international visitors.

Since our founding 1989, the mission for Friends of Dinosaur Ridge has been to ensure preservation of the natural resources within the Natural National Landmark established in 1973, and to educate the public about the resources and scientific findings. That continues to be our commitment and the passion of everyone who works and volunteers for the organization.



Artist's rendering of the staircase and viewing platform that will be installed at the Crocodile Creek site on Dinosaur Ridge in 2022.



Preservation Report

JEFF LAMONTAGNE - PRESERVATION COMMITTEE

The Preservation Committee accomplished, oversaw, or had input into a great number of meaningful projects this past year! Among them:

CROCODILE CREEK ROCK STABILIZATION, DRAINAGE DIVERSION, AND STAIRWAY/VIEWING DECK DESIGN—the Committee gave valuable feedback and input into the design elements for the geophysical and public access improvements at the Crocodile Creek project site.

"MAGNIFYING GLASS" AT THE RAPTOR TRACK—the Committee gave valuable feedback to the staff regarding the new "ring" or "magnifying glass" that targets visitors' attention to the raptor track; where visitors struggled to find the track before, now most find it very quickly.

BOULDERS AT THE BONE BED AND BULGES—the Committee made recommendations to place boulders at the north ends of both the Bone Bed and Bulges sites, to discourage visitors from climbing both fragile areas. These recommendations were carried out by staff and volunteers.

QUIKRETE FOAM COVERING AT THE TRACKSITE—the Committee recommended and carried out this project on its own. It was noted that old foam placed in the banding at the tracksite had taken on an unsightly cracked and flaking appearance; the committee recommended, studied, and won approval to place Quikrete atop the foam inside the banding. Committee members then carried out the project, with the result being a much-improved aesthetic look at the tracksite, without any loss (slight gain) in terms of protection.

MESHWORK AT CURVE—Jefferson County took the lead in all ways to extend the protective mesh about 100 feet at the sharpest, steepest part of the road curve atop Dinosaur Ridge, across from the volcanic ash bed. This several-day project was largely safety-oriented, to protect visitors and vehicles from potential rockfall.

STRUTS—the Committee reviewed issues related to struts at the Bone Bed and at the Bulges. Among other recommendations, the Committee identified necessary fixes to both struts and strut bases, as well as new struts that are likely to be added. The committee also reviewed contractor proposals and made additional recommendations regarding other sensitive rocks at the two sites.

STAINING OF ADDITIONAL TRACKS—the Committee recommended to the staff the staining of a dozen or so exposed tracks near the base of the slope about 100 feet north of the main tracksite. The staining of these tracks have given delighted visitors another spot to identify dinosaur tracks similar to those at the tracksite.

ROPE LOWERING—the Committee recommended and oversaw the lowering of the "touch below this" rope at the main tracksite, in an effort to preserve more tracks at that site.



Volunteers stain the main tracksite with charcoal water about every six weeks.



Fossil imprints of Jurassic age palm fronds at Triceratops Trail in Golden.



Education Report

ERIN LACOUNT, EDUCATION PROGRAMS DIRECTOR

Dinosaur Ridge programs had a lot to overcome and catch up on after the pandemic shutdown and restrictions. While some of our programs are still serving fewer participants than in 2019, we recorded an increase in the number of on-site school and scheduled tours, as well as exhibit hall visitation, and had a record year for Summer Camps attendance!



SUMMER CAMP - In 2020, Dinosaur Ridge was one of the only summer camps in the Denver area that didn't close. We began our camp season with two solid pages of COVID precautions and smaller groups of 10 campers to be in compliance with safety requirements. Masks, newly built handwashing stations next to the camp areas, and a host of other rules enabled us to provide a fun and safe summer camp experience with zero children, staff, or volunteers getting sick.

In 2021, 80% of those precautions came with us into the new camp season despite loosening state restrictions. This enabled us to keep the smaller group sizes and increase our weekly attendance from 20 to 24, two groups of 12, and march through 2021 ending with a new record of 240 camp registrations! Much to our delight and surprise, camp was 100% full with a dozen on the waitlists by mid-March! The 2022 season looks to be on track

for success as we have sold out our spots and have a waitlist of kids ready to learn and explore with us this summer.

SCOUT DAYS - Back with a vengeance in 2021 were our Girl Scout and Scout BSA Days! The organization saddled up, and on the weekend of October 10th, we did Girl Scout Day on Saturday and Scouts BSA Day on Sunday as back-to-back Scout Days! We look forward to splitting them up in 2022 back to their June and October dates respectively to put less stress on our volunteers.

Amazing support from the community came in the form of incredible activity booths with a focus on Scout requirements. We send a giant, "we appreciate you!" to our sponsor for the weekend, the **Rocky Mountain Association of Geologists (R.M.A.G.)**, and huge thanks to these partner organizations:

- American Institute of Professional Geologists (A.I.P.G.)
- Bird Conservancy of the Rockies
- Leave No Trace
- S.M.E. Minerals Education Coalition
- Morrison Natural History Museum
- Colorado Groundwater Association
- Geocaching Colorado
- Mr. Bones - Timothy Seeber
- Western Interior Paleontological Society (W.I.P.S.)
- Legendary Ladies
- Society of Women Engineers
- Women in Mining
- Libby Talks
- Bandimere Speedway

That weekend, a total of 1,363 Scouts and their families attended and completed dozens of requirements for their badges! We can't wait to see you all in 2022 for more amazing events!



Education Report

(CONTINUED)

EDUCATIONAL TOURS AND OTHER PROGRAMS - With half and full Ridge walking tours, Walk With a Geologist, Everything Dinosaur Lectures, community outreaches, and TriceraTOTs all back in 2021, our numbers for education programs are climbing back up to what they were pre-pandemic.

Dianasaurus (Diane Seymour) crushed it with her virtual TriceraTOTs programs, reaching over 200 families via our Facebook page with preschool and lower elementary themed educational activities and crafts!

Dinosaur Ridge Volunteers helmed our walking tours and Walk With a Geologist programs this year, taking 825 attendees to explore the layers and fossils of the Ridge and Triceratops Trail.

Education Assistant and Outreach Coordinator Libby Prueher returned us to Community Outreaches, and we attended as a vendor for such notable events as the Adams and Arapahoe County Fairs, Morrison Cider Fest, Lakewood Cider Days, and more! We reached just over 5,500 local attendees to tell them all about Dinosaur Ridge!

School programs are continuing to grow with more attending during 2021 in-person than for our virtual tours! Just over 3,600 students learned at or from Dinosaur Ridge in 2021, and we hope to see those numbers continue to grow in 2022!

Coming in 2022 will be more Wild Wanderers Adult Field Trips, the return of Spring Break Camp days, new partners bringing in new opportunities, and Dinosaur Ridge and the Morrison Natural History Museum will partner for a two-day field trip for the Geologic Society of America (GSA) Conference in October.

Sign up for our e-Tracks newsletter at dinoridge.org/newsletter/ and keep your eyes on our social media accounts for all sorts of great educational opportunities in 2022.



A record 250,000 Visitors Came to Dinosaur Ridge in 2021!



Scheduling Coordinator Lisa Gravil checks on a special tour group for children.



Tour Guide Alyce Olson leads a flashlight tour of the main tracksite in November's Night at the Museums event.

Volunteer Report

BARBARA FARLEY

In 2021, a wonderful group of 101 individuals performed 8,500 hours of volunteer service. This donation of time and expertise was instrumental to the success of Dinosaur Ridge visitor services, education programs, and operations during the second year of the pandemic.

A total of 2,754 hours were given by docents and greeters who welcomed visitors, explained safety guidelines, and provided interpretation of our exhibit hall on a daily basis.

Our tireless Board of Directors and advisory committee members gave 1,081 hours of guidance, governance, and fundraising efforts.

Interpretive guides leading engaging in-person school programs, multiple virtual programs, and regular weekend public walking tours in fulfillment of our educational mission performed 837 hours of volunteer service.

More casts than usual were created as educational props, with a total of 613 hours of fossil casting done to keep our sandbox and gift shops well-stocked.

Teens volunteering as Jr. Camp Counselors ensured our summer camp activities ran smoothly and safely, with 475 hours served.

Much needed preservation work and planning accounted for 257 volunteer hours in 2021.

We couldn't have pulled off a few special events including Scout Days, Grandparents Day, Night at the Museum, and a kids vaccination clinic without the 209 volunteer hours of support.

Five individuals at Dinosaur Ridge provided a whopping 200 community service hours.

Our Speakers Bureau gave talks to local civic groups, along with outreach volunteers who represented Dinosaur Ridge at community events, totaling 196 hours.

A total of 1,327 additional hours were distributed among new and/or unique volunteer roles in 2021 including: mask-sewing, gardening/landscape maintenance, trail monitoring/cleanup, creating a 360-degree Virtual Tour, and painting/refurbishing life-size dinosaur models.

A total of 711 hours were invested in training/mentoring volunteers for both new and existing volunteer roles.

In 2021, we welcomed 35 new volunteers to the Dinosaur Ridge team, many of whom continue to serve in various roles in 2022.



Volunteers Kay Bridges and Bill Savage pose next to the damaged Stegosaurus they helped repair at the Discovery Center.



Volunteer of the Year

Al Kleeb



Al's lifelong interest in both geology and paleontology brought him to start volunteering at Dinosaur Ridge about 14 years ago. Shortly after he started volunteering, he was called out of retirement to work for Westat, a firm that develops and runs studies such as the project Al worked on, "The Nation's Report Card," an annual study from the U.S. Department of Education. After fully retiring in 2018 he was able to once again volunteer at Dinosaur Ridge. To date he has served close to 700 hours in a variety of roles (not counting his early volunteer days). His 33 years of teaching experience has served him well as an engaging interpretive guide at Dinosaur Ridge. In 2021 he spent over 100 hours leading school and scheduled tours (half in-person and half virtual) and is one of our "star guides" featured on recorded virtual video tour segments.

Al also likes to get his hands dirty, and fill in where few others will! In 2019, he took over the track staining efforts at the Tracksite and implemented the use of ropes and rappelling to keep our track stainers safe. Through studying the tracks up close he became further impassioned to preserve these trace fossils, joined the Preservation Committee, and made a thorough inventory of the current tracks on the Ridge. In 2021 he took it a step further and spent many hours in meetings discussing and researching the best way to repair the old foam protective banding that was crumbling at the Tracksite, and ultimately took the lead in working with other volunteers and Jefferson County Open Space to do the repair work to add a quikrete mix into the banding gaps. Later in the year, Al also began work on a study that sought to chronicle the threats to the tracks at the Tracksite, providing invaluable data and anecdotes to the team. All told, Al also spent close to 100 hours on much-needed preservation work in 2021. If that wasn't enough time spent at Dinosaur Ridge, Al also took a keen interest in the onsite microbial mat research that was being done by Dr. Nora Noffke this past year, spending 26 hours assisting the research crew by scouting safe anchor points on the slope and supplying the rappelling gear to keep the team safe. Al, you are a real treasure to Dinosaur Ridge, and we appreciate all you did in support of our education and preservation mission this past year!



Marketing Report

KRISTEN KIDD, MARKETING & COMMUNICATIONS DIRECTOR

After years of working with contractors, Dinosaur Ridge added a staff Marketing and Communications Director position in June to enable more content creation for social media channels, focus on website improvement, increased local media relations, and development of a podcast (coming in 2022) as a new way to reach dinosaur fans.

Notable highlights include:

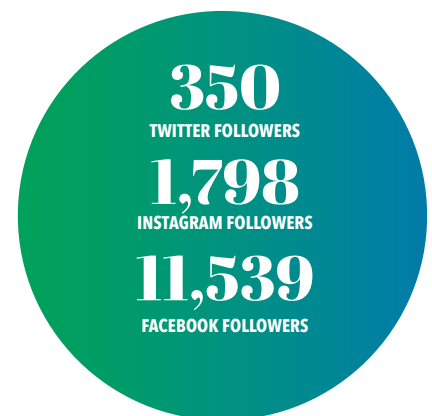
- Press Releases leading to coverage in the Denver Business Journal, the 27 metro Denver newspapers of Colorado Community News, and FOX31-TV morning news.
- Increased organic content on Twitter, Instagram and Facebook to grow followers by about 300, 500, and 800 people respectively.
- New LinkedIn account with an emphasis on organizational messaging, and as a way to post job opportunities.
- Redesigned monthly eTracks newsletter for 5,500 subscribers.
- Redesigned rack cards for Dinosaur Ridge and Triceratops Trail distributed to Visitor Centers around the state.
- Petition signature drive to add a new special state license plate featuring a *Stegosaurus* to the options for Colorado drivers.
- Dinosaur Ridge was named a finalist for 2021 Nonprofit of the Year at the annual Celebrate Jeffco Awards hosted by the West Metro Chamber of Commerce.



The most impactful change of 2021 from a marketing and communications perspective was the long overdue upgrade to the website dinoridge.org. Thanks to a generous grant from the Considine Foundation, we were able to hire local web designer Magelssen Media to transform the look of the site (improvements continue in 2022), and vastly improve our staff's ability to update content.

We also switched from GoDaddy to a far more accessible and responsive Hosting and Maintenance plan with a company called 11online that now runs monthly site backups, installs software updates, and handles any troubleshooting and debugging needs that arise.

With about 1,000 people visiting the website daily, 74% of them on their mobile devices, it was crucial that our digital representation of Dinosaur Ridge be visually exciting and easy to navigate. This is now the case – but don't take my word for it, please see for yourself!

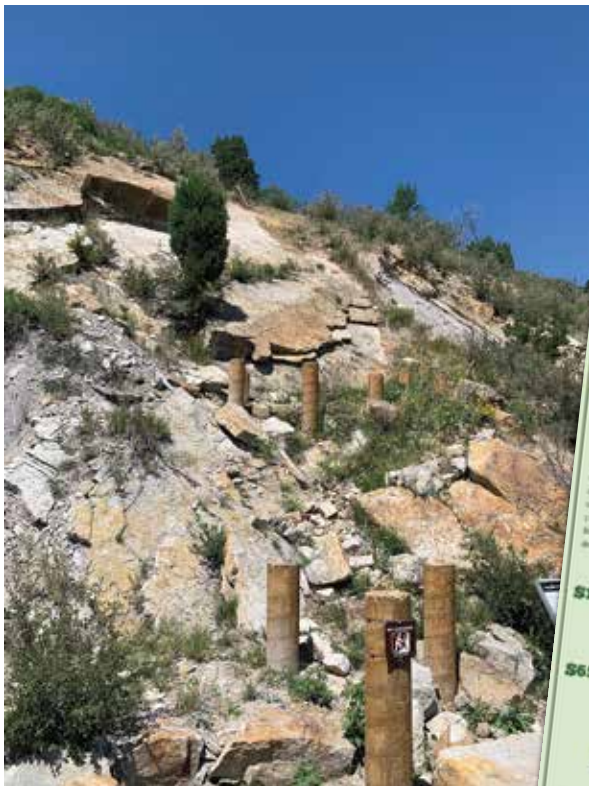


Development & Membership Report

DANA RINDERKNECHT, DIRECTOR OF DEVELOPMENT

2021 was an interesting year for Development and Membership at Dinosaur Ridge. Our membership numbers remained relatively flat while we had a great year with supporters really stepping up to help us as we emerged from pandemic restrictions. We received several large grants to help us grow our education programs. Our biggest success for the year was finishing the funding for Crocodile Creek with the help of a matching grant from the Lakewood Legacy Foundation as well as support from American Association of Petroleum Geologist (AAPG) and several individual donors. We are excited to say the building of the staircase and platform is underway and we hope to have it installed Spring 2022.

In March, we introduced a new monthly donor program. Preservation Partners are donors who choose to give to the Ridge on a monthly basis. Currently we have 18 donors giving from \$10 to over \$200 per month to support the Ridge. In 2022, we are hoping to grow this program, bringing more donors (just like you) the opportunity to support us with a monthly donation. Members were surveyed to see what they thought of their memberships, and we are adjusting our offerings to better support our members and create a unique experience for those who support us in this manner. Members will receive first access to several programs throughout the year starting with summer camp registration. A Grandparent Membership Level was introduced in September. This is a great gift for grandparents as they can bring all of their grandchildren for a bus tour and 20% off in the gift shop.



Concrete pillars will support the stairway and viewing platform at the Crocodile Creek site on Dinosaur Ridge.

SPECIAL THANKS TO OUR LARGEST DONORS!

American Association of Petroleum Geologists

Baker Family Charitable Trust

Barbara Frederick

Bob Raynolds

Considine Family Foundation

David B. Jones Foundation

Gibbet Hill Foundation

Harvey Family Foundation

Jefferson County Open Space

Marsha Barber

SCFD

Shields Family Fund at
The Denver Foundation

Small Business Administration

Stephen M. Strachan



Operations Report

WILL BOTTOMS, DIRECTOR OF OPERATIONS

In January of 2021, our operations faced a torrent of significant challenges. We were still in the throes of COVID-19 spacing restrictions, our bus fleet was in disrepair, we were extremely understaffed, and we were only operating out of the Main Visitor Center. On top of that, the Spring Break/Summer Rush was just around the corner, and all projections predicted a busy year. Our organization's operational health rested on a razor's edge, and on the surface, we were not ready.

And yet, despite these challenges, we rose above each of them.

In comparison to 2020, 2021 saw a 149% increase in visitation at the Visitor Center and Discovery Center, a 181% increase in visitors who took bus tours, and a 194% increase in gift shop sales. While we did not transcend every record set by 2019's operational history, 2021 far surpassed 2019's record of \$680,000 in gift shop/tour bus sales by a staggering \$90,000. And for what we fell behind on, we nipped at 2019's heels.

So, how did we do it? How did we go from surviving 2020 to thriving in 2021?

I could lay out a plethora of reasons, from improved operating procedures to infrastructure changes, but this would be wholly inadequate. The credit for this success rests in the hands of our staff. Our employees who made it possible, whose dedication and commitment to our organization's mission allowed our operations to reach such heights. An operations team that effectively prioritized problem-solving, collaboration, and communication to turn our organization's hopes into a reality.

On behalf of the organization, I want to thank each of you who made 2021 a success. Your hard work and tenacity cannot be understated. I wish I had the word count to thank each of your contributions, but know that while unwritten, each of your efforts are well-known.



To our Managers and Shift Supervisors, who stepped up to train our new hires and revamp our operating standards. Sue Kaberline, Diane Seymour, Billy Burgess, and Michelle Howell, thank you.

To our clerks and tour guides (seasonals and current), Braden Kerr, Madeleine Kelly, Marcello Toscanini, Sarah Bullock, Jim Buck, Patrick Gillette, Erin Staggs, Anna Scott, Ashleigh Boyd, Jody Cross, Kiara Martinez, Kim Talbert, Megan Allison, Moose Cain, Alyce Olson, Lucas Emerson, Allison Mooney, Bonita Lahey, Sam Townsend, Dalton Mendoza, Monique Perez, Amanda Rea, Ken Carmody, Julia Kramer, Josie Mintken, who served and educated our visitors, thank you.

To our tech support, Jonathan Futa, who helped get the Discovery Center back to operational status, thank you.

To our Maintenance team, Dennis Tesar and Jacob Mintken, who oversee the exhausting task of maintaining our four sites, thank you.

To Dana Rinderknecht, our Development Director, for getting the grant that allowed us to purchase two new buses, thank you.

And finally, a thank you must go to Kevin Andrew, who took on the role of Director of Operations during our peak season.

No organization succeeds on the actions of one individual. It takes a village. And this village has a new goal. Make 2022 the most successful year on record. Beat 2019 in every way. Let's do it!



Operations Director Will Bottoms inspects one of the new buses in October.

2021 Financial Statement

FUND BALANCES AS OF 9/30/2021

Cash and Cash Equivalents	\$546,576
Total Assets, Including Cash and Cash Equivalents	\$1,458,656

INCOME & EXPENSES

INCOME

Government	\$478,695
Individual/Membership	\$248,761
Tours and Program Fees	\$378,233
Merch Sales	\$387,458
Investment and Other Income	\$1,041
In-Kind	\$23,369

TOTAL FISCAL YEAR 2021 INCOME **\$1,494,189**

EXPENSES

Salaries Plus Payroll Taxes, Benefits, and Payroll Processing	\$734,713
Cost of Sales	\$153,020
Contract Services	\$72,012
Vehicles	\$52,675
Utilities	\$43,213
Information Technology	\$30,258
Insurance	\$26,073
Bank Fees	\$18,171
Office Supplies	\$16,211
Telephone	\$16,111
Rent:	\$15,750
Program Supplies	\$15,610
Repairs and Maintenance	\$13,538
Advertising and Promotion	\$5,867
Postage	\$3,750
Printing	\$3,508
Dues and Subscriptions	\$2,934
Travel	\$1,654
Interest Expense	\$983
Other	\$14,657
Depreciation and Amortization	\$49,684

TOTAL FISCAL YEAR 2021 EXPENSES **\$1,290,392**

NET GAIN **\$203,797**

2021 Donors

INDIVIDUAL DONORS

Al & Margaret Kleeb	Diane Hess	Michelle Mieras
Amy Boulas	Donna S. Anderson	Nathaniel Graf
Ann Norton	Elizabeth Landen	Noble "Trey" Harrison
Barbara Frederick	Jean Orr	Patrick Chang
Beth Simmons	Jennifer Borcan	Peg O'Keefe
Bill Bottoms	Jeff Lamontagne	Peter Martin
Bob Raynolds	Joe Tempel	Richard Martin
Bruce and Mary Davis	Kay Tharinger-Bridges	Robert Mason
Bruce Ediger	LaShawn Randolph	Robin Gist
Caroline Poole	Laurie Budke	Samuel Allen
Cat Campbell	Louis Taylor	Shannon Willis
Cheryl Annett	Marjory Ulm	Sheilah Roenfeldt
Claudia Poole	Marlene Pickett	Stacey Watkins
Connie Knight	Marsha Barber	Stephen M. Strachan
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