



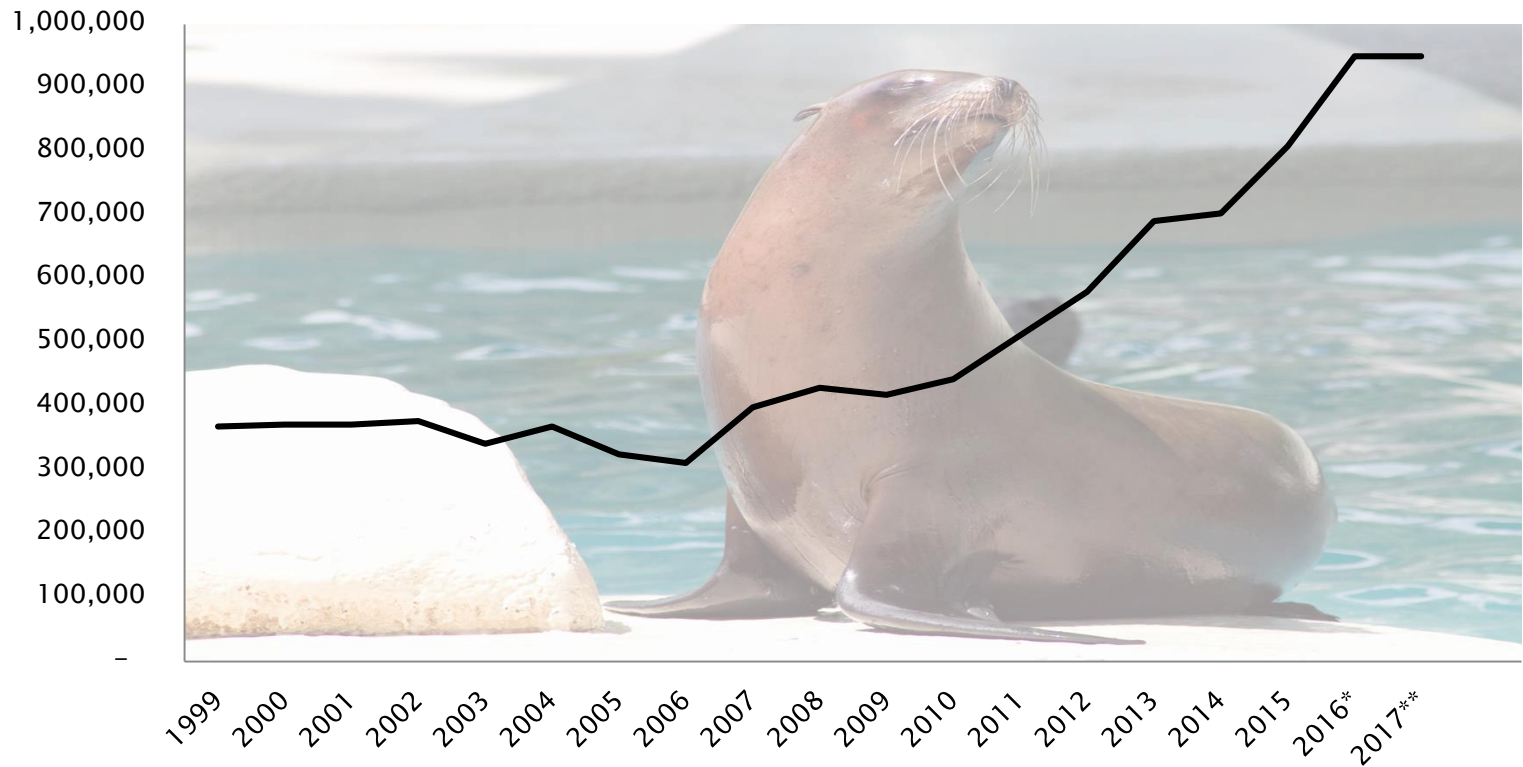
FY17 Budget  
Fresno County Zoo Authority  
January 25, 2017

## Highlights for 2016

- ▶ African Adventure opened to the general public on October 15, 2015. Total attendance for October 1, 2015 – September 30, 2016 was 1,020,716, the first time in the zoo's history that over 1 million visited during a 12 month period.
- ▶ Group events/facility rental income is up 23% over 2015 revenue with 3 months remaining in 2016.
- ▶ Membership revenue exceeded \$1,000,000 for the first time in the zoo's history.
- ▶ Concession per caps were \$0.84 at the end of September, compared to \$0.51 at the end of 2015, a 65% increase.
- ▶ A lion cub was born on October 11, 2016, the first a lion has been born at FCZ since 1968.
- ▶ We are continuing our search for the Deputy Director position.

## Attendance

- ▶ 2017 budgeted attendance of 950,000
- ▶ 2016 budgeted attendance of 850,000
- ▶ 2016 yearend projection of 950,000
- ▶ Historical attendance figures:
  - 2015 - 808,914 + 15%
  - 2014 - 703,325 + 2%
  - 2013 - 691,320 + 18%



\* 2016 Projected

\*\* 2017 Budget

## 2017 Budget Assumptions

- ▶ 2017 projected attendance of 950,000.
- ▶ 2017 self generated revenue increases \$1.53M over 2016.
- ▶ Visitor Services resumed selling combo tickets in October and budget assumes they will continue to be sold throughout 2017. Adults save \$1 and children/seniors save \$1.50 over the total price of admission, giraffe feeding, and admission into Stingray Bay (excludes feeding stingrays).
- ▶ Giraffe feeding increases to \$3, the first increase in 10+ years. Guests currently get 2 pieces of lettuce for \$2. Budget assumes a \$1 increase to \$3 for which you will now receive 3 pieces of lettuce.
- ▶ Total operating expenses increase \$1.74M (13.6%) over 2016 approved budget. Personnel expenses increase \$910K (11.7%) and other expenses increase \$835k (16.8%) over 2016 approved budget.
- ▶ 2017 will add 6 full time staff and 5 part time positions, and 1 current FT positions are converting to managers. Including proposed positions, there will be a total of 142 full time positions and 87 part time positions in 2017.

**Fresno's Chaffee Zoo Corporation**  
**Income Statement**  
2017 Budget Proposal

	<u>FY17 Budget</u>	<u>FY16 Budget</u>	<u>FY16 Actual @ 9/30/16</u>	<u>FY15 Audited</u>
<b>REVENUE</b>				
<b>Self-Generated Revenue</b>				
Admissions	\$4,303,500	\$3,854,100	\$3,556,159	\$2,433,647
Adopt an Animal	\$40,000	\$40,000	\$23,195	\$32,690
Board Designated for Endow	\$50,000	\$50,000	\$26,358	\$12,679
Education	\$435,600	\$394,600	\$341,323	\$352,477
Food Services	\$741,000	\$450,500	\$661,386	\$410,571
Gift Shop	\$503,500	\$450,500	\$425,372	\$440,843
Giraffe Feeding	\$460,000	\$263,000	\$376,664	\$204,558
Grants/Fundraising	\$400,650	\$227,500	\$256,979	\$698,780
Group Event/Facility Rental	\$480,000	\$327,000	\$462,396	\$374,968
Interest Income	\$377,500	\$352,500	\$99,758	\$368,603
Investment Income	\$0	\$0	\$553,334	(\$459,079)
Membership	\$1,250,000	\$1,100,000	\$1,061,271	\$986,985
Special Events	\$736,500	\$736,000	\$253,446	\$633,935
Stingray Exhibit	\$351,000	\$357,000	\$259,525	\$304,128
Other	\$69,000	\$66,500	\$1,546,788	\$55,027
<b>Total Self-Generated Revenue</b>	<b><u>\$10,198,250</u></b>	<b><u>\$8,669,200</u></b>	<b><u>\$9,903,955</u></b>	<b><u>\$6,850,813</u></b>
Measure Z-Capital Funds	\$0	\$20,200	\$152,245	\$21,389,079
Measure Z Operating Funds	\$4,522,000	\$4,250,120	\$3,170,725	\$4,383,385
<b>TOTAL REVENUE</b>	<b><u>\$14,720,250</u></b>	<b><u>\$12,939,520</u></b>	<b><u>\$13,226,925</u></b>	<b><u>\$32,623,278</u></b>

**Fresno's Chaffee Zoo Corporation**  
**Income Statement**  
2017 Budget Proposal

	<u>FY17 Budget</u>	<u>FY16 Budget</u>	<u>FY16 Actual @ 9/30/16</u>	<u>FY15 Audited</u>
<b>EXPENSES</b>				
<b>OPERATING EXPENSES</b>				
<b>Personnel Expenses</b>				
Administration	\$1,027,088	\$824,768	\$527,802	\$702,910
Animal	\$3,329,896	\$3,185,826	\$2,133,995	\$2,323,373
Education	\$1,109,640	\$835,606	\$664,922	\$799,525
Maintenance/Horticulture	\$1,044,051	\$941,729	\$609,967	\$583,987
Mem/Dev/Marketing	\$775,318	\$679,859	\$484,527	\$587,535
Operations	\$100,129	\$212,341	\$73,070	\$11,846
Veterinary	\$403,330	\$353,984	\$278,230	\$283,647
Visitor Services	\$928,289	\$773,667	\$552,050	\$669,440
<b>Total Personnel Expenses</b>	<b><u>\$8,717,741</u></b>	<b><u>\$7,807,780</u></b>	<b><u>\$5,324,563</u></b>	<b><u>\$5,962,262</u></b>
<b>Other Expenses</b>				
Advertising	\$368,400	\$364,100	\$203,660	\$260,923
Animal Services	\$484,725	\$410,175	\$319,245	\$592,850
Computer/Software	\$68,530	\$60,685	\$37,385	\$40,549
Conservation	\$200,000	\$125,000	\$12,500	\$81,410
Contracted Services	\$681,800	\$528,650	\$502,269	\$515,880
Depreciation Expense	\$441,056	\$396,546	\$300,716	\$2,427,524
Dues	\$42,900	\$42,800	\$23,939	\$46,265
Equipment	\$264,430	\$207,529	\$141,735	\$216,086
Fleet	\$50,560	\$49,579	\$15,645	\$38,119
Food/Catering	\$302,150	\$193,050	\$232,680	\$213,561
Insurance	\$175,000	\$170,000	\$149,182	\$155,389
Miscellaneous Business	\$73,545	\$56,425	\$35,434	\$50,716
Office Supplies	\$32,450	\$27,270	\$25,004	\$31,831
Postage	\$68,545	\$65,946	\$38,935	\$59,193
Printing	\$201,317	\$155,340	\$101,381	\$197,788
Professional Services	\$209,500	\$225,500	\$149,430	\$235,710
Repairs and Replacements	\$337,050	\$372,400	\$174,878	\$312,706

**Fresno's Chaffee Zoo Corporation**  
**Income Statement**  
2017 Budget Proposal

	<b>FY17 Budget</b>	<b>FY16 Budget</b>	<b>FY16 Actual @ 9/30/16</b>	<b>FY15 Audited</b>
Service/Bank/Credit Card Fees	\$163,068	\$146,820	\$142,850	\$143,263
Signage	\$19,659	\$16,500	\$10,820	\$14,952
Specialized Services	\$41,800	\$27,500	\$36,259	\$32,183
Staff Development	\$194,266	\$110,587	\$86,331	\$66,949
Supplies	\$595,025	\$416,725	\$383,779	\$487,379
Telephone	\$51,550	\$44,550	\$36,079	\$49,763
Uniforms	\$42,800	\$40,230	\$20,673	\$43,702
Utilities	\$675,000	\$695,000	\$439,564	\$548,064
Other	\$25,575	\$27,125	\$24,699	\$23,974
<b>Total Other Expenses</b>	<b>\$5,810,701</b>	<b>\$4,976,032</b>	<b>\$3,645,070</b>	<b>\$6,886,728</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$14,528,442</b>	<b>\$12,783,812</b>	<b>\$8,969,634</b>	<b>\$12,848,991</b>
<b>Expansion/Nonoperating Exp.</b>				
Expansion/Nonoperating Exp.	\$0	\$0	\$0	\$6,205
<b>Total Expansion/Nonoperating Exp.</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,205</b>
<b>TOTAL EXPENSES</b>	<b>\$14,528,442</b>	<b>\$12,783,812</b>	<b>\$8,969,634</b>	<b>\$12,855,196</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$83,441,958</b>	<b>\$79,578,940</b>	<b>\$79,578,940</b>	<b>\$59,810,858</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>\$191,808</b>	<b>\$155,708</b>	<b>\$4,257,292</b>	<b>\$19,768,082</b>
<b>ENDING FUND BALANCE</b>	<b>\$83,633,766</b>	<b>\$79,734,648</b>	<b>\$83,836,232</b>	<b>\$79,578,940</b>

Note: Beginning fund balance made up of cash, investments, accounts receivable, and other assets less accounts payable and accrued liabilities.

## 2017 Budget Revenue Increase Support

- ▶ 2016 admission prices increased for the first time in 12 years and as a result, membership prices increased as well. The opening of African Adventure resulted in a significant increase in attendance and household members. By the end of this year, combined admission and membership revenue are projected to exceed budget by \$575k.
- ▶ Concessions: African Adventure had a significant impact to concession revenue. 2017 budget \$291k over 2016 budget. 2016 per caps are \$0.84 at 9/30 compared to 2016 budgeted per cap of \$0.53. 2015 per cap was \$0.51.
- ▶ Education: revenue increases \$41k over 2016 (excluding giraffe feeding and Stingray Bay). Education interpretive guides are staffed not only in Stingray Bay and giraffe feeding, they also in Tropical Treasures, kangaroo walkthrough, and Valley Farms to provide an improved experience for zoo visitors.
- ▶ Giraffe feeding: new giraffe feeding platform incredibly popular. 2016 per cap of \$0.48 compared to budget of \$0.31. 2016 revenue at 9/30 is \$114k over 2016 budget with 3 months remaining. 2016 giraffe feeding revenue should surpass \$400,000.
- ▶ Group events/facility rental: revenue increase of \$153k over 2016. Projected 2016 revenue will exceed \$500k and although 2017 should exceed 2016 actual revenue, the budget takes a conservative approach for revenue. Unlike special events, there is no correlation between the number of facility rentals and total revenue.



## Operating Revenue

	<u>2017 Budget</u>	<u>2016 Budget</u>	<u>2016 @ 9/30/16</u>	<u>2015 Audit</u>
<b>Attendance</b>	950,000	850,000	787,096	808,914
<b><u>Per Cap</u></b>				
Admissions	\$4.53	\$4.53	\$4.52	\$3.01
Concessions	\$0.78	\$0.53	\$0.84	\$0.51
Giraffe Feeding	\$0.48	\$0.31	\$0.48	\$0.25
Retail	\$0.53	\$0.53	\$0.54	\$0.54
Stingray Bay	\$0.37	\$0.42	\$0.33	\$0.38
<b><u>Revenue</u></b>				
Education	\$435,600	\$394,600	\$345,239	\$352,477
Group Events/Facility Rentals	\$480,000	\$327,000	\$462,396	\$374,968
Membership	\$1,250,000	\$1,100,000	\$1,061,271	\$986,985
Special Events	\$736,500	\$736,000	\$253,446	\$633,935

## 2017 Budget Expense Increase Support

	2016	2017	+/-	
<b>Total Operating Expenses</b>	<b>12,783,812</b>	<b>14,528,442</b>	<b>1,744,630</b>	<b>13.6%</b>
<b>Salary &amp; Benefits</b>	<b>7,807,780</b>	<b>8,717,741</b>	<b>909,961</b>	<b>11.7%</b>
Admin	824,768	1,027,088	202,320	2017 includes deputy director, minimum wage increases, and compensation review increases.
Animal	3,185,826	3,329,896	144,070	2017 includes 2 new FT and 3 new PT positions, minimum wage increases, and compensation review increases.
Education	835,606	1,109,640	274,034	2017 includes 2 new FT and 1 PT positions, minimum wage increases, and compensation review increases.
Maintenance/Horticulture	941,729	1,044,051	102,322	2017 includes 1 new FT and 1 new PT, minimum wage increases, and compensation review increases.
Mem/Dev/Mark/Events	679,859	775,318	95,459	2017 includes 1 new FT position, minimum wage increases, and compensation review increases.
Operations	212,341	100,129	(112,212)	2017 Deputy Director position now in Administration. 2016 was in operations and not budgeted for a full year.
Vet	353,984	403,330	49,346	
Visitor Services	773,667	928,289	154,622	2017 includes 1 new FT position, minimum wage increases, and compensation review increases.
<b>Animal Services</b>	<b>410,175</b>	<b>484,725</b>	<b>74,550</b>	
Animal Feed	360,000	400,000	40,000	2017 increase in feed cost
Animal Shipping	10,000	45,000	35,000	2017 budgeted includes 1/2 of transportation for 2 Asian elephants
<b>Conservation</b>	<b>125,000</b>	<b>200,000</b>	<b>75,000</b>	2017 increase represents ongoing annual commitment to conservation. AZA's goal is 3% of operating budget.
<b>Contracted Services</b>	<b>528,650</b>	<b>681,800</b>	<b>153,150</b>	
Consultant fees capital projects	-	25,000	25,000	Consultants time not allocated to a project
Contracted Services-maintenance	25,000	46,800	21,800	
Contracted Services-animal	10,000	22,500	12,500	
Contracted Services-events	35,000	49,000	14,000	
Contracted Services-visitor services	290,000	325,000	35,000	2017 bird show contract
Contracted Services-IT	40,000	55,000	15,000	Increase in number of computers under contract. Also added duplicate backup performed daily and stored offsite.
Security Services-events	12,100	22,900	10,800	

# 2017 Budget Expense Increase Support

	2016	2017	+/-	
<b>Depreciation</b>	<b>396,546</b>	<b>441,056</b>	<b>44,510</b>	
<b>Equipment</b>	<b>207,529</b>	<b>264,430</b>	<b>56,901</b>	
Equipment lease/rental	60,850	96,950	36,100	
Equipment purchases	38,000	52,500	14,500	
<b>Food/Catering</b>	<b>193,050</b>	<b>302,150</b>	<b>109,100</b>	
Food/catering-events	156,250	230,500	74,250	2017 increase related to growth in facility rental income and not enough budgeted in 2016
Food/catering-human resources	14,500	26,300	11,800	2017 holiday party and additional employee events
<b>Printing</b>	<b>155,340</b>	<b>201,317</b>	<b>45,977</b>	
Member newsletter	52,500	58,000	5,500	
Marketing	30,000	45,750	15,750	
Membership	18,000	22,000	4,000	
Development	10,000	18,000	8,000	
Education	7,800	14,201	6,401	
Visitor Services	-	3,141	3,141	
<b>Staff Development</b>	<b>110,587</b>	<b>194,266</b>	<b>83,679</b>	
Professional Development	-	30,000	30,000	Executive team coach
Prof. Dev-administration	13,000	18,500	5,500	
Prof. Dev-animal	27,750	46,500	18,750	Increase in staff
Prof. Dev-mark/mem/events	13,400	21,995	8,595	
Prof. Dev-operations	-	4,500	4,500	2017 new department
Prof. Dev-human resources	14,000	32,000	18,000	AZA Leadership
<b>Supplies</b>	<b>416,758</b>	<b>595,025</b>	<b>178,267</b>	
Janitorial supplies	75,000	115,000	40,000	Significant increase in attendance.
Display and Exhibit design-animal	49,500	150,000	100,500	Animal supplies and exhibit maintenance now in Display and Exhibit Design
Event supplies	56,300	44,150	(12,150)	
Supplies-animal	32,000	-	(32,000)	
Supplies-maintenance/horticulture	40,000	33,000	(7,000)	
Supplies-vet	37,000	130,000	93,000	Joint procedure on African elephant

# Expenses

## Personnel

- ▶ 2017 Salaries and Benefits: 60% of total operating expenses are salary and benefits (industry benchmark of 58% – 63%). 2016 budget was 58% and projected year-end is 57%.
- ▶ 2017 benefits (insurance, retirement, payroll taxes and workers' compensation) is 33% of total salaries. 2016 budget was 32%. 2016 budget was 32% and year-end was 28% due to onetime workers' compensation rebate of \$92,346 received in 2015.
- ▶ 2017: Health insurance premium increase quoted at 8.5%. Insurance brokers went to market for competitive pricing and will have results in 1–2 weeks.
- ▶ Other benefits: Excluding health insurance, benefit premiums are expected to increase slightly over 2016 rates and have very little impact on the budget. We are also looking at options to control increases such as partially self insuring dental. Should have more information in 1–2 weeks.
- ▶ Includes an increase of \$0.50/hour to minimum wage starting 1/1/17. Minimum wage will increase another \$0.50 on 1/1/18, and \$1.00/hour on 1/1/19, 1/1/20, 1/1/21 and 1/1/22.

# Staffing Changes\*

## Animal Department:

3 PT Assistant Zookeepers

2 FT Zookeepers

## Education:

FT Program Manager (promoting current position)

FT Education Presenter

Seasonal Receptionist

## Horticulture:

FT Horticulturalist

## Maintenance:

PT Custodian

## Security:

FT Zoo Ranger

## Special Events:

FT Events Set Up

# Staffing Changes

## **Animal Department**

Assistant Zookeepers (3): These part-time positions will free up time of primary zookeepers by performing basic animal husbandry, public presentations, and guest interactions.

Zookeeper Sea Lion Cove/Mammals: Additional position to fill in for short falls in staffing, increase training time, and fulfill dangerous shifting requirements.

Zookeeper Relief: Full-time position that will fill in for keepers in all animal departments that are on vacation and/or out sick.

## **Maintenance/Horticulture**

Custodial: Part-time custodian requested to meet demands of attendance growth and to reduce dependency of contracted custodial (overall savings to budget).

Horticulture: Full-time position allows for appropriate coverage to maintain standards while staff are off for vacation and sick time.

## **Marketing/Events/Membership**

Events Setup: Events Set up- with the increase in events this position will allow us to have more consistency within our event coordination and set up.

# Staffing Changes

## Education

Program Manager: With the growth in the department and increase in program demands, we would like to elevate the coordinator to a management position.

Education Presenter: Full-time Zoomobile presenter will provide a better and more consistent program while generating revenue for the zoo.

Receptionist: Seasonal receptionist position will help provide service in the spring and summer season. Allows proposed program manager to oversee the camp program, including staff, students and guests.

## Security

Zoo Ranger: Attracting and retaining part time rangers has proven to be difficult. We would like to add an additional full time person that will allow us to have more consistency within our coverage including our new overlap shift.

## Capital Request Detail

### Exhibits

Wolf holding expansion	30,000
SLC shade cloth	20,000
Renovate monkey string	60,000
Replace misting system in rainforest	35,000
POD/conservation building	180,000
New reptile exhibits	10,000
Renovate Asian elephant exhibit	75,000
Contingency	40,000
	<u>450,000</u>

### Buildings

Office remodel	15,000
Replace floors in hospital holding	6,000
Hospital paint	5,000
Contingency	4,000
	<u>30,000</u>

### Vehicles

Taylor Dunn	10,000
6 passenger cart	12,500
	<u>22,500</u>

### Equipment - Hospital

In-house chemistry analyzer	9,000
Nomad handheld radiograph generator	8,000
Cameras for patient monitoring	3,000
Miscellaneous	2,000
	<u>22,000</u>

### Belmont additional parking and crosswalk

Yamabe & Horn estimate	250,000
Required property improvements	25,000
	<u>275,000</u>

**Total Capital Request** 799,500



## 2017 Measure Z Request

▶ **2017 Measure Z Operating Support Request:** (2016 request was \$4,250,120)

• Personnel Expenses:	
Animal	\$3,329,896
Veterinary Services	\$ 403,330
Operating Expenses:	
Animal Food	\$ 400,000
Utilities	\$ 388,654
• Bank Fees	\$ <u>120</u>
<b>Total 2017 Operating Request</b>	<b>\$4,522,000</b>

▶ **Projected 2017 Measure Z Funding (excluding interest):**

	2017 FCZ
	Projected Revenue
Capital	\$ 9,032,691
Operating	\$ 4,516,278
Administration	<u>\$ 276,510</u>
<b>2016 Projected Proceeds</b>	<b>\$13,825,479</b>

## Measure Z continued

- 2017 Measure Z Operating Support Request:

2017 request:	\$ 4,522,000	Percent of 2017 operating budget:	31%
2016 request:	<u>\$ 4,250,120</u>	Percent of 2016 operating budget:	33%
Increase/(Decrease):	\$271,880		

- 2016 Projected Measure Z Operating:

Projected receipts to be collected – \$4,427,326  
Projected total claims – \$4,150,000  
Projected funds available – \$277,326

- 2015 Measure Z Operating recap:

Receipts collected – \$4,311,700  
Total claims – \$4,383,385  
2015 funds available – (\$73,685)

- Measure Z operating fund surplus of approximately \$6.1 million as of 9/30/2016.

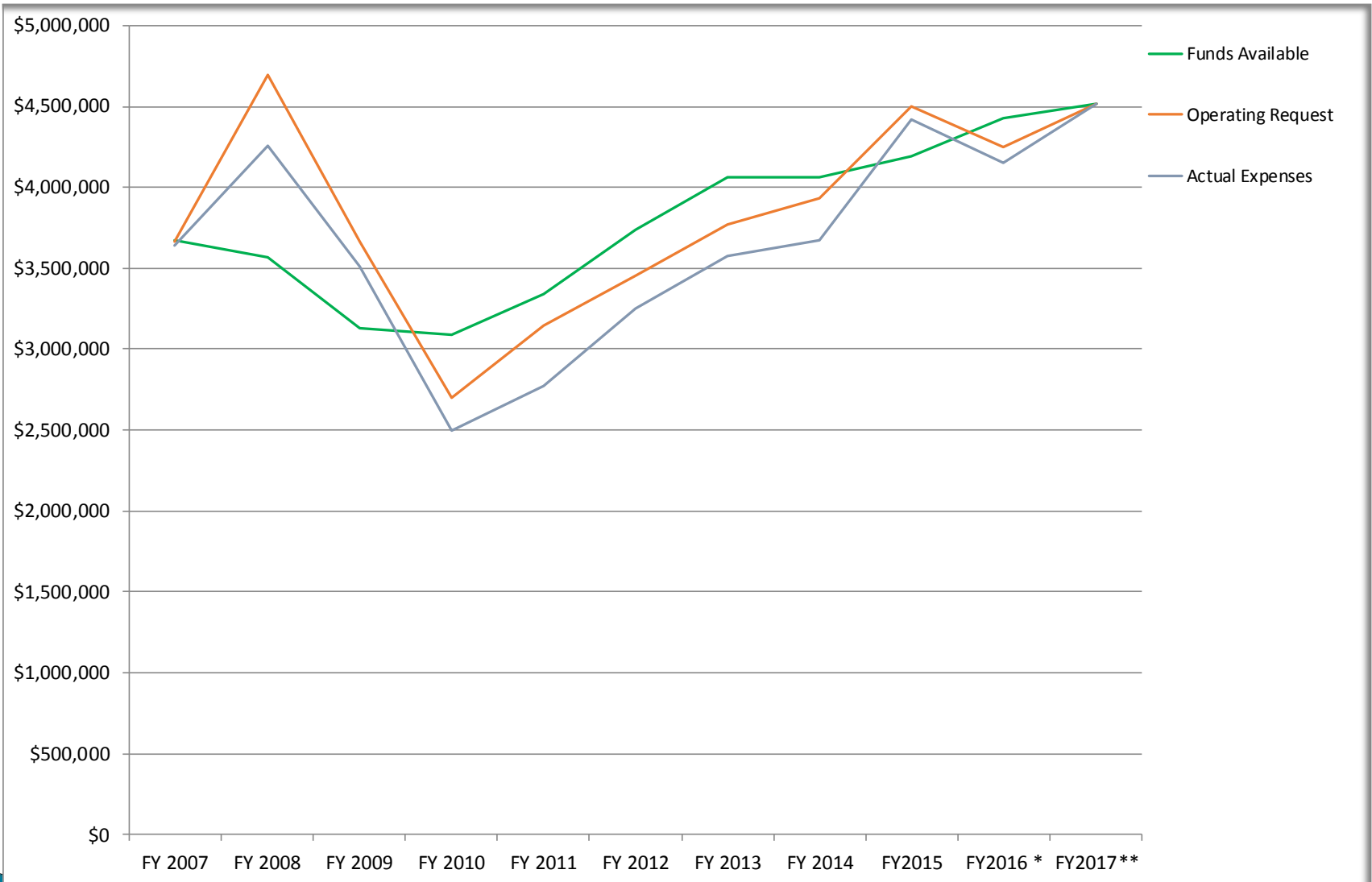
All figures based on Zoo's fiscal year (January – December).

## Measure Z Revenue Summary of Tax Proceeds

	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2015-2016 Actual
July	\$819,900	\$813,500	\$671,700	\$659,300	\$719,800	\$826,000	\$903,500	\$864,900	\$900,800	\$952,000
August	1,093,200	1,084,700	885,300	857,600	921,200	1,033,100	\$1,106,000	\$1,149,600	\$1,201,100	\$1,269,300
September	1,060,279	930,087	810,940	895,691	1,057,603	1,028,369	\$1,097,605	\$1,199,226	\$1,408,037	\$1,181,071
October	853,500	792,200	678,000	677,000	694,100	850,500	\$857,400	\$879,100	\$911,400	
November	1,138,000	1,056,300	743,300	879,500	878,500	1,056,800	\$1,143,200	\$1,172,100	\$1,215,200	
December	827,112	872,815	971,061	932,350	1,240,028	1,083,021	\$1,076,977	\$1,147,219	\$1,306,493	
January	831,200	766,900	719,900	710,700	770,100	799,900	\$836,700	\$884,100	\$915,800	
February	1,108,200	841,000	944,000	919,900	978,600	1,086,700	\$1,101,200	\$1,178,800	\$1,221,000	
March	762,907	959,801	628,563	821,858	1,006,649	1,021,734	\$1,113,584	\$1,087,121	\$1,226,517	
April	699,000	652,000	594,300	618,400	716,100	846,500	\$788,000	\$804,100	\$819,500	
May	932,000	860,800	847,200	876,500	897,100	1,493,700	\$1,050,600	\$1,072,100	\$1,092,700	
June	1,026,580	730,781	821,511	963,040	1,191,689	1,015,391	\$1,139,360	\$1,231,366	\$1,374,748	
<b>Total</b>	<b><u>\$11,151,879</u></b>	<b><u>\$10,360,883</u></b>	<b><u>\$9,315,775</u></b>	<b><u>\$9,811,839</u></b>	<b><u>\$11,071,469</u></b>	<b><u>\$12,141,715</u></b>	<b><u>\$12,214,126</u></b>	<b><u>\$12,669,732</u></b>	<b><u>\$13,593,295</u></b>	<b><u>\$3,402,371</u></b>

**Total received from inception \$129,062,060**

## Measure Z Operating Funds



\* 2016 projected expenses  
\*\* 2017 budgeted expenses.