



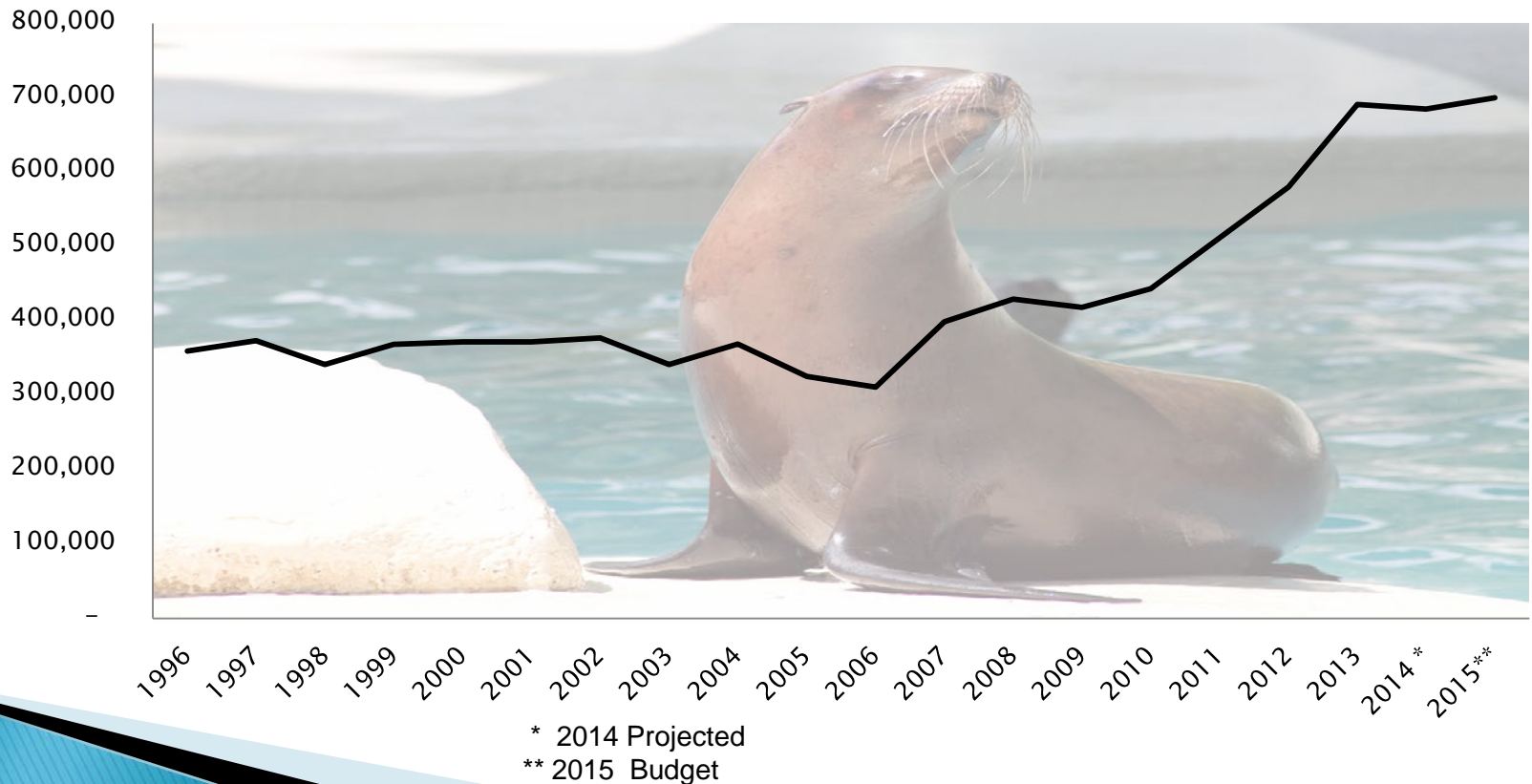
FY15 Budget  
Presented to the  
Fresno County Zoo Authority  
December 10, 2014

## Highlights for 2014

- ▶ Fresno County voters renewed Measure Z for an additional 10 years.
- ▶ Sea Lion Cove exhibit earned the 2014 Top Honor Exhibit Award from AZA.
- ▶ Construction on African Adventure began January 2014.
- ▶ Attendance is tracking 2% ahead of last year.
- ▶ Giraffe feeding, Stingray Bay and concession per caps are all ahead of last year.
- ▶ 2014 turnover rate for full time staff is tracking at 6% compared to averaging 16% for the prior 3 years.
- ▶ Implemented a new point-of-sale system for admissions, education, membership and special events. Allows for better data on our constituents.

## Attendance

- ▶ 2015 budgeted attendance of 700,000
- ▶ 2014 budget of 665,000 visitors
- ▶ 2014 projected attendance of 685,000
  - Historical attendance figures:
    - 2013 – 691,320 + 18%
    - 2012 – 585,226 + 14%
    - 2011 – 511,788 + 15%



## Considerations for 2015 Budget

- ▶ The entire expansion area adds 21 acres for a total of 39 acres, an increase of 117% over the current footprint. African Adventure adds 13 acres of exhibit space, increasing the zoo by 72%.
  
- ▶ The zoo will incur personnel and operating expenses prior to the opening of African Adventure.
  - Hiring for African Adventure will begin months before opening to the public with some staff starting as early as April.
  
  - 2015 will add 29 full time and 6 part time staff. 12 positions will also convert from part time to full time. A majority of these positions relate to African Adventure.
  
  - Examples of operating expenses that increase prior to the opening of African Adventure are utilities, animal feed, vet supplies, uniforms and liability insurance.

**Fresno's Chaffee Zoo Corporation**  
**Income Statement**  
2015 Budget

	<b>FY15 Budget</b>	<b>FY14 Amended</b>	<b>FY14 Projected</b>	<b>FY14 @ 10/26/2014</b>	<b>FY13 Audited</b>
<b>REVENUE</b>					
<b>Self-Generated Revenue</b>					
Admissions	\$2,261,000	\$2,140,785	\$2,205,965	\$2,002,385	\$2,180,254
Adopt an Animal	\$40,000	\$35,000	\$37,822	\$28,597	\$36,582
Board Designated for Endow	\$50,000	\$50,000	\$211,234	\$211,389	\$83,224
Education	\$288,600	\$238,600	\$285,204	\$269,247	\$255,487
Food Services <sup>1</sup>	\$319,000	\$266,000	\$290,158	\$245,218	\$274,610
Gift Shop	\$371,000	\$332,500	\$356,200	\$302,340	\$350,319
Giraffe Feeding <sup>2</sup>	\$196,000	\$159,600	\$175,170	\$163,134	\$167,450
Grants/Fundraising <sup>3</sup>	\$1,108,500	\$1,139,000	\$208,904	\$160,897	\$231,742
Group Event/Facility Rental	\$250,000	\$240,000	\$240,000	\$181,719	\$240,221
Interest Income	\$286,000	\$275,000	\$275,000	\$132,263	\$266,594
Investment Income	\$0	\$0	\$0	\$83,788	\$876,055
Membership	\$820,000	\$725,000	\$779,880	\$655,477	\$779,897
Special Events <sup>4</sup>	\$630,000	\$493,100	\$504,355	\$334,485	\$478,738
Stingray Exhibit	\$287,000	\$272,650	\$281,546	\$261,412	\$272,757
Other	\$54,500	\$55,500	\$51,999	\$46,034	\$52,055
<b>Total Self-Generated Revenue</b>	<b>\$6,961,600</b>	<b>\$6,422,735</b>	<b>\$5,903,437</b>	<b>\$5,078,384</b>	<b>\$6,545,985</b>
City of Fresno	\$0	\$0	\$0	\$0	\$0
Measure Z-Capital Funds	\$23,250	\$20,250	\$20,250	\$21,986,275	\$2,821,588
Measure Z Operating Funds	\$4,500,120	\$3,928,683	\$3,672,977	\$2,512,802	\$3,595,046
<b>TOTAL REVENUE</b>	<b>\$11,484,970</b>	<b>\$10,371,668</b>	<b>\$9,596,664</b>	<b>\$29,577,461</b>	<b>\$12,962,619</b>

1 Food Services: per cap increases with opening of African Adventure.

2 Giraffe Feeding: starting in 2015 giraffe feeding will be open all day.

3 Grants/Fundraising: \$1,000,000 for African Adventure.

4 Special Events: expanding events and secure additional sponsorships.

**Fresno's Chaffee Zoo Corporation**  
**Income Statement**  
2015 Budget

	FY15 Budget	FY14 Amended	FY14 Projected	FY14 @ 10/26/2014	FY13 Audited
<b>EXPENSES</b>					
<b>OPERATING EXPENSES</b>					
<b>Personnel Expenses</b>					
Administration	\$727,278	\$723,477	\$676,673	\$522,946	\$610,929
Animal	\$2,256,665	\$1,878,286	\$1,828,266	\$1,398,890	\$1,559,921
Education	\$788,645	\$758,654	\$673,929	\$469,869	\$797,931
Maintenance/Horticulture	\$667,149	\$656,458	\$546,602	\$382,858	\$457,162
Mem/Dev/Marketing	\$623,994	\$552,625	\$466,505	\$351,485	\$444,600
Veterinary	\$271,093	\$259,529	\$218,045	\$162,171	\$218,294
Visitor Services	\$690,153	\$635,165	\$624,060	\$481,020	\$558,539
<b>Total Personnel Expenses</b>	<b><u>\$6,024,977</u></b>	<b><u>\$5,464,194</u></b>	<b><u>\$5,034,080</u></b>	<b><u>\$3,769,238</u></b>	<b><u>\$4,647,376</u></b>
<b>Other Expenses</b>					
Advertising	\$315,300	\$212,500	\$295,500	\$220,870	\$309,678
Animal Services	\$361,500	\$305,400	\$315,250	\$259,602	\$331,455
Computer/Software	\$53,750	\$53,000	\$50,963	\$38,937	\$47,008
Conservation	\$70,000	\$65,000	\$74,000	\$69,545	\$66,650
Contracted Services	\$528,400	\$454,500	\$495,094	\$396,446	\$480,210
Depreciation Expense	\$346,380	\$285,720	\$285,720	\$232,818	\$759,342
Dues	\$39,105	\$40,630	\$40,530	\$18,669	\$33,627
Equipment	\$179,350	\$175,100	\$181,097	\$113,812	\$139,745
Fleet	\$33,220	\$31,900	\$27,900	\$16,744	\$29,848
Food/Catering	\$134,000	\$127,050	\$128,175	\$105,321	\$119,838
Insurance	\$155,000	\$142,000	\$142,000	\$130,261	\$138,967
Miscellaneous Business	\$89,668	\$51,345	\$55,076	\$38,339	\$30,348
Office Supplies	\$26,150	\$25,650	\$20,200	\$16,100	\$27,671
Postage	\$61,160	\$52,845	\$51,404	\$36,262	\$50,295
Printing	\$137,100	\$139,595	\$134,845	\$94,452	\$128,511
Professional Services	\$191,000	\$144,000	\$241,000	\$211,963	\$185,853
Repairs and Replacements	\$255,900	\$203,000	\$226,160	\$195,397	\$285,322
Service/Bank/Credit Card Fees	\$127,230	\$119,360	\$125,360	\$98,331	\$117,360

# Fresno's Chaffee Zoo Corporation

## Income Statement

2015 Budget

	FY15 Budget	FY14 Amended	FY14 Projected	FY14 @ 10/26/2014	FY13 Audited
Signage	\$21,050	\$25,000	\$12,500	\$12,086	\$40,913
Specialized Services	\$30,500	\$30,350	\$29,100	\$20,549	\$36,939
Staff Development	\$90,550	\$71,250	\$73,996	\$55,903	\$71,964
Supplies <sup>1</sup>	\$421,070	\$312,400	\$327,301	\$260,936	\$308,529
Telephone	\$40,500	\$36,800	\$37,850	\$30,691	\$38,447
Uniforms	\$34,900	\$25,650	\$25,050	\$21,720	\$31,311
Utilities <sup>2</sup>	\$560,000	\$458,000	\$450,000	\$357,127	\$452,819
Other	\$26,075	\$29,550	\$33,850	\$19,690	\$46,110
<b>Total Other Expenses</b>	<b>\$4,328,858</b>	<b>\$3,617,595</b>	<b>\$3,879,921</b>	<b>\$3,072,570</b>	<b>\$4,308,763</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$10,353,835</b>	<b>\$9,081,789</b>	<b>\$8,914,001</b>	<b>\$6,841,808</b>	<b>\$8,956,139</b>
<b>Expansion/Nonoperating Exp.</b>					
Expansion/Nonoperating Exp.	\$100,000	\$240,000	\$170,000	\$84,931	\$263,343
<b>Total Expansion/Nonoperating Exp.</b>	<b>\$100,000</b>	<b>\$240,000</b>	<b>\$170,000</b>	<b>\$84,931</b>	<b>\$263,343</b>
<b>TOTAL EXPENSES</b>	<b>\$10,453,835</b>	<b>\$9,321,789</b>	<b>\$9,084,001</b>	<b>\$6,926,739</b>	<b>\$9,219,482</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$50,299,819</b>	<b>\$27,737,148</b>	<b>\$27,737,148</b>	<b>\$27,737,148</b>	<b>\$23,994,011</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>\$1,031,135</b>	<b>\$1,049,879</b>	<b>\$512,663</b>	<b>\$22,650,721</b>	<b>\$3,743,137</b>
<b>ENDING FUND BALANCE</b>	<b>\$51,330,954</b>	<b>\$28,787,027</b>	<b>\$28,249,811</b>	<b>\$50,387,869</b>	<b>\$27,737,148</b>

1 Supplies increase comprised of animal displays and supplies (\$31K), event supplies (\$17k), janitorial supplies (10K), visitor services (\$8k), development supplies (\$8k), education supplies (\$5k).

2 Will look at possible solar and other cost effective measures to be more efficient.

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

## Operating Revenue

	<u>2015 Budget</u>	<u>2014 Budget</u>	<u>2014 Projected</u>	<u>2013 Audited</u>
Attendance	700,000	665,000	685,000	691,320
<u>Per Cap</u>				
Admissions	\$3.23	\$3.22	\$3.22	\$3.15
Concessions	\$0.46	\$0.40	\$0.42	\$0.51
Giraffe Feeding	\$0.28	\$0.24	\$0.26	\$0.24
Retail	\$0.53	\$0.50	\$0.52	\$0.51
Stingray Bay	\$0.41	\$0.41	\$0.41	\$0.39
<u>Revenue</u>				
Education	\$288,600	\$238,600	\$285,204	\$255,487
Group Events/Facility Rentals	\$250,000	\$240,000	\$240,000	\$240,221
Membership	\$820,000	\$725,000	\$779,880	\$779,897
Special Events	\$630,000	\$493,100	\$504,335	\$478,738



## Expenses

### Personnel

- ▶ 2015 Salaries and Benefits: 58% of total operating expenses (industry benchmark of 58% – 63%). 2014 budget was 60% and projected year-end is 57%.
- ▶ 2015 benefits (insurance, retirement, payroll taxes and workers' compensation) is 31% of total salaries. 2014 budget was 34% and projected year-end is 31%.
- ▶ 2015: Health insurance premium increase of approximately 7.5% (negotiated down from 11%). The Zoo went to market in the fall of 2014 and will remain with current plan.
- ▶ Other benefits: Excluding health insurance, benefit premiums are expected to increase slightly over 2014 rates and have very little impact on the budget.
- ▶ Reduction in 2015 workers' comp rates, a direct result of the zoo's excellent safety record for the past 3 years.
- ▶ Management is monitoring potential changes to minimum wage.

# Staffing Changes

## Animal Department (17)

The Animal care staff is comprised of Keepers and Life Support Technicians to care for the animals coming in for African Adventure. The animal care staff will be responsible for the husbandry and care for the animals in African Adventure as well as providing opportunities to create excellent guest experiences throughout the new exhibit. The Life Support Technicians work closely with animal care staff as well as maintaining our pools through water quality testing, pumps, and filtration systems.

## Africa Rangers (4)

African Rangers will be responsible for educating and interacting with guests on the pathways in African Adventure. Africa Rangers will be required to be Certified Interpretive Guides and demonstrate their talents daily while monitoring the pathways to insure the safety of our guests.

## Custodial (2)

These Custodians will be required to maintain a presence in African Adventure insuring pathways are clean and neat, bathrooms are attended to and trash dumped while maintaining a pleasant and helpful tone and demeanor with our guests.

## Horticulture (2)

These Horticulture workers will be responsible for maintaining and adding to our plant collection in African Adventure. All these duties while maintaining a pleasant and helpful tone and demeanor with our guests. Horticulture will be responsible for maintaining all 20 additional acres of the expansion area.

## Event Coordinator

The Event Coordinator will be responsible for actively marketing and booking private events including weddings. Additionally, we expect to increase the number of events with African Adventure as it is a unique venue in the Central Valley. This position will also allow our staff to cut back on overtime as they will offer coverage when there are events booked multiple weeks in a row.

## Maintenance

With the expansion doubling the size of the zoo, this position will be responsible for maintaining buildings, equipment and exhibits as well as mobile projects that assist current maintenance staff to allow them to stay within the boundaries of Africa.

## Staffing

These are the forecasted needs for the African Adventure and each will only be added as actual need arises.

### Operations Manager

The Operations Manager will be the “boots on the ground” daily operations manager. They will be responsible for coordinating with Education, Facilities, and Animal Care teams to insure our Zoo looks spectacular. They will also assist with coordinating logistics with education and events.

#### ▶ Vet Tech

The Vet tech will allow a full 5 day a week schedule of procedures for our hospital as well as maintain hospital care for our growing collection. They will also address the AZA accreditation recommendation to increase our preventive health program. This position will also act as a hospital keeper 2 days a week to cover weekends for our hospital keeper.

#### ▶ Event Set Up Lead (2 part-time)

These positions promote 2 current event set up staff to improve the quality and consistency of our special events. They will not add additional hours for setting up events but will allow for 2 communication leads to assist in the logistics of events set up.

#### ▶ HR Intern (part-time)

The HR Intern will work with our Human Resource Manager to recruit new staff for African Adventure as well as update current job descriptions and appraisals.

#### ▶ Security Ranger (part-time)

The additional Security Ranger will be responsible for parking lot security for evening hours. We expect to be open late on Friday and Saturday nights allowing guests to enjoy the evening sights and sounds of the zoo.

#### ▶ Vet intern (part-time)

The Veterinarian Intern will assist our Veterinarian in providing preventative and urgent medical care to the growing collection.

## Revenue Neutral Positions

These positions are revenue neutral due to restructuring our Marketing and Development Department

- ▶ **Development Associate (part-time)**

The Development Associate works directly with our Chief Marketing and Development Officer to maintain current donor opportunities as well as actively create new opportunities for donor involvement.

- ▶ **Marketing Manager**

The Marketing Manager works directly with our Chief Marketing and Development Officer to create and execute our Marketing plan.

## Changes to Existing Position

Converting from part time to full time

All of our part time positions have a high turnover since the implementation of our policies that are reflected in Health Care Reform. Part time employees are limited to 29 hours per week. None of the following positions result in more hours worked. They only account for the cost of additional benefits.

- ▶ **Cashier (2)**

These Cashiers give us an opportunity to create consistency in our ticket booth training and practices.

- ▶ **Cashier Lead**

The Lead Cashier will allow for vacation/sick coverage for visitors services management and assist with consistency in our ticket booth practices.

- ▶ **Educator**

This Educator is two part time positions becoming one full time educator.

- ▶ **Interpretive Guide (3)**

These guides give us an opportunity to create consistency at Stingray Bay, Valley Farm and Tropical Treasures.

- ▶ **Membership Assistant**

With the 65% growth in our memberships since 2009, this department regularly brings in “temporary” staff from other departments to process memberships. By converting to full time, it will assist with consistency and insures our members are well served.

- ▶ **Special Projects – Events Coordinator**

The Events Coordinator has been utilized in a full time capacity and is responsible for booking and planning birthday parties as well as assisting the events manager and coordinator with all zoo events.

- ▶ **Zoo Rangers (Security) (2)**

These Rangers give us an opportunity to schedule additional shifts including an additional night ranger for the Zoo expansion.

## 2015 Measure Z Request

▶ **2015 Measure Z Operating Support Request:** (2014 request was \$3,928,683)

• Personnel Expenses:	
Animal	\$ 2,256,665
Maintenance/Horticulture	\$ 667,149
Veterinary Services	\$ 271,093
Visitor Services	\$ 690,153
• Operating Expenses:	
Animal Food	\$ 300,000
Utilities	\$ 314,940
Bank Fees	\$ 120
<b>Total 2015 Operating Request</b>	<b>\$4,500,120</b>

▶ **Measure Z Capital Support:**

Animal Acquisition/Transportation	\$ 23,000
Bank Fees	\$ 250
<b>Total 2015 Capital Request</b>	<b>\$ 23,250</b>

▶ **Projected 2015 Measure Z Funding\* (excluding interest):**

	<b>2015 FCZ</b>
	<b>Projected Revenue</b>
Capital	\$ 8,087,382
Operating	\$ 4,043,084
Administration	\$ 247,561
<b>2015 Projected Revenue</b>	<b>\$ 12,378,027</b>

- ▶ Over the past 10 years Measure Z operating fund has generated a \$5.4 million dollar surplus. The Fresno Chaffee Zoo requests an additional \$456,916 above projected 2015 receipts to hire staff and pay for additional operating expenditures related to African Adventure.

\*Fresno Chaffee Zoo 2015 Measure Z projected revenue is based on actual receipts from April – September 2014 and projected receipts for October 2014 – March 2015.

## Measure Z continued

- 2015 Measure Z Operating Support Request:

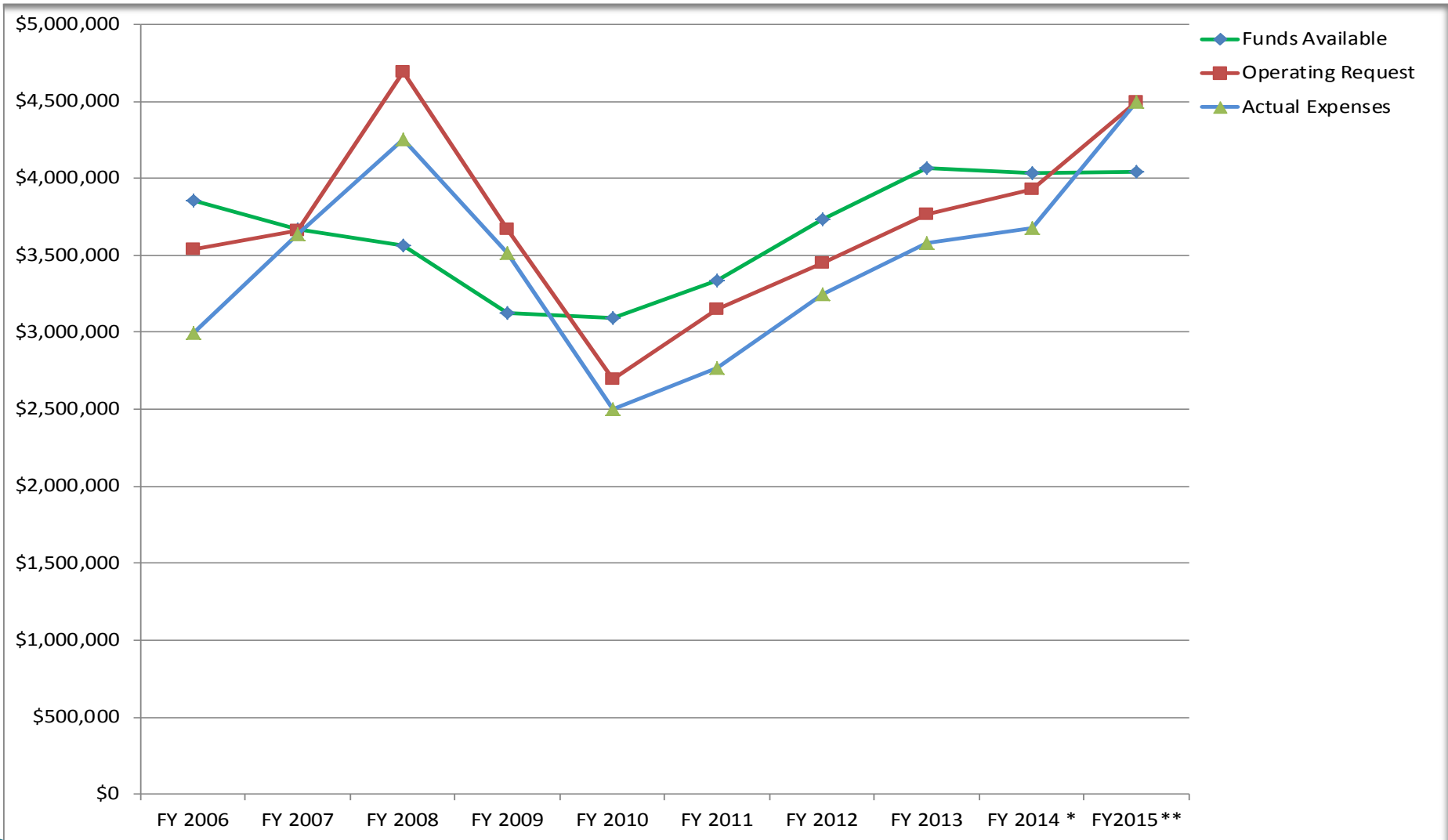
2015 request:	\$ 4,500,120	Percent of operating budget: 43%
2014 request:	<u>\$ 3,928,683</u>	Percent of operating budget: 43%
Increase/(Decrease):	\$ 571,437	

- 2014 Projected Measure Z Operating:
  - Projected receipts to be collected – \$4,036,795
  - Projected total claims – \$3,672,977
  - Projected funds available: \$363,818
- 2013 Measure Z Operating recap:
  - Receipts collected – \$4,066,138
  - Total claims – \$3,578,839
  - 2013 funds available – \$487,299

Measure Z operating fund surplus of approximately \$5.4 million as of 9/30/2014.

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

## Measure Z Operating Funds



\* 2014 projected expenses  
\*\* 2015 budgeted expenses



**Measure Z Revenue  
Summary of Tax Proceeds**

	<b>2005-2006 ACTUAL</b>	<b>2006-2007 ACTUAL</b>	<b>2007-2008 ACTUAL</b>	<b>2008-2009 ACTUAL</b>	<b>2009-2010 ACTUAL</b>	<b>2010-2011 ACTUAL</b>	<b>2011-2012 ACTUAL</b>	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-15 ACTUAL</b>
July	\$700,400	\$671,500	\$819,900	\$813,500	\$671,700	\$659,300	\$719,800	\$826,000	\$903,500	\$864,900
August	933,800	895,400	1,093,200	1,084,700	885,300	857,600	921,200	1,033,100	\$1,106,000	
September	764,524	1,453,498	1,060,279	930,087	810,940	895,691	1,057,603	1,028,369	\$1,097,605	
October	705,400	679,300	853,500	792,200	678,000	677,000	694,100	850,500	\$857,400	
November	940,500	1,471,000	1,138,000	1,056,300	743,300	879,500	878,500	1,056,800	\$1,143,200	
December	1,324,459	1,047,118	827,112	872,815	971,061	932,350	1,240,028	1,083,021	\$1,076,977	
January	676,000	813,700	831,200	766,900	719,900	710,700	770,100	799,900	\$836,700	
February	901,300	1,081,800	1,108,200	841,000	944,000	919,900	978,600	1,086,700	\$1,101,200	
March	1,319,000	905,577	762,907	959,801	628,563	821,858	1,006,649	1,021,734	\$1,113,584	
April	678,900	748,000	699,000	652,000	594,300	618,400	716,100	846,500	\$788,000	
May	905,200	997,300	932,000	860,800	847,200	876,500	897,100	1,493,700	\$1,050,600	
June	1,113,269	900,178	1,026,580	730,781	821,511	963,040	1,191,689	1,015,391	\$1,139,360	
<b>Total</b>	<b><u>\$10,962,752</u></b>	<b><u>\$11,664,370</u></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>\$864,900</u></b>

Total received from inception \$100,261,562