



FY13 Budget

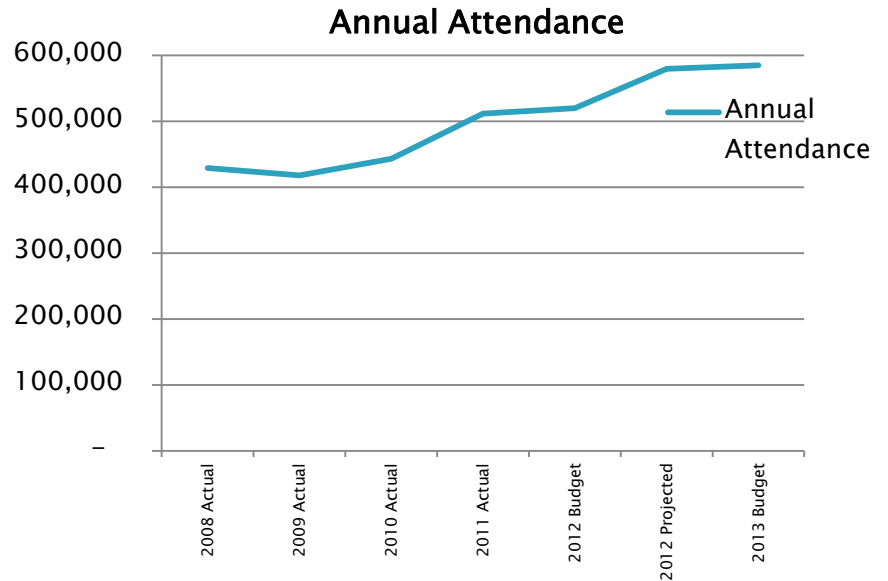
Fresno County Zoo Authority Meeting

January 30, 2013

## Planning Assumptions

### Attendance

- ▶ 2013 budgeted attendance of 585,000 (12.5% increase over 2012 budget).
- ▶ 2012 budget is 520,000 visitors
- ▶ 2012 projected attendance is 580,000
  - Historical attendance figures:
    - 2011 - 511,788 + 15%
    - 2010 - 443,251 + 6%
    - 2009 - 418,285



### 2013 Attendance Considerations:

- ▶ 1<sup>st</sup> full year of Sea Lion Cove
- ▶ Otters and Cobra open
- ▶ Extended hours and Wells Fargo Wednesdays continue in 2013.

## Revenue Comparison

	<b>2013 Budget</b>	<b>2012 Budget</b>	<b>2012 Projected</b>	<b>2011 Audit</b>
ATTENDANCE	585,000	520,000	580,000	511,788
Admission Revenue	\$1,860,300	\$1,721,600	\$1,822,000	\$1,620,127
Per Cap	\$3.18	\$3.31	\$3.14	\$3.17
Food Services Revenue	\$234,000	\$234,000	\$230,324	\$174,108
Per Cap	\$0.40	\$0.45	\$0.40	\$0.34
Gift Shop Revenue	\$280,800	\$202,800	\$280,569	\$243,722
Per Cap	\$0.48	\$0.39	\$0.48	\$0.48
Giraffe Feeding Revenue	\$125,775	\$109,200	\$125,312	\$109,168
Per Cap	\$0.22	\$0.21	\$0.22	\$0.21
Stingray Bay Revenue	\$239,850	\$264,290	\$219,513	\$169,100
Per Cap	\$0.41	\$0.51	\$0.38	\$0.33
Membership Revenue	\$684,000	\$604,250	\$671,000	\$573,947

**Membership:** Assumes 12,368 members at 12/31/12 with 2% growth projected for 2013.

**Grants/Fundraising:** 2013 includes \$80,000 for Africa. 2012 includes \$200,000 for Sea Lion Cove and Africa.

## Expenses

### Personnel

- ▶ 2013 Salaries and Benefits is 57.9% of total operating expenses (industry benchmark of 58% – 63%). 2012 budget is 59.2% and projected year-end is 57.6%.
- ▶ 2013 benefits (insurance, retirement, payroll taxes and workers' compensation) is 33.8% of total salaries. 2012 budget was 33.9% and projected year-end is 32.0%.
- ▶ 2013 health insurance premiums increased 10%. The Zoo went to market in 2011 in an attempt to reduce health care costs. A new plan was selected for 2012, and the Zoo has realized the expected savings of 10% (compared to projected increase of 12%) and staff is happy with the new plan.
- ▶ Other benefits, excluding health insurance and workers' comp, are expected to increase slightly over 2012 rates and have very little impact on the budget.

## Expenses continued

- ▶ New Positions:
  - 2 Zookeeper Assistants (part-time)
  - 1 Security position (part-time)
  - 1 Administration position (part-time)
  - 2 positions in Education and 1 in Administration converting to full-time
  
- ▶ Positions on hold (positions in budget with no salary or benefits):
  - Human Resources Manager (currently outsourced, expense in Specialized Services)
  - Director of Development (Fundraising Consultant expense in Specialized Services)
  - I/T Specialist (currently outsourced, expense in Specialized Services)
  
- ▶ Eliminated Positions:
  - Business Manager (full-time)
  - Horticulture Manager/Acting Director of Maintenance (full-time)

Approximately \$89,000 savings to personnel budget by eliminating 2 positions and converting 3 part-time employees to full-time and adding 4 part-time employees.

**Fresno's Chaffee Zoo Corporation**  
**Income Statement**  
2013 Budget Request

	<b>FY13 Budget</b>	<b>FY12 Budget</b>	<b>FY12 @ 12/30/12</b>	<b>FY11 Audited</b>	<b>2013 Measure Z Operating Request</b>	<b>2013 Measure Z Capital Request</b>
<b>REVENUE</b>						
<b>Self Generated Revenue</b>						
Admissions	\$1,860,300	\$1,721,600	\$1,816,896	\$1,620,127	\$0.00	\$0.00
Adopt an Animal	\$25,000	\$25,000	\$25,040	\$24,753	\$0.00	\$0.00
Board Designated for Endowment	\$50,000	\$50,000	\$31,298	\$63,984	\$0.00	\$0.00
Education	\$220,525	\$174,675	\$198,451	\$175,798	\$0.00	\$0.00
Food Services	\$234,000	\$234,000	\$230,324	\$174,108	\$0.00	\$0.00
Gift Shop	\$280,800	\$202,800	\$280,569	\$243,722	\$0.00	\$0.00
Giraffe Feeding	\$125,775	\$109,200	\$125,312	\$109,168	\$0.00	\$0.00
Grants/Fundraising	\$153,500	\$277,920	\$201,436	\$98,643	\$0.00	\$0.00
Group Event/Facility Rental	\$150,000	\$110,000	\$196,199	\$98,634	\$0.00	\$0.00
Interest Income	\$275,000	\$220,000	\$259,299	\$256,502	\$0.00	\$0.00
Investment Income	\$0	\$0	\$680,510	(\$395,416)	\$0.00	\$0.00
Membership	\$684,000	\$604,250	\$691,072	\$573,947	\$0.00	\$0.00
Special Events	\$444,000	\$373,400	\$439,918	\$364,790	\$0.00	\$0.00
Stingray Exhibit	\$239,850	\$264,290	\$219,513	\$169,100	\$0.00	\$0.00
Other	\$28,350	\$18,770	\$32,279	\$17,476	\$0.00	\$0.00
<b>Total Self Generated Revenue</b>	<b>\$4,771,100</b>	<b>\$4,385,905</b>	<b>\$5,428,116</b>	<b>\$3,595,338</b>	<b>\$0.00</b>	<b>\$0.00</b>
Measure Z-Capital Funds	\$20,240	\$645,120	\$7,700,545	\$3,869,778	\$0.00	\$20,240.00
Measure Z Operating Funds	\$3,766,252	\$3,449,880	\$2,892,956	\$2,768,740	\$3,766,252.00	\$0.00
<b>TOTAL REVENUE</b>	<b>\$8,557,592</b>	<b>\$8,480,905</b>	<b>\$16,021,616</b>	<b>\$10,233,856</b>	<b>\$3,766,252.00</b>	<b>\$20,240.00</b>

# Fresno's Chaffee Zoo Corporation Income Statement

	FY13 Budget	FY12 Budget	FY12 @ 12/30/12	FY11 Audited	2013 Measure Z Operating Request	2013 Measure Z Capital Request
<b>EXPENSES</b>						
<b>OPERATING EXPENSES</b>						
<b>Personnel Expenses</b>						
Administration	\$564,803	\$613,767	\$522,569	\$484,153	\$0.00	\$0.00
Animal	\$1,675,445	\$1,596,523	\$1,448,823	\$1,433,578	\$1,675,445.00	\$0.00
Education	\$721,211	\$690,258	\$676,394	\$582,228	\$721,211.00	\$0.00
Maintenance/Horticulture	\$575,809	\$650,015	\$484,682	\$590,862	\$575,809.00	\$0.00
Mem/Dev/Marketing	\$404,833	\$376,555	\$375,850	\$356,497	\$0.00	\$0.00
Veterinary	\$216,689	\$206,718	\$186,992	\$188,729	\$216,689.00	\$0.00
Visitor Services	\$576,978	\$512,964	\$516,707	\$468,694	\$576,978.00	\$0.00
<b>Total Personnel Expenses</b>	<b>\$4,735,768</b>	<b>\$4,646,800</b>	<b>\$4,212,017</b>	<b>\$4,104,740</b>	<b>\$3,766,132.00</b>	<b>\$0.00</b>
<b>Other Expenses</b>						
Advertising	\$302,000	\$296,750	\$278,569	\$291,601	\$0.00	\$0.00
Animal Feed	\$271,700	\$244,200	\$263,593	\$237,611	\$0.00	\$0.00
Computer/Software	\$48,445	\$34,280	\$35,017	\$28,760	\$0.00	\$0.00
Conservation	\$50,000	\$20,000	\$25,891	\$27,577	\$0.00	\$0.00
Depreciation Expense	\$246,456	\$235,272	\$135,307	\$154,018	\$0.00	\$0.00
Dues	\$35,600	\$33,450	\$25,619	\$33,573	\$0.00	\$0.00
Equipment	\$140,243	\$145,660	\$97,804	\$135,204	\$0.00	\$0.00
Fleet	\$37,600	\$41,250	\$34,977	\$42,266	\$0.00	\$0.00
Food/Catering	\$71,900	\$58,100	\$78,505	\$41,575	\$0.00	\$0.00
Insurance	\$140,000	\$140,000	\$123,804	\$131,407	\$0.00	\$0.00
Miscellaneous Business	\$14,300	\$9,700	\$8,184	\$8,285	\$0.00	\$0.00
Office Supplies	\$28,395	\$33,145	\$31,507	\$34,742	\$0.00	\$0.00
Postage	\$47,360	\$44,045	\$28,649	\$38,639	\$0.00	\$0.00
Printing	\$119,595	\$88,250	\$94,245	\$91,469	\$0.00	\$0.00
Repairs and Replacements	\$191,350	\$215,750	\$165,922	\$200,661	\$0.00	\$0.00
Service/Bank/Credit Card Fees	\$112,490	\$85,040	\$103,188	\$91,774	\$120.00	\$240.00
Signage	\$27,000	\$13,000	\$40,174	\$26,847	\$0.00	\$0.00
Specialized Services	\$612,475	\$572,110	\$557,125	\$556,027	\$0.00	\$0.00
Staff Development	\$62,550	\$58,250	\$39,169	\$50,127	\$0.00	\$0.00

## Fresno's Chaffee Zoo Corporation Income Statement

	FY13 Budget	FY12 Budget	FY12 @ 12/30/12	FY11 Audited	2013 Measure Z Operating Request	2013 Measure Z Capital Request
Supplies	\$275,855	\$219,350	\$242,493	\$268,726	\$0.00	\$0.00
Telephone	\$34,850	\$42,880	\$34,331	\$40,704	\$0.00	\$0.00
Uniforms	\$33,050	\$30,400	\$33,890	\$27,733	\$0.00	\$0.00
Utilities	\$450,000	\$452,000	\$383,797	\$379,707	\$0.00	\$0.00
Other	\$90,550	\$86,150	\$81,574	\$72,110	\$0.00	\$20,000.00
<b>Total Other Expenses</b>	<b>\$3,443,764</b>	<b>\$3,199,032</b>	<b>\$2,943,333</b>	<b>\$3,011,143</b>	<b>\$120.00</b>	<b>\$20,240.00</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$8,179,532</b>	<b>\$7,845,832</b>	<b>\$7,155,350</b>	<b>\$7,115,884</b>	<b>\$3,766,252.00</b>	<b>\$20,240.00</b>
<b>Expansion/Nonoperating Exp.</b>						
Expansion/Nonoperating Exp.	\$330,000	\$150,000	\$82,010	\$315,682	\$0.00	\$0.00
<b>Total Expansion/Nonoperating Exp.</b>	<b>\$330,000</b>	<b>\$150,000</b>	<b>\$82,010</b>	<b>\$315,682</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>TOTAL EXPENSES</b>	<b>\$8,509,532</b>	<b>\$7,995,832</b>	<b>\$7,237,360</b>	<b>\$7,431,566</b>	<b>\$3,766,252.00</b>	<b>\$20,240.00</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$23,041,041</b>	<b>\$14,256,785</b>	<b>\$14,256,785</b>	<b>\$11,454,495</b>	<b>\$728,340.61</b>	<b>\$13,468,212.45</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>\$48,060</b>	<b>\$485,073</b>	<b>\$8,784,256</b>	<b>\$2,802,290</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>ENDING FUND BALANCE</b>	<b>\$23,089,101</b>	<b>\$14,741,858</b>	<b>\$23,041,041</b>	<b>\$14,256,785</b>	<b>\$728,340.61</b>	<b>\$13,468,212.45</b>



## 2013 Measure Z Request

▶ **2013 Measure Z Operating Support Request:** 2012 request was \$3,449,880

•	Personnel Expenses:		
	Animal		\$ 1,675,445
	Education		\$ 721,211
	Maintenance/Horticulture		\$ 575,809
	Visitor Services		\$ 576,978
	Veterinary		\$ 216,689
•	Operating Expenses:		
	Bank Fees		<u>\$ 120</u>
	<b>Total 2013 Operating Request</b>		<b>\$3,766,252</b>

▶ **Measure Z Capital Support:**

	Animal Acquisition/Transportation		\$ 20,000
	Bank Fees		<u>\$ 240</u>
	<b>Total 2013 Capital Request</b>		<b>\$ 20,240</b>

▶ **Expected 2013 Measure Z Funding (excluding interest):**

	2013 FCZ Projected Revenue*	2012/13 Zoo Authority Projected Revenue **
Capital	\$ 7,473,219	\$ 6,987,796
Operating	\$ 3,736,048	\$ 3,493,373
Administration	<u>\$ 228,761</u>	<u>\$ 213,901</u>
<b>2013 Projected Revenue</b>	<b>\$11,438,028</b>	<b>\$ 10,695,070</b>

\* Fresno Chaffee Zoo 2013 projected revenue is the same as 2012 actual revenue. Revenue has increased for three consecutive years. 2011 increased 8% and 2012 increased 12%.

\*\* Zoo Authority projection based on Zoo Authority's 2012/13 budget with July – December actual tax revenue and January – June projected revenue. July – December actual revenue is \$697,233 (13.46%) ahead of projection.

## Measure Z continued

- 2013\* Measure Z Operating Support Request:

2013 request:	\$ 3,766,252
2012 request:	<u>\$ 3,449,880</u>
Increase/(Decrease):	\$ 316,372

- 2012\* Measure Z Operating Revenue:

Actual receipts collected in 2012 of \$3,736,385

The Zoo is projecting to submitted claims for \$3,207,926

2012 projected funds available: \$528,459

- 2011\* Measure Z Operating:

Actual receipts collected in 2011 of \$3,336,988

The Zoo submitted claims for \$2,768,740

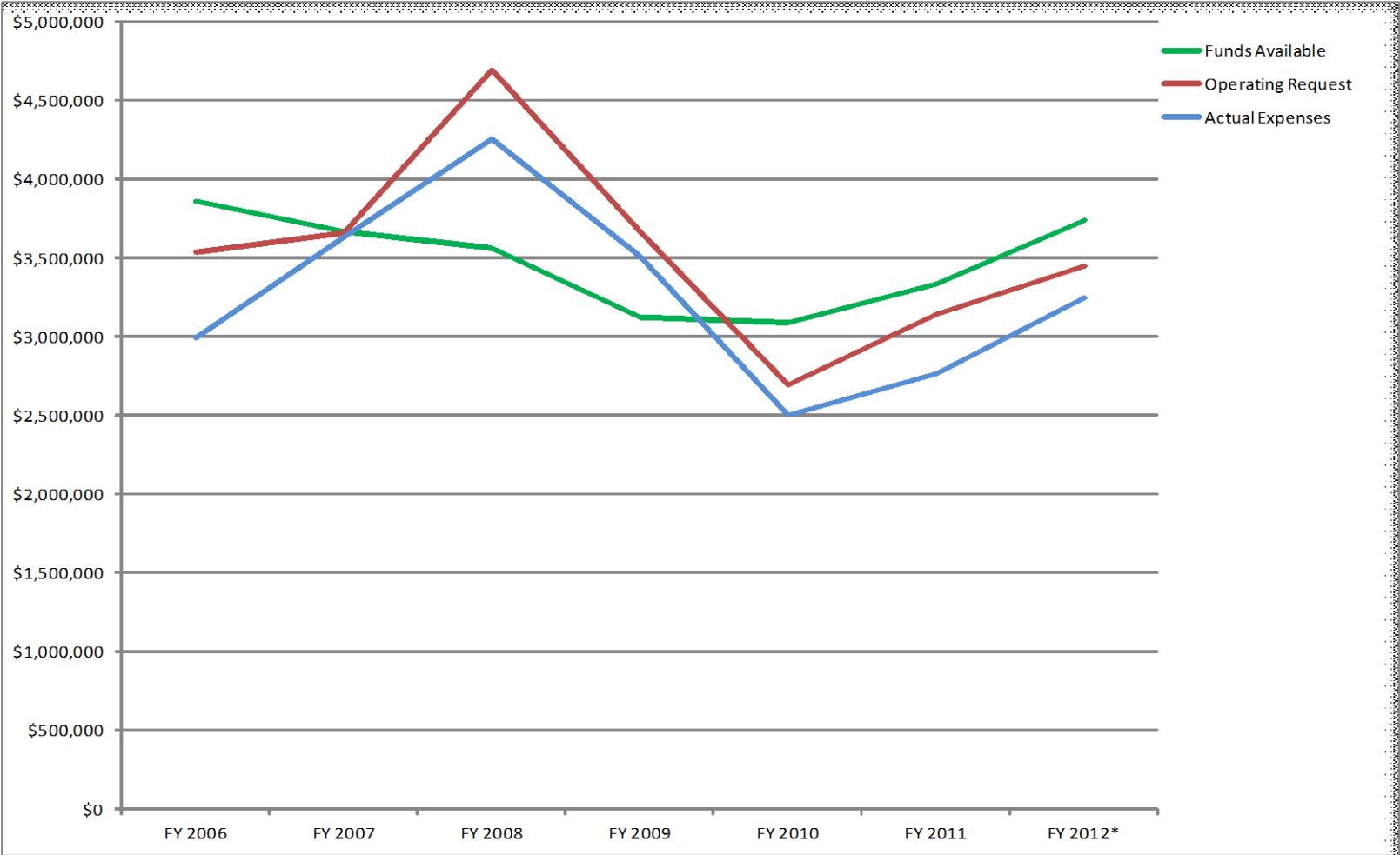
2011 excess funds available: \$568,248

\* Based on Zoo's fiscal year (January - December)

## Measure Z Revenue Summary of Tax Proceeds

	<u>2004-2005</u>	<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>	<u>2008-2009</u>	<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>	<u>2012-2013</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>
	<u>TAX RECEIPTS</u>	<u>TAX RECEIPTS</u>	<u>TAX RECEIPTS</u>	<u>TAX RECEIPTS</u>	<u>TAX RECEIPTS</u>	<u>TAX RECEIPTS</u>	<u>TAX RECEIPTS</u>	<u>TAX RECEIPTS</u>	<u>TAX RECEIPTS</u>
July		700,400	671,500	819,900	813,500	671,700	659,300	719,800	826,000
August		933,800	895,400	1,093,200	1,084,700	885,300	857,600	921,200	1,033,100
September		764,524	1,453,498	1,060,279	930,087	810,940	895,691	1,057,603	1,028,369
October		705,400	679,300	853,500	792,200	678,000	677,000	694,100	850,500
November		940,500	1,471,000	1,138,000	1,056,300	743,300	879,500	878,500	1,056,800
December		1,324,459	1,047,118	827,112	872,815	971,061	932,350	1,240,028	1,083,021
January		676,000	813,700	831,200	766,900	719,900	710,700	770,100	
February		901,300	1,081,800	1,108,200	841,000	944,000	919,900	978,600	
March		1,319,000	905,577	762,907	959,801	628,563	821,858	1,006,649	
April		678,900	748,000	699,000	652,000	594,300	618,400	716,100	
May		905,200	997,300	932,000	860,800	847,200	876,500	897,100	
June	<u>701,853</u>	<u>1,113,269</u>	<u>900,178</u>	<u>1,026,580</u>	<u>730,781</u>	<u>821,511</u>	<u>963,040</u>	<u>1,191,689</u>	
<b>Total</b>	<b><u>701,853</u></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>5,877,790</u></b>
							Total Received from inception		80,918,611
Operating Available	3,580,807.63	3,809,979.88	3,642,582.71	3,384,216.82	3,042,848.85	3,204,880.38	3,616,318.21		

# Measure Z Operating Funds



\* 2012 expenses are projected