



FY12 Budget Request
Presented to the
Fresno County Zoo Authority
January 25, 2012

Planning Assumptions

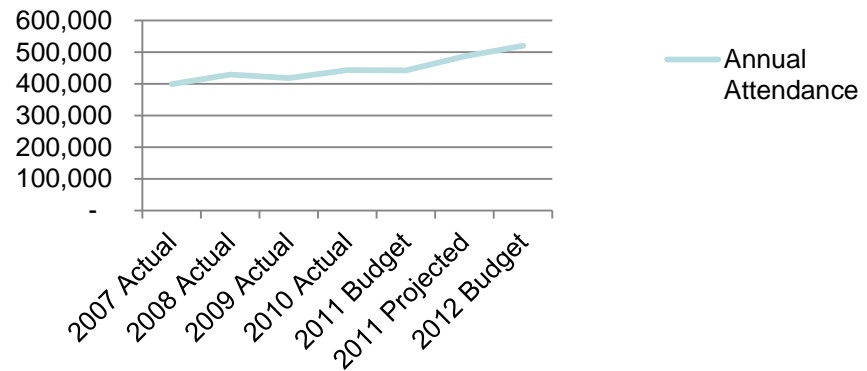
Attendance

- 2012 attendance of 520,000 (6.7% increase over 2011 projected attendance).
- 2011 budget assumed 443,000 visitors .
- 2011 attendance was 511,788.

– Historical attendance figures:

- 2010 – 443,251
- 2009 – 418,285
- 2008 - 429,272
- 2007 - 398,820

Annual Attendance



- Cobra opening spring 2012.
- Sea Lion Cove opening fall 2012.
- Seasonal extended hours will continue.
- Wells Fargo Wednesdays ends August 2012. Working with Wells Fargo to renew promotion.
- Stingray Bay increases \$1 for the general public (from \$1 to \$2) and remains free for members.
- Admission prices will not change from current pricing.
- Membership prices will not change from current pricing.

Revenue

- Admission Revenue:

2012 Revenue:	\$1,721,600	Per Cap:	\$3.31
2011 Projected:	\$1,614,365	Per Cap:	\$3.31
- Concession Revenue:

2012 Revenue:	\$234,000	Per Cap:	\$0.45
2011 Projected:	\$219,315	Per Cap:	\$0.45
- Gift Shop:

2012 Revenue:	\$202,800	Per Cap:	\$0.39
2011 Projected:	\$192,434	Per Cap:	\$0.39
- Giraffe Feeding:

2012 Revenue:	\$109,200	Per Cap:	\$0.21
2011 Projected:	\$105,550	Per Cap:	\$0.22
- Grants/Fundraising: 2012: \$200,000 included for Sea Lion Exhibit and Africa.
- Membership: Assumes 10,587 paid members @ 12/31/11 with 4% growth in 2012.
- Stingray Bay: General

2012 Revenue:	\$264,290	Per Cap:	\$0.50
2011 Projected:	\$165,443	Per Cap:	\$0.34

Expenses

- Overall operating expenses increased \$182,647, an increase of 2.4%. Operating expenses increased \$161,050 (5.3%) and personnel expenses increased \$21,597 (0.5%).
 - Sea Lion Cove (6 months of expenses):
 - Animal Feed: \$10,000
 - Equipment: \$10,000
 - Diving Maintenance/Training: \$10,000
 - Supplies: \$5,000 (salt, ozone, filtration material)
 - Utilities: \$60,000
 - Specialized Services:
 - Human Resource Consultant*: \$80,000
 - Fundraising Consultant*: \$40,000
- * Human Resource and Fundraising Consultants are both in place of paid staff positions. Realized savings of approximately \$25,000 to personnel expenses.
- Supplies:
 - Display and Exhibit Supplies: \$11,000

Personnel

- 2012 Salaries and Benefits: 59.2% of total operating expenses compared to industry benchmark of 58% - 63%. 2011 budget was 60.4% and projected year-end is 58.1%.
- 2012 benefits (insurance, retirement, payroll taxes and workers' compensation) is 33.9% of total salaries. 2011 budget was 31.5% and projected year-end is 29.8%.
- 2012 health insurance premiums were projected to increase 12%. Management went to market with the goal of reducing health insurance premiums without significantly impacting benefits. A plan was selected that will save the organization approximately \$100,000 while providing similar benefits to staff.
- Other benefits, excluding health insurance and workers' comp, are expected to increase slightly over 2011 rates and have very little impact on the budget.

Personnel

- Eliminated Positions:
 - Maintenance Manager
 - Zookeeper Assistant (created to assist department until Vet position was filled)

- New Positions:
 - 2 Keepers (full-time, Sea Lion Cove)
 - 1 Lead Keeper (full-time, Sea Lion Cove)
 - 1 Custodian (part-time, Sea Lion Cove)
 - 2 positions in Education changing from part-time to full-time
 - One of the position is for Sea Lion Cove
 - 1 position in Administration returning to full-time

- Positions on hold (positions in budget with no salary or benefits):
 - Director of Facilities
 - Human Resources Manager (currently outsourced, expense in Specialized Services)
 - Director of Development (Fundraising consultant expense in Specialized Services)

Measure Z

- Measure Z Operating Support Request:
 - 2012 request: \$3,449,880
 - 2011 request: \$3,145,588
 - Increase: \$ 304,292

- 2010* Measure Z Operating:
 - Zoo Authority receipts of \$3,088,950
 - The Zoo submitted claims for \$2,499,399
 - 2010* excess funds available: \$589,551

- 2011* Measure Z Operating Revenue:
 - Zoo Authority projected receipts of \$3,308,884
 - The Zoo is projecting to submitted claims for \$2,937,020
 - 2011* projected excess funds available: \$371,864

*January – December (Zoo's fiscal year)

Measure Z

- 2012 Measure Z Operating Support: \$3,449,880
 - Personnel Expenses:

Animal	\$1,596,523
Education	\$ 690,258
Maintenance	\$ 650,015
Visitor Services	\$ 512,964
 - Operating Expenses:

Bank Fees	\$ 120
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- Measure Z Capital Support: \$595,120 (all expenditures will be capitalized per FCZ policy)
 - Otters \$ 200,000
 - Digital X-Ray System \$ 125,000
 - Exploration Station \$ 100,000
 - Tropical Treasures \$ 100,000
 - Miscellaneous \$ 50,000
 - Animal Acquisition/Transportation \$ 20,000
 - Bank Fees \$ 120

- Expected 2012 Measure Z Funding (excluding interest):

	2012 FCZ Projected Revenue*	2011/12 Zoo Authority Projected Revenue **
Capital	\$ 6,618,763	\$ 6,276,560
Operating	\$ 3,308,884	\$ 3,137,810
Admin Fee	<u>\$ 202,605</u>	<u>\$ 192,130</u>
	<u>\$10,130,252</u>	<u>\$ 9,606,500</u>

* Fresno Chaffee Zoo 2012 projection based on January – December fiscal year (January – October 2011 actual and November - December 2011 projection).

** Zoo Authority projection based on July – June budget. July – October 2011 is \$300,412, (9.72 %) ahead of revenue projection.

Budget Comparison by Department

	FY12 Budget	FY11 Budget	Variance	FY10 Audited	Notes
Administration					
Revenue					
Self Generated	\$ 675,570	\$ 613,330	\$ 62,240	\$ 1,318,076	
Other	\$ 4,095,000	\$ 3,830,708	\$ 264,292	\$ 3,724,872	2012 - Measure Z Operating (\$3,449,880), Measure Z Capital (\$625,120)
Expenses					
Personnel	\$ 613,767	\$ 671,809	\$ (58,042)	\$ 600,095	2012 - HR position on hold (\$0 in Personnel budget, \$80,000 in Operating expenses)
Operating Expenses	\$ 957,540	\$ 856,490	\$ 101,050	\$ 802,776	2012 - HR Consultant (\$80,000), Utilites (\$60,000) for 6 months of Sea Lion Cove
Depreciation	\$ 232,656	\$ 233,417	\$ (761)	\$ 153,629	2012 - Sea Lion Cove not included
Capital	\$ 150,000	\$ 100,000	\$ 50,000	\$ 316,780	
Net	\$ 2,816,607	\$ 2,582,322	\$ 234,285	\$ 3,169,668	
Animal					
Revenue	\$ -	\$ -	\$ -	\$ -	
Personnel	\$ 1,596,523	\$ 1,603,882	\$ (7,359)	\$ 1,396,938	2012 - 2 new Zookeepers, 1 new Lead Zookeeper
Operating Expenses	\$ 478,580	\$ 427,264	\$ 51,316	\$ 401,543	2012 - Sea Lion Cove: Food (\$10,000), Equipment (\$10,000), Supplies (\$5,000), Diving training/contract (\$10,000), Display and Exhibit Supplies (\$11,000)
Net	\$ (2,075,103)	\$ (2,031,146)	\$ 43,957	\$ (1,798,481)	
Education					
Revenue	\$ 438,965	\$ 306,760	\$ 132,205	\$ 302,799	
Personnel	\$ 690,258	\$ 578,910	\$ 111,348	\$ 520,265	2012 - 2 positions moving to Full-Time, Giraffe Feeding Service Aides from Animal Department
Operating Expenses	\$ 106,486	\$ 135,025	\$ (28,539)	\$ 110,985	
Net	\$ (357,779)	\$ (407,175)	\$ 49,396	\$ (328,451)	
Maintenance/Horticulture					
Revenue	\$ -	\$ -	\$ -	\$ -	
Personnel	\$ 650,015	\$ 661,660	\$ (11,645)	\$ 582,086	
Operating Expenses	\$ 362,900	\$ 358,825	\$ 4,075	\$ 294,305	
Net	\$ (1,012,915)	\$ (1,020,485)	\$ (7,570)	\$ (876,391)	
Marketing/Membership/Development/Events					
Revenue	\$ 1,440,570	\$ 1,732,900	\$ (292,330)	\$ 1,271,768	2012 - \$200,000 for Sea Lion Cove (\$500,000 in 2011)
Personnel	\$ 376,555	\$ 409,033	\$ (32,478)	\$ 308,334	
Operating Expenses	\$ 701,015	\$ 653,981	\$ 47,034	\$ 634,608	2012 - Fundraising Consultant (\$40,000)
Net	\$ 363,000	\$ 669,886	\$ (306,886)	\$ 328,826	
Veterinary Services					
Revenue	\$ -	\$ -	\$ -	\$ -	
Personnel	\$ 206,718	\$ 199,390	\$ 7,328	\$ 154,684	
Operating Expenses	\$ 82,600	\$ 85,500	\$ (2,900)	\$ 78,621	
Net	\$ (289,318)	\$ (284,890)	\$ (4,428)	\$ (233,305)	
Visitor Service and Security					
Revenue	\$ 1,830,800	\$ 1,546,070	\$ 284,730	\$ 1,536,061	
Personnel	\$ 512,964	\$ 500,519	\$ 12,445	\$ 430,521	
Operating Expenses	\$ 277,255	\$ 287,480	\$ (10,225)	\$ 266,105	
Net	\$ 1,040,581	\$ 758,071	\$ 282,510	\$ 839,435	
Revenue	\$ 8,280,905	\$ 7,529,768	\$ 751,137	\$ 8,153,576	
Capital Fundraising	\$ 200,000	\$ 500,000	\$ (300,000)	\$ -	
Personnel	\$ 4,646,800	\$ 4,625,203	\$ 21,597	\$ 3,992,923	
Operating	\$ 3,199,032	\$ 3,037,982	\$ 161,050	\$ 2,742,572	
Capital Expenses	\$ 150,000	\$ 100,000	\$ 50,000	\$ 316,780	
Net	\$ 485,073	\$ 266,583	\$ 218,490	\$ 1,101,301	

Fresno's Chaffee Zoo Corporation Income Statement

	FY12 Budget	FY11 Budget	FY11 Projected	FY11 @ 11/29/11	FY10 Audited
REVENUE					
Self Generated Revenue					
Admissions	\$1,721,600	\$1,472,530	\$1,614,365	\$1,569,029	\$1,453,742
Adopt an Animal	\$25,000	\$25,000	\$25,000	\$20,878	\$23,756
Board Designated for Endowment	\$50,000	\$50,000	\$63,984	\$63,984	\$145,868
Education	\$174,675	\$150,935	\$153,435	\$152,617	\$146,948
Food Services	\$234,000	\$168,340	\$219,315	\$207,316	\$226,325
Gift Shop	\$202,800	\$190,490	\$192,434	\$179,463	\$197,374
Giraffe Feeding	\$109,200	\$79,740	\$105,550	\$105,941	\$82,319
Grants/Fundraising	\$277,920	\$635,700	\$89,333	\$63,664	\$161,319
Group Event/Facility Rental	\$110,000	\$120,000	\$100,000	\$87,983	\$108,408
Interest Income	\$220,000	\$242,000	\$220,000	\$133,511	\$211,752
Investment Income	\$0	\$0	\$0	(\$167,780)	\$668,647
Membership	\$604,250	\$590,000	\$590,000	\$507,493	\$580,911
Special Events	\$373,400	\$306,000	\$356,413	\$300,863	\$250,794
Stingray Exhibit	\$264,290	\$155,825	\$165,443	\$164,792	\$155,813
Other	\$18,770	\$12,500	\$16,700	\$16,041	\$14,728
Total Self Generated Revenue	\$4,385,905	\$4,199,060	\$3,911,972	\$3,405,796	\$4,428,704
City of Fresno	\$0	\$0	\$0	\$0	\$240,000
Measure Z-Capital Funds	\$645,120	\$685,120	\$2,073,541	\$2,073,541	\$985,473
Measure Z Operating Funds	\$3,449,880	\$3,145,588	\$2,947,150	\$2,308,456	\$2,499,399
TOTAL REVENUE	\$8,480,905	\$8,029,768	\$8,932,663	\$7,787,793	\$8,153,575

Fresno's Chaffee Zoo Corporation Income Statement

	FY12 Budget	FY11 Budget	FY11 Projected	FY11 @ 11/29/11	FY10 Audited
EXPENSES					
OPERATING EXPENSES					
Personnel Expenses					
Administration	\$613,767	\$671,809	\$485,927	\$419,307	\$600,095
Animal	\$1,596,523	\$1,603,882	\$1,494,097	\$1,253,057	\$1,396,938
Education	\$690,258	\$578,910	\$593,473	\$512,328	\$520,265
Maintenance/Horticulture	\$650,015	\$661,660	\$583,897	\$506,562	\$582,086
Membership/Development/Marketing	\$376,555	\$409,033	\$351,997	\$312,607	\$308,334
Veterinary	\$206,718	\$199,390	\$188,500	\$162,613	\$154,684
Visitor Services	\$512,964	\$500,519	\$479,746	\$408,341	\$430,521
Total Personnel Expenses	\$4,646,800	\$4,625,203	\$4,177,637	\$3,574,815	\$3,992,923
Other Expenses					
Advertising	\$296,750	\$297,250	\$296,750	\$249,941	\$318,755
Animal Feed	\$244,200	\$237,700	\$237,700	\$209,255	\$221,480
Computer/Software	\$34,280	\$41,180	\$31,180	\$24,458	\$28,221
Conservation	\$20,000	\$20,000	\$30,000	\$20,577	\$29,200
Depreciation Expense	\$235,272	\$233,417	\$161,554	\$133,231	\$154,936
Dues	\$33,450	\$33,450	\$32,850	\$33,338	\$27,171
Equipment	\$145,660	\$135,830	\$133,632	\$104,710	\$108,166
Fleet	\$41,250	\$38,010	\$37,585	\$35,295	\$29,036
Food/Catering	\$58,100	\$71,050	\$51,157	\$35,236	\$71,702
Insurance	\$140,000	\$145,000	\$140,000	\$131,407	\$130,329
Miscellaneous Business	\$9,700	\$10,165	\$10,530	\$7,261	\$6,678
Office Supplies	\$33,145	\$26,315	\$33,095	\$30,833	\$24,469
Postage	\$44,045	\$46,501	\$41,475	\$29,602	\$31,214
Printing	\$88,250	\$80,650	\$90,198	\$81,965	\$66,627
Repairs and Replacements	\$205,750	\$200,850	\$200,930	\$181,073	\$179,044
Service/Bank/Credit Card Fees	\$85,040	\$79,090	\$84,520	\$79,211	\$70,852
Signage	\$15,000	\$9,700	\$27,000	\$26,379	\$15,654
Specialized Services	\$582,110	\$476,535	\$536,714	\$481,076	\$470,389
Staff Development	\$58,250	\$59,774	\$54,474	\$45,093	\$40,849
Supplies	\$219,350	\$231,115	\$249,650	\$229,754	\$230,252

Fresno's Chaffee Zoo Corporation Income Statement

	FY12 Budget	FY11 Budget	FY11 Projected	FY11 @ 11/29/11	FY10 Audited
Telephone	\$42,880	\$40,600	\$40,382	\$33,770	\$38,924
Uniforms	\$30,400	\$23,750	\$29,765	\$27,648	\$24,400
Utilities	\$452,000	\$400,000	\$387,417	\$317,283	\$367,570
Other	\$84,150	\$100,050	\$73,109	\$56,444	\$56,655
Total Other Expenses	\$3,199,032	\$3,037,982	\$3,011,667	\$2,604,840	\$2,742,573
TOTAL OPERATING EXPENSES	\$7,845,832	\$7,663,185	\$7,189,304	\$6,179,655	\$6,735,495
EIR and Capital Expansion					
Capital Expenses	\$150,000	\$100,000	\$310,000	\$235,427	\$316,780
Total EIR and Capital Expansion	\$150,000	\$100,000	\$310,000	\$235,427	\$316,780
TOTAL EXPENSES	\$7,995,832	\$7,763,185	\$7,499,304	\$6,415,082	\$7,052,275
BEGINNING FUND BALANCE	\$12,783,871	\$11,454,495	\$11,454,495	\$11,454,495	\$10,353,195
NET SURPLUS/(DEFICIT)	\$485,073	\$266,583	\$1,433,359	\$1,372,711	\$1,101,300
ENDING FUND BALANCE	\$13,268,944	\$11,721,078	\$12,887,854	\$12,827,206	\$11,454,495

Fresno Chaffee Zoo
Attendance Comparison
2010 - 2012

