



2021 Budget Preview

November 19, 2019



2021 Budget Preview - Reminders

- Preview = not final
 - 2020 estimates for November and December will be updated for final
 - Capital project rollovers may vary before year end
 - Restricted funds (RF) will be “final” budgeted post-year end
 - Budget adjustment #1 in 2021 will address RF
 - Final budget will be presented for approval 12/17/2020
- Budget book will be done Q1 2021
 - Due to GFOA 90 days from date of budget approval
 - Target date of completion and submittal 2/28/2021

Note: *working draft for internal discussion only –
not intended to be a commitment of funding*

CM Financial Forecast 2014-2023

	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
BEGINNING CASH BALANCE	\$27,389,019	\$36,015,173	\$34,424,293	\$23,336,454	\$23,781,772	\$21,513,330	\$28,555,431	\$17,834,576	\$8,873,998	\$5,600,185
RECEIPTS:										
Property Tax	\$73,424,458	\$73,976,165	\$73,863,599	\$74,699,735	\$75,726,605	\$76,734,514	\$76,929,623	\$75,207,601	\$75,959,677	\$76,719,274
Local Gov't, Grants, Donations	8,112,054	9,736,902	9,185,460	11,678,821	13,441,503	14,000,301	14,628,515	15,323,243	700,000	725,000
Investment Income	91,232	148,559	214,926	255,333	470,603	759,872	240,143	50,000	90,000	100,000
Charges for Services	20,182,016	24,258,634	25,157,676	26,701,346	27,685,878	31,550,095	20,822,000	26,861,887	30,500,000	31,720,000
Damages and Fines	110,995	73,789	74,556	80,287	89,834	102,370	72,000	103,000	103,000	103,000
Self-Funded Benefits	5,019,993	5,094,592	6,976,867	7,990,327	8,831,583	9,780,395	9,688,054	10,090,454	10,594,977	11,124,726
Subtotal	\$106,940,748	\$113,288,641	\$115,473,084	\$121,405,849	\$126,246,006	\$132,927,547	\$122,380,335	\$127,636,185	\$117,947,654	\$120,491,999
TOTAL RECEIPTS/BEG. CASH	\$134,329,767	\$149,303,814	\$149,897,377	\$144,742,303	\$150,027,778	\$154,440,877	\$150,935,766	\$145,470,762	\$126,821,652	\$126,092,184
EXPENDITURES:										
Salaries & Fringes	\$51,985,291	\$57,565,302	\$59,357,543	\$64,385,911	\$66,235,284	\$68,893,548	\$60,893,548	\$72,774,409	\$71,649,290	\$73,798,769
Contractual Services	2,925,364	3,398,841	3,770,338	2,921,907	3,979,540	3,870,888	2,881,030	3,850,203	4,057,956	4,318,825
Operations	18,283,707	19,349,441	20,179,549	21,145,966	22,090,511	22,432,074	16,896,526	23,491,866	23,844,244	24,201,908
Capital Equipment	2,906,072	2,771,528	3,219,725	2,218,942	2,697,173	2,978,320	2,128,406	2,749,394		
Land	2,058,540	2,678,044	2,203,845	1,830,537	4,524,549	10,045,036	3,720,000	1,855,900		
Capital Labor	1,221,397	1,300,295	1,380,871	874,568	863,362	881,413	890,000	835,000	11,000,000	11,000,000
Capital Construction Costs	14,093,031	21,677,739	28,438,540	19,744,205	20,822,455	9,739,721	23,856,679	20,616,384		
Zoo Animal Acq/Freight	39,074	37,780	35,079	52,495	44,426	41,264	10,000	45,000	75,000	75,000
Self-Funded Benefits	4,802,119	6,100,551	7,975,433	7,786,000	7,257,148	7,003,182	7,325,000	10,378,608	10,594,977	11,124,726
TOTAL EXPENDITURES	\$98,314,594	\$114,879,521	\$126,560,923	\$120,960,531	\$128,514,448	\$125,885,446	\$118,601,189	\$136,596,764	\$121,221,467	\$124,519,227
TOTAL CASH BALANCE	\$36,015,173	\$34,424,293	\$23,336,454	\$23,781,772	\$21,513,330	\$28,555,431	\$32,334,576	\$8,873,998	\$5,600,185	\$1,572,957
Encumbrances							(14,500,000)			
TOTAL UNENCUMBERED CASH BALANCE	\$36,015,173	\$34,424,293	\$23,336,454	\$23,781,772	\$21,513,330	\$28,555,431	\$17,834,576	\$8,873,998	\$5,600,185	\$1,572,957

CM Financial Forecast 2019-2021

	2019 Actual	2020 Estimate	2021 Budget
BEGINNING CASH BALANCE	\$21,513,330	\$28,555,431	\$17,834,576
RECEIPTS:			
Property Tax	\$76,734,514	\$76,929,623	\$75,207,601
Local Gov't, Grants, Donations	14,000,301	14,628,515	15,323,243
Investment Income	759,872	240,143	50,000
Charges for Services	31,550,095	20,822,000	26,861,887
Damages and Fines	102,370	72,000	103,000
Self-Funded Benefits	9,780,395	9,688,054	10,090,454
Subtotal	\$132,927,547	\$122,380,335	\$127,636,185
TOTAL RECEIPTS/BEG. CASH	\$154,440,877	\$150,935,766	\$145,470,762
EXPENDITURES:			
Salaries & Fringes	\$68,893,548	\$60,893,548	\$72,774,409
Contractual Services	3,870,888	2,881,030	3,850,203
Operations	22,432,074	16,896,526	23,491,866
Capital Equipment	2,978,320	2,128,406	2,749,394
Land	10,045,036	3,720,000	1,855,900
Capital Labor	881,413	890,000	835,000
Capital Construction Costs	9,739,721	23,856,679	20,616,384
Zoo Animal Acq/Freight	41,264	10,000	45,000
Self-Funded Benefits	7,003,182	7,325,000	10,378,608
TOTAL EXPENDITURES	\$125,885,446	\$118,601,189	\$136,596,764
TOTAL CASH BALANCE	\$28,555,431	\$32,334,576	\$8,873,998
Encumbrances		(14,500,000)	
TOTAL UNENCUMBERED CASH BALANCE	\$28,555,431	\$17,834,576	\$8,873,998

Collection rate reduction of 2%, \$1.7M effect on revenue

\$9M TIGER related grants
\$1.2M LGF, local grants
\$2.7M Foundation grants
\$1.3M sponsorship grants
\$1.1M known/expected gifts

\$9.7M Zoo
\$7.4M Golf
\$6.6M Enterprise
\$3.2M Other
(Golf & E-prise; flex up/down as needed)

3% reduction from '20 budget pre-COVID

28% reduction from '20 budget pre-COVID

2% reduction from '20 budget, 12% not including restricted funds (were not loaded in original '20 budget)

Incl's \$350k increase for IT server/backup/storage, other IT hardware

\$8.4M 2021 allocation, \$12.2M rollover and restricted monies

Zoo Highlights 2019-2021

	2019 Actuals	2020 Estimate	2021 Budget	
Gifts and Donations	\$ 1,438,836.95	\$ 2,780,000.00	\$ 749,680.00	Conservative, based on highly likely or already known
Charges for Services	\$ 13,901,053.67	\$ 7,750,000.00	\$ 9,883,346.00	75% confidence model, assumes 925k guests
Total Revenue	\$ 15,339,890.62	\$ 10,530,000.00	\$ 10,633,026.00	
Salaries and Benefits	\$ 15,724,789.49	\$ 12,515,000.00	\$ 17,075,317.81	All positions annualized, staffed, with appropriate benefit load
Misc. Contractual Services	\$ 278,484.27	\$ 200,000.00	\$ 332,533.00	
Operating Expenses	\$ 6,244,680.00	\$ 3,460,000.00	\$ 6,077,375.00	
Operating Expenditures	\$ 22,247,953.76	\$ 16,175,000.00	\$ 23,485,225.81	
Operating Surplus/(Subsidy)	\$ (6,908,063.14)	\$ (5,645,000.00)	\$ (12,852,199.81)	
Capital Labor	\$ 41,372.09	\$ -	\$ 35,000.00	2021 allocation, rollover monies, restricted funds; will flux with donations
Capital Construction	\$ 3,411,663.00	\$ 5,650,000.00	\$ 6,169,631.00	2021 allocation, rollover, restricted funds
Capital Equipment	\$ 259,362.21	\$ 170,000.00	\$ 339,400.00	
Animal Acq. Expense	\$ 41,263.80	\$ 10,000.00	\$ 45,000.00	
Capital Expenditures	\$ 3,753,661.10	\$ 5,830,000.00	\$ 6,589,031.00	
Net Surplus/(Subsidy)	\$ (10,661,724.24)	\$ (11,475,000.00)	\$ (19,441,230.81)	

Golf Highlights 2019-2021

	2019 Actuals	2020 Estimate	2021 Budget	
Charges for Services	\$ 7,138,649.00	\$ 8,115,000.00	\$ 7,368,371.00	3% increase over 2019
Total Revenue	\$ 7,138,649.00	\$ 8,115,000.00	\$ 7,368,371.00	
Salaries and Benefits	\$ 4,192,879.33	\$ 3,690,000.00	\$ 4,795,247.90	All positions annualized, staffed, with appropriate benefit load
Misc. Contractual Services	\$ 37,316.69	\$ 22,000.00	\$ 60,403.00	
Operating Expenses	\$ 2,260,569.60	\$ 1,985,000.00	\$ 2,480,459.00	Minimal investment in 2020, need to resume level of maintenance, care, and product for retail
Operating Expenditures	\$ 6,490,765.62	\$ 5,697,000.00	\$ 7,336,109.90	
Net Operating Surplus/(Subsidy)	\$ 647,883.38	\$ 2,418,000.00	\$ 32,261.10	
Capital Labor	\$ 189,720.50	\$ 93,160.00	\$ 50,000.00	
Capital Construction	\$ 321,099.47	\$ 105,000.00	\$ 1,133,122.00	2021 allocation, maintenance rollovers
Capital Equipment	\$ 875,643.20	\$ 160,000.00	\$ 569,996.00	
Capital Expenditures	\$ 1,386,463.17	\$ 358,160.00	\$ 1,753,118.00	Final cart purchase, IT h/w investment, various equipment
Net Surplus/(Subsidy)	\$ (738,579.79)	\$ 2,059,840.00	\$ (1,720,856.90)	

Enterprise Highlights 2019-2021

	2019 Actuals	2020 Estimate	2021 Budget
Charges for Services	\$ 6,870,865.67	\$ 2,625,000.00	\$ 6,610,099.15
Damages and Fines	\$ 70.00	\$ -	\$ 2,000.00
Total Revenue	\$ 6,870,935.67	\$ 2,625,000.00	\$ 6,612,099.15
Salaries and Benefits	\$ 3,591,613.20	\$ 2,110,000.00	\$ 3,389,900.18
Misc. Contractual Services	\$ 56,867.60	\$ 29,135.00	\$ 68,874.08
Operating Expenses	\$ 2,984,565.93	\$ 1,270,000.00	\$ 2,834,996.26
Operating Expenditures	\$ 6,633,046.73	\$ 3,409,135.00	\$ 6,293,770.52
Net Operating Surplus/(Subsidy)	\$ 237,888.94	\$ (784,135.00)	\$ 318,328.63
Capital Labor	\$ 9,691.09	\$ 8,253.00	\$ -
Capital Construction	\$ 180,544.71	\$ 112,169.00	\$ -
Capital Equipment	\$ 9,677.09	\$ 10,042.00	\$ 29,785.00
Capital Expenditures	\$ 199,912.89	\$ 130,464.00	\$ 29,785.00
Net Surplus/(Subsidy)	\$ 37,976.05	\$ (914,599.00)	\$ 288,543.63

4% decrease from 2019, will flex expenses up/down as needed

All positions annualized, staffed, with appropriate benefit load; 6% reduction from pre-COVID 2020 budget

15% reduction from pre-COVID 2020 budget