



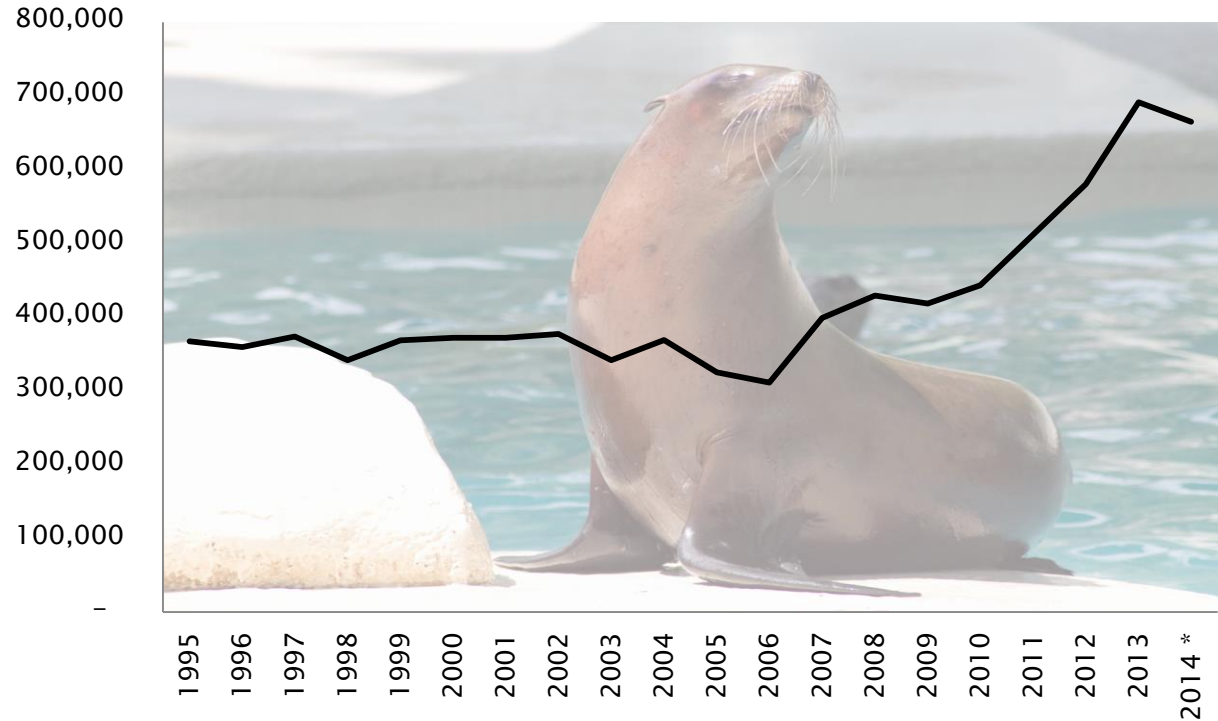
FY14 Budget

Fresno County Zoo Authority

January 29, 2014

Attendance

- ▶ 2014 budgeted attendance of 665,000 (14% increase over 2013 budget).
- ▶ 2013 budget of 585,000 visitors
- ▶ 2013 actual attendance of 691,320 +18% over 2012
 - Historical attendance figures:
 - 2012 - 585,226 + 14%
 - 2011 - 511,788 + 15%
 - 2010 - 443,251 + 6%



* 2014 Budget

Fresno's Chaffee Zoo Corporation
Income Statement
2014 Budget

	<u>FY14 Budget</u>	<u>FY13 Budget</u>	<u>FY13 @ 12/28/13 YTD</u>	<u>FY12 Audited</u>
REVENUE				
Self Generated Revenue				
Admissions	\$2,140,785	\$1,860,300	\$2,180,309	\$1,816,543
Adopt an Animal	\$35,000	\$25,000	\$36,342	\$25,290
Board Designated for Endowment	\$50,000	\$50,000	\$83,010	\$31,298
Education	\$238,600	\$220,525	\$255,487	\$204,901
Food Services	\$266,000	\$234,000	\$274,610	\$230,324
Gift Shop	\$332,500	\$280,800	\$350,319	\$280,566
Giraffe Feeding	\$159,600	\$125,775	\$167,450	\$125,276
Grants/Fundraising	\$1,239,000	\$153,500	\$196,644	\$191,436
Group Event/Facility Rental	\$240,000	\$150,000	\$240,592	\$191,324
Interest Income	\$275,000	\$275,000	\$266,594	\$257,872
Investment Income	\$0	\$0	\$876,051	\$633,395
Membership	\$725,000	\$684,000	\$778,022	\$691,189
Special Events	\$493,100	\$444,000	\$468,623	\$419,160
Stingray Exhibit	\$272,650	\$239,850	\$272,757	\$219,535
Other	\$55,500	\$28,350	\$51,216	\$31,722
Total Self Generated Revenue	<u>\$6,522,735</u>	<u>\$4,771,100</u>	<u>\$6,498,027</u>	<u>\$5,349,831</u>
Measure Z-Capital Funds	\$20,250	\$20,240	\$1,994,497	\$8,941,678
Measure Z Operating Funds	\$3,928,683	\$3,766,252	\$3,551,161	\$3,129,944
Transfer to/from Related Organization	\$0	\$0	\$34,300	\$0
TOTAL REVENUE	<u>\$10,471,668</u>	<u>\$8,557,592</u>	<u>\$12,077,985</u>	<u>\$17,421,453</u>

Fresno's Chaffee Zoo Corporation Income Statement

2014 Budget

	<u>FY14 Budget</u>	<u>FY13 Budget</u>	<u>FY13 @ 12/28/13 YTD</u>	<u>FY12 Audited</u>
EXPENSES				
OPERATING EXPENSES				
Personnel Expenses				
Administration	\$723,477	\$564,803	\$603,963	\$534,086
Animal	\$1,878,286	\$1,675,445	\$1,520,680	\$1,472,267
Education	\$758,654	\$721,211	\$777,218	\$687,294
Maintenance/Horticulture	\$656,458	\$575,809	\$446,823	\$480,231
Mem/Dev/Marketing	\$552,625	\$404,833	\$418,561	\$384,969
Veterinary	\$259,529	\$216,689	\$208,445	\$189,532
Visitor Services	\$635,165	\$576,977	\$541,035	\$519,240
Total Personnel Expenses	<u>\$5,464,194</u>	<u>\$4,735,767</u>	<u>\$4,516,724</u>	<u>\$4,267,619</u>
Other Expenses				
Advertising	\$212,500	\$302,000	\$293,278	\$288,933
Animal Services	\$305,400	\$299,550	\$329,733	\$279,857
Computer/Software	\$53,000	\$48,445	\$46,348	\$43,934
Conservation	\$65,000	\$50,000	\$66,650	\$25,891
Contracted Services	\$454,500	\$380,475	\$470,117	\$353,867
Depreciation Expense	\$285,720	\$246,456	\$198,696	\$415,059
Dues	\$40,630	\$35,600	\$33,627	\$35,619
Equipment	\$155,100	\$165,243	\$125,721	\$112,583
Fleet	\$31,900	\$37,600	\$29,771	\$36,410
Food/Catering	\$127,050	\$71,900	\$115,397	\$85,577
Insurance	\$142,000	\$140,000	\$131,597	\$123,804
Miscellaneous Business	\$51,345	\$41,200	\$29,514	\$24,059
Office Rental	\$20,000	\$0	\$6,471	\$0
Office Supplies	\$25,650	\$30,395	\$27,085	\$33,597
Postage	\$52,845	\$50,360	\$31,742	\$34,850
Printing	\$139,595	\$129,595	\$128,096	\$104,988
Professional Services	\$144,000	\$197,500	\$175,622	\$185,333
Repairs and Replacements	\$198,000	\$191,350	\$263,378	\$188,397
Service/Bank/Credit Card Fees	\$119,360	\$112,490	\$117,189	\$103,342

Fresno's Chaffee Zoo Corporation
Income Statement
2014 Budget

	FY14 Budget	FY13 Budget	FY13 @ 12/28/13 YTD	FY12 Audited
Signage	\$25,000	\$27,000	\$40,913	\$26,134
Specialized Services	\$35,350	\$34,500	\$49,474	\$35,042
Staff Development	\$71,250	\$62,550	\$69,533	\$39,224
Supplies	\$312,400	\$295,105	\$300,355	\$263,927
Telephone	\$36,800	\$34,850	\$38,949	\$38,245
Uniforms	\$25,650	\$33,050	\$31,209	\$33,978
Utilities	\$458,000	\$450,000	\$434,758	\$383,797
Other	\$29,550	\$31,550	\$47,346	\$30,224
Total Other Expenses	\$3,617,595	\$3,498,764	\$3,632,570	\$3,326,672
TOTAL OPERATING EXPENSES	\$9,081,789	\$8,234,531	\$8,149,295	\$7,594,292
Expansion/Nonoperating Exp.				
Expansion/Nonoperating Exp.	\$665,000	\$275,000	\$256,879	\$90,906
Total Expansion/Nonoperating Exp.	\$665,000	\$275,000	\$256,879	\$90,906
TOTAL EXPENSES	\$9,746,789	\$8,509,531	\$8,406,173	\$7,685,198
BEGINNING FUND BALANCE	\$27,664,852	\$23,993,040	\$23,993,040	\$14,256,785
NET SURPLUS/(DEFICIT)	\$724,879	\$48,061	\$3,671,812	\$9,736,255
ENDING FUND BALANCE	\$28,389,731	\$24,041,101	\$27,664,852	\$23,993,040

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

Expenses

Personnel

- ▶ 2014 Salaries and Benefits: 60% of total operating expenses (industry benchmark of 58% – 63%). 2013 budget was 58% and projected year-end is 56%.
- ▶ 2014 benefits (insurance, retirement, payroll taxes and workers' compensation) is 34% of total salaries. 2013 budget was 34% and projected year-end is 33%.
- ▶ 2014 health insurance premiums increase of approximately 11% (negotiated down from 14%). The Zoo went to market in the fall of 2013 in an attempt to reduce health care costs. The current plan is still the best option for 2014. Affordable Care Act taxes are approximately half of the 11% increase over 2013.
- ▶ Other benefits, excluding health insurance and workers' comp, are expected to increase slightly over 2013 rates and have very little impact on the budget.

Changes to 2014 Budget Salary and Benefits

New Positions*	\$405,000
Annual staff pay increases	\$103,000
Increases to benefits	\$ 86,000
Changes to existing positions*	\$ 60,000
Impact of July 1, 2014 increase to minimum wage	<u>\$ 40,000</u>
	\$694,000

New Positions to 2014 Budget

Animal staff* (4)
Assistant Curator of Education*
Director of Development
Facilities Manager
Human Resources Manager (contracted out in 2013)

Changes to Existing Positions (all positions converted to full time)

Accounts Payable Specialist (converted in 2013)
Cashier Lead
Events Set-up*
Interpretive Guide Lead
Membership Assistant*
Program Animal Specialist

* Hiring of certain positions will depend on meeting revenue and expense goals.

Operating Revenue Changes

▶ Admissions:	\$ 280,000	Increase in visitation
▶ Education:	\$ 18,000	Behind the scenes
▶ Food Services:	\$ 32,000	Increase in visitation
▶ Gift Shop	\$ 52,000	Increase in visitation
▶ Giraffe Feeding:	\$ 34,000	Increase in visitation
▶ Grants/Fundraising:		
Africa	\$ 920,000	
Measure Z renewal campaign	\$ 100,000	
▶ Group Events/Facility Rentals	\$ 90,000	Additional group events/facility rentals
▶ Membership	\$ 41,000	Additional members
▶ Special Events	\$ 49,000	Additional revenue brought in by special events
▶ Stingray Bay	\$ 33,000	Increase in visitation
▶ Other		
Vending	\$ 17,000	
Photo Booth	\$ 8,000	

Operating Expenses Changes

▶ Advertising:	(\$ 90,000)	Absorbed by Measure Z renewal budget
▶ Conservation:	\$ 15,000	Increase funding for conservation projects
▶ Contracted Services:		
Winged Wonders shows	\$ 40,000	Extended season and added Tuesdays due to increased attendance
Zoo consultants	\$ 28,000	Consultants for various departments
Security Services	\$ 6,000	
▶ Depreciation	\$ 39,000	
▶ Food/Catering:		
Development	\$ 3,000	
Education	\$ 3,000	
Events	\$ 7,000	Additional event revenue to offset expense
Facility rentals/Group events	\$34,000	Increase in facility rentals resulting in additional revenue and expenses
Staff	\$ 3,000	
▶ Miscellaneous Business:		
Director discretionary	\$ 5,000	
Recruiting	\$ 2,000	

Operating Expenses Changes continued

▶ Office Rental:	\$ 20,000	Rent for temporary administration office
▶ Printing:	\$ 10,000	Member newsletter
▶ Professional Services		
Legal and Audit	\$ 18,000	Increase in legal expenses
Human Resources	(\$ 74,000)	HR Manager hired in 2013
▶ Staff Development	\$ 9,000	
▶ Supplies		
Display and Exhibit supplies	(\$8,000)	
Education supplies	\$ 8,000	
Event supplies	\$ 6,000	
Janitorial supplies	\$ 10,000	
▶ Expansion/Nonoperating Expenses		
Measure Z consultant	\$350,000	Measure Z renewal campaign

2014 Measure Z Request

▶ **2014 Measure Z Operating Support Request:** 2013 request was \$3,766,252

• Personnel Expenses:	
Animal	\$ 1,878,286
Education	\$ 758,654
Maintenance/Horticulture	\$ 656,458
Visitor Services	\$ 635,165
• Operating Expenses:	
Bank Fees	\$ <u>120</u>
Total 2014 Operating Request	\$3,928,683

▶ Measure Z Capital Support:	
Animal Acquisition/Transportation	\$ 20,000
Bank Fees	\$ <u>250</u>
Total 2014 Capital Request	\$ 20,250

▶ Expected 2014 Measure Z Funding (excluding interest):

	2014 FCZ*
	Projected Revenue
Capital	\$ 7,854,605
Operating	\$ 3,927,244
Administration	\$ <u>240,446</u>
2014 Projected Revenue	\$12,022,295

* 2014 Measure Z projected operating revenue of \$3,927,244 (based on Zoo Authority projections for January – June 2014 and a 1% increase to actual receipts for July –December 2013 as projections for July – December 2014). Earned interest not included in this projection.

Measure Z continued

- 2014 Measure Z Operating Support Request:

2014 request:	\$ 3,928,683	Percent of operating budget: 43%
2013 request:	<u>\$ 3,766,252</u>	Percent of operating budget: 46%
Increase/(Decrease):	\$ 162,431	

- 2013 Projected Measure Z Operating Revenue:

Projected receipts to be collected in 2013 of \$4,066,138
The Zoo's projected total claims of \$3,580,563
2013 projected funds available: \$485,575

- 2012 Measure Z Operating Revenue:

Actual receipts collected in 2012 of \$3,736,385
The Zoo submitted claims of \$3,129,944
2012 funds available: \$606,441

Measure Z operating fund surplus of approximately \$5.1 million as of 12/31/2013.

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

Measure Z Revenue
Summary of Tax Proceeds

	2004-2005 ACTUAL	2005-2006 ACTUAL	2006-2007 ACTUAL	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 ACTUAL	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL
July		\$700,400	\$671,500	\$819,900	\$813,500	\$671,700	\$659,300	\$719,800	\$826,000	\$903,500
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	
February		901,300	1,081,800	1,108,200	841,000	944,000	919,900	978,600	1,086,700	
March		1,319,000	905,577	762,907	959,801	628,563	821,858	1,006,649	1,021,734	
April		678,900	748,000	699,000	652,000	594,300	618,400	716,100	846,500	
May		905,200	997,300	932,000	860,800	847,200	876,500	897,100	1,493,700	
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>	<u>1,015,391</u>	
Total	<u>\$701,853</u>	<u>\$10,962,752</u>	<u>\$11,664,370</u>	<u>\$11,151,879</u>	<u>\$10,360,883</u>	<u>\$9,315,775</u>	<u>\$9,811,839</u>	<u>\$11,071,469</u>	<u>\$12,141,715</u>	<u>\$6,184,682</u>

Total received from inception \$93,367,218

Measure Z Operating Funds



* 2013 projected expenses

** 2014 budgeted expenses

Funds available is conservative. It is likely there will be additional revenue available.