



2020 Budget Preview

November 13, 2019



2020 Budget Preview - Reminders

- Preview = not final
 - 2019 estimates for November and December will be updated for final
 - Capital project rollovers may vary before yearend
 - Restricted funds (RF) will be budgeted post-yearend
 - Budget adjustment #1 in 2020 will address RF
 - Final budget will be presented for approval 12/19/18
 - Including rates and user fees, compensation range
- Budget book will be done Q1 2020
 - Due to GFOA 90 days from date of budget approval
 - Target date of completion and submittal 2/28/2019

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 Projected	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	\$21,513,331	\$14,861,007 A	\$9,857,469	\$6,346,014	\$3,907,375
RECEIPTS:										
Property Tax	\$73,424,458	\$73,976,165	\$73,863,599	\$74,699,735	\$75,726,605	\$76,788,660	\$77,748,518 B	\$78,720,375	\$79,704,379	\$80,700,684
Local Gov't, Grants, Donations	8,112,054	9,736,902	9,185,460	11,678,821	13,441,503	20,760,814	18,283,017 C	745,000	745,000	745,000
Investment Income	91,232	148,559	214,926	255,333	470,603	800,000	675,000	665,000	655,000	645,000
Charges for Services	19,285,192	23,169,054	23,891,471	26,250,037	27,245,737	29,940,049	30,022,337 D	30,472,672	30,929,762	31,393,709
Damages and Fines	110,995	73,789	74,556	80,287	89,834	90,385	88,240	88,000	88,000	88,000
Health Ins./Workers' Comp. Funds	5,916,817	6,184,172	8,243,072	8,441,636	9,271,724	9,810,133	10,162,495 E	10,670,620	11,204,151	11,764,358
Subtotal	\$106,940,748	\$113,288,641	\$115,473,084	\$121,405,849	\$126,246,006	\$138,190,041	\$136,979,607	\$121,361,667	\$123,326,292	\$125,336,751
TOTAL RECEIPTS/BEG. CASH	\$134,329,767	\$149,303,814	\$149,897,377	\$144,742,303	\$150,027,778	\$159,703,372	\$151,840,614	\$131,219,135	\$129,672,306	\$129,244,126
EXPENDITURES:										
Salaries & Fringes	\$51,985,291	\$57,565,302	\$59,357,543	\$64,385,911	\$66,235,284	\$69,488,191	\$73,653,926 F	\$71,572,837	\$73,720,022	\$75,931,622
Contractual Services	2,252,972	2,289,835	2,619,435	2,921,907	3,704,258	4,123,905	4,453,416	4,406,383	4,644,511	4,937,401
Operations	18,283,707	19,349,441	20,179,549	21,145,966	22,090,510	23,184,590	24,071,314	23,648,282	24,121,247	24,603,672
Capital Equipment	2,906,072	2,771,528	3,219,725	2,218,942	2,697,173	3,100,921	2,766,476			
Land	2,058,540	2,678,044	2,203,845	1,830,537	4,524,549	11,530,324 G	2,032,525			
Capital Labor	1,221,397	1,300,295	1,380,871	874,568	863,362	858,763	900,000	14,500,000 H	12,000,000 H	11,000,000 H
Capital Construction Costs	14,093,031	21,677,739	28,438,540	19,744,205	20,822,455	17,496,914	32,066,618			
Zoo Animal Acq/Freight	39,074	37,780	35,079	52,495	44,426	50,000	75,000	75,000	75,000	75,000
Health Ins./Workers' Comp. Funds	5,474,511	7,209,557	9,126,336	7,786,000	7,532,430	6,810,133	10,162,495 E	10,670,620	11,204,151	11,764,358
TOTAL EXPENDITURES	\$98,314,594	\$114,879,521	\$126,560,923	\$120,960,531	\$128,514,447	\$136,643,741	\$150,181,770	\$124,873,121	\$125,764,931	\$128,312,054
TOTAL CASH BALANCE	\$36,015,173	\$34,424,293	\$23,336,454	\$23,781,772	\$21,513,331	\$23,059,631	\$1,658,844	\$6,346,014	\$3,907,375	\$932,072
Encumbrances						(8,198,624) I	8,198,624			
TOTAL UNENCUMBERED CASH BALANCE	\$36,015,173	\$34,424,293	\$23,336,454	\$23,781,772	\$21,513,331	\$14,861,007	\$9,857,469	\$6,346,014	\$3,907,375	\$932,072
Restricted Fund Cash Balances						(\$5,499,973)				
Health Ins, Work Comp, Property/Liability Ins						(\$4,033,908)				
Restricted Funds and Ongoing Capital Allocations						(\$9,533,881)				
TOTAL AVAILABLE CASH						\$5,327,126				

- A. The beginning cash balance is net of encumbrances, risk management and restricted fund balances.
- B. Includes property tax levy of 2.7 mills approved in November 2013, for collection in years 2014-2023. Although property taxes are anticipated to remain relatively consistent in years 2020 through 2023, modest increases are anticipated with new construction and increased property tax collection rates.
- C. Includes \$6.8M of federal TIGER grants, \$6.4M of state grants, \$1.1M local grants, \$3.2M gifts and donations, and \$745k of local government fund monies.
- D. 2020 represents a 0.3% increase over projected 2019 Charges for Services. 2021-23 estimates a 1.5% increase annually.
- E. 2020 represents a 4% increase over the projected 2019 health insurance/workers' compensation funds. 2021-23 estimates a 5% increase annually.
- F. Includes increases related to Cleveland Metroparks negotiated agreements, annualization of staff starting in 2019, staff cost of living adjustments and performance-based increases.
- G. \$1,975,525 is funded by CMP (see Land schedule).
- H. Cleveland Metroparks' estimated annual capital allocation for each of the years 2021-2023 include \$2.3M for capital equipment, \$1.2M for land, and the balance for construction costs.
- I. Contracts as of yearend are statutorily required to be encumbered, as is the total capital project budget in order to enter into contracts that may be completed within the budget year. We estimate that 6% of the total expenditure budget will be encumbered, but not spent, by the end of the calendar year for TIGER years (2019-2021), decreasing to 5% by 2023.

THIS ESTIMATE IS INTENDED TO BE USED FOR PROJECTION PURPOSES. IT IS NOT MEANT TO BE A COMMITMENT OF FUNDING.

CM Financial Forecast 2018-2020

	2018 Actual	2019 Projected	2020 Estimate
BEGINNING CASH BALANCE	\$23,781,772	\$21,513,331	\$14,861,007
RECEIPTS:			
Property Tax	\$75,726,605	\$76,788,660	\$77,748,518
Local Gov't, Grants, Donations	13,441,503	20,760,814	18,283,017
Investment Income	470,603	800,000	675,000
Charges for Services	27,245,737	29,940,049	30,022,337
Damages and Fines	89,834	90,385	88,240
Health Ins./Workers' Comp. Funds	9,271,724	9,810,133	10,162,495
Subtotal	\$126,246,006	\$138,190,041	\$136,979,607
TOTAL RECEIPTS/BEG. CASH	\$150,027,778	\$159,703,372	\$151,840,614
EXPENDITURES:			
Salaries & Fringes	\$66,235,284	\$69,488,191	\$73,653,926
Contractual Services	3,704,258	4,123,905	4,453,416
Operations	22,090,510	23,184,590	24,071,314
Capital Equipment	2,697,173	3,100,921	2,766,476
Land	4,524,549	11,530,324	2,032,525
Capital Labor	863,362	858,763	900,000
Capital Construction Costs	20,822,455	17,496,914	32,066,618
Zoo Animal Acq/Freight	44,426	50,000	75,000
Health Ins./Workers' Comp. Funds	7,532,430	6,810,133	10,162,495
TOTAL EXPENDITURES	\$128,514,447	\$136,643,741	\$150,181,770
TOTAL CASH BALANCE	\$21,513,331	\$23,059,631	\$1,658,844
Encumbrances		(8,198,624)	8,198,624
TOTAL UNENCUMBERED CASH BALANCE	\$21,513,331	\$14,861,007	\$9,857,469
Restricted Fund Cash Balances		(\$5,499,973)	
Health Ins, Work Comp, Property/Liability Ins		(\$4,033,908)	
Restricted Funds and Ongoing Capital Allocations		(\$9,533,881)	
TOTAL AVAILABLE CASH		\$5,327,126	

Federal/TIGER	6.8 M
State	6.4 M
Local	1.1 M
Known Gifts	3.2 M
LGF	0.8 M
Total	18.3 M

Zoo	12.3 M
Golf	7.4 M
Enterprise	7.2 M
Other	3.1 M
Total	30.0 M

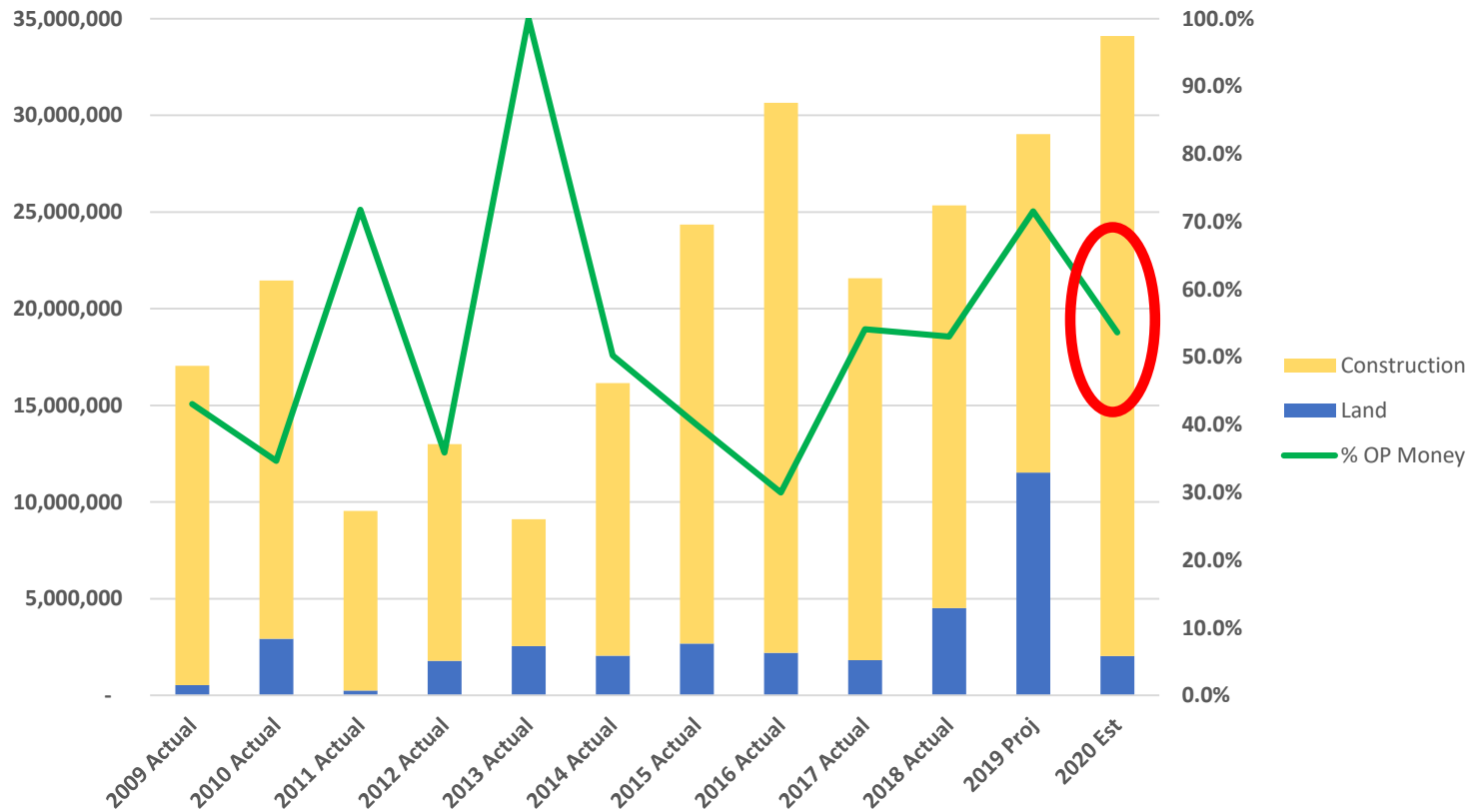
2.1%	(open pos's)
2.7%	(w/o s/w lic.)
3.8%	

2019: \$1.975M

2019: \$9.15M CM
2020: \$10.3M CM

Land & Construction 2009-2020

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Proj	2020 Est
Land	538,666	2,929,052	253,919	1,788,452	2,555,888	2,058,540	2,678,044	2,203,845	1,830,537	4,524,549	11,530,324	2,032,525
Construction	16,514,193	18,533,369	9,284,431	11,205,088	6,559,503	14,093,031	21,677,739	28,438,540	19,744,205	20,822,455	17,496,914	32,066,618
Total Land + Constr.	17,052,859	21,462,421	9,538,350	12,993,540	9,115,391	16,151,571	24,355,783	30,642,385	21,574,742	25,347,004	29,027,238	34,099,143
LG, Grants, Donations	7,346,194	7,434,060	6,844,991	4,661,110	18,772,815	8,112,054	9,736,902	9,185,460	11,678,821	13,441,503	20,760,814	18,283,017
CM Money	9,706,665	14,028,361	2,693,359	8,332,430	-	8,039,517	14,618,881	21,456,925	9,895,921	11,905,501	8,266,424	15,816,126
% OP Money	43.1%	34.6%	71.8%	35.9%	100.0%	50.2%	40.0%	30.0%	54.1%	53.0%	71.5%	53.6%



Zoo Highlights 2016-2020

	2016 Actual	2017 Actual	2018 Actual	2019 Estimated	2020 Prelim. Budget
Revenues:					
Property Tax					
Local Gov't, Donations, Gifts, Grants					
Interest Income					
Charges for Services	9,275,738	9,738,318	10,293,773	12,639,201	12,334,781
Damages and Fines					
Self-Funded					
Total Revenues	9,275,738	9,738,318	10,293,773	12,639,201	12,334,781
Operating Expenditures:					
Salaries and Benefits	13,892,059	14,510,814	14,930,839	16,067,998	16,675,270
Contractual Services	243,361	250,826	202,921	262,215	325,750
Operations	4,279,826	4,589,292	4,876,746	5,907,002	6,467,462
Self-Funded					
Operating Expenditures	18,415,245	19,350,931	20,010,506	22,237,215	23,468,482
Operating Results - Surplus/(Subsidy)	(9,139,507)	(9,612,613)	(9,716,733)	(9,598,014)	(11,133,701)
	49.6%	49.7%	48.6%	43.2%	47.4%
Capital Expenditures:					
Capital Project Labor	159,682	33,238	32,322	41,372	35,000
Capital Construction Costs	3,650,346	2,165,386	2,207,034	2,140,889	8,914,506
Capital Equipment	390,640	207,266	314,330	219,762	390,000
Animal Acquisition	31,167	50,555	44,426	44,967	75,000
Land Acquisition					
Capital Expenditures	4,231,835	2,456,445	2,598,112	2,446,990	9,414,506
Restricted Fund Revenue:					
Operating	1,073,811	1,090,413	662,243	359,537	
Capital	1,610,717	1,635,620	3,759,952	1,138,516	
Total Restricted Fund Revenues	2,684,528	2,726,033	4,422,195	1,498,053	-
Restricted Fund Expenditures:					
Operating	731,033	852,659	668,528	739,392	
Capital	2,694,703	925,976	4,437,052	370,950	
Total Restricted Fund Expenditures	3,425,736	1,778,635	5,105,580	1,110,342	-
Restricted Fund Surplus/(Subsidy)	(741,208)	947,398	(683,385)	387,711	-

Normalized SEE attendance, slight increase for regular admissions, one less CZS pymt.

+4% over 2019 est., +3% 2019 orig budget

+24% over 2019 est., +4% 2019 orig budget

+9% over 2019 est., ("new" rental equip., program supplies, training/conf's, utilities, credit card exp, from Mkt'ing for SEE); adjusted, 3.6% increase

Golf Highlights 2016-2020

	2016 Actual	2017 Actual	2018 Actual	2019 Estimated	2020 Prelim. Budget	
Revenues:						
Property Tax						
Local Gov't, Donations, Gifts, Grants						
Interest Income						
Charges for Services	6,274,441	6,232,918	6,260,392	7,045,835	7,353,571	+4% (rounds up 1.5%, owned carts), no fee inc.
Damages and Fines						
Self-Funded						
Total Revenues	6,274,441	6,232,918	6,260,392	7,045,835	7,353,571	
Operating Expenditures:						
Salaries and Benefits	3,651,952	3,862,150	3,890,038	4,201,241	4,334,892	+3% over 2019 est and original budget
Contractual Services	45,018	30,805	30,893	53,744	58,428	+9% over 2019 est., +3% 2019 orig budget
Operations	2,506,842	1,997,220	2,323,616	2,485,664	2,469,034	
Self-Funded						
Operating Expenditures	6,203,813	5,890,174	6,244,547	6,740,649	6,862,354	-1%, 2019 includes pre-buy of \$187k
Operating Results - Surplus/(Subsidy)	70,629	342,743	15,845	305,186	491,217	
Capital Expenditures:						
Capital Project Labor	500,408	332,019	270,539	201,178	400,000	Driving range net, turf, misc.
Capital Construction Costs	1,825,758	596,355	1,375,339	480,599	413,584	
Capital Equipment	548,580	635,779	665,571	869,423	520,000	\$272k carts, \$248k other
Animal Acquisition						
Land Acquisition						
Capital Expenditures	2,874,746	1,564,153	2,311,449	1,551,200	1,333,584	

Golf Highlights by Loc - 2020

	Big Met	Little Met	Mastick Woods	Manakiki	Sleepy Hollow
Operating Revenue	1,241,551	359,812	282,519	1,145,679	1,571,110
Operating Expense	1,072,857	278,420	255,649	977,109	1,358,346
Operating Surplus/(Subsidy)	168,694	81,392	26,870	168,570	212,764
Capital Expenditures				180,980	180,980
Net Surplus/(Subsidy)	168,694	81,392	26,870	(12,410)	31,784

	Shawnee Hills	Wash. Park	Seneca	Golf Admin	Total
Operating Revenue	1,093,419	470,208	1,152,773	36,500	7,353,571
Operating Expense	897,126	469,294	970,737	582,816	6,862,354
Operating Surplus/(Subsidy)	196,293	914	182,036	(546,316)	491,217
Capital Expenditures	13,584	95,000		863,040	1,333,584
Net Surplus/(Subsidy)	182,709	(94,086)	182,036	(1,409,356)	(842,367)

Enterprise Highlights 2016-2020

	2016 Actual	2017 Actual	2018 Actual	2019 Estimated	2020 Prelim. Budget	
Revenues:						
Property Tax						
Local Gov't, Donations, Gifts, Grants						
Interest Income						
Charges for Services	5,041,129	6,096,432	6,351,784	6,878,323	7,220,396	+5% aggregate across all locations
Damages and Fines			1,945	270	2,240	
Self-Funded						
Total Revenues	5,041,129	6,096,432	6,353,729	6,878,593	7,222,636	
Operating Expenditures:						
Salaries and Benefits	3,283,406	3,779,038	3,346,578	3,413,510	3,592,616	+5% over 2019 est., +3% 2019 orig budget
Contractual Services	80,195	88,390	50,462	61,215	62,488	
Operations	2,019,089	2,581,766	2,817,147	3,031,813	3,258,333	+7% over 2019 est., supports revenue incr.
Self-Funded						
Operating Expenditures	5,382,690	6,449,194	6,214,187	6,506,538	6,913,437	
Operating Results - Surplus/(Subsidy)	(341,561)	(352,762)	139,542	372,055	309,199	
Capital Expenditures:						
Capital Project Labor	37,093		1,063	9,691		
Capital Construction Costs	244,943	204,781	35,689	156,963	62,975	
Capital Equipment	96,726	66,310	21,974	9,677	15,285	
Animal Acquisition						
Land Acquisition						
Capital Expenditures	378,762	271,091	58,726	176,331	78,260	

Enterprise Highlights by Loc-2020

	Edgewater					Edgewater Pier	E55th Restaurant	E55th Marina	Emerald Necklace Marina
	Merwin's Wharf	Beach House	Wallace Lake	Huntington Concessions	Hinckley Lake Concessions				
Operating Revenue	2,334,087	949,760	70,245	205,000	55,350	116,200	582,416	993,450	471,260
Operating Expense	2,147,843	753,655	70,214	184,987	52,320	111,570	560,907	463,082	354,304
Operating Surplus/(Subsidy)	186,244	196,105	31	20,013	3,030	4,630	21,509	530,368	116,956
Capital Expenditures	36,305		2,500				6,500		6,520
Net Surplus/(Subsidy)	149,939	196,105	(2,469)	20,013	3,030	4,630	15,009	530,368	110,436

	Emerald Necklace		Chalet	Ledge Lake	Euclid Beach Concessions	Wildwood Marina	Enterprise Admin	Total
	Restaurant	Parking						
Operating Revenue	457,380	172,240	450,868	213,200	35,000	116,180		7,222,636
Operating Expense	448,053	22,010	323,009	154,807	30,334	138,862	1,097,480	6,913,437
Operating Surplus/(Subsidy)	9,327	150,230	127,859	58,393	4,666	(22,682)	(1,097,480)	309,199
Capital Expenditures						1,435	25,000	78,260
Net Surplus/(Subsidy)	9,327	150,230	127,859	58,393	4,666	(24,117)	(1,122,480)	230,939

Land

2020 Projections		
2020 Land Acquisitions (Under Contract or Highly Likely)	Costs	Acres
CEI (BE) - Applied to Clean Ohio for \$1,027,750, CM match \$168,750, donation \$168,750	\$171,500	87.5
Gertsma (BR) - Geis to donate \$100,000 towards \$675,000 purchase	\$575,000	13.0
WRLC - Goodrich (BR) WRLC Lead on Clean Ohio - No CMP match	\$0	48.2
Packard (BR)	\$45,000	12.0
City of North Olmsted (BW)	\$0	0.7
Land Bank Properties (CMP)	\$50,000	TBD
Robb (HI) Apply to Clean Ohio to fund acquisition in full due to land donation	\$0	25.0
City of Cleveland - U.S. Coast Guard Station (LK)	\$0	1.6
City of Cleveland - Lakefront Lease Amendment (LK)	\$0	14.4
Norfolk Southern (LK) - Wendy Park Bridge	\$110,400	0.4
Norfolk Southern (LK) - Whiskey Island Connector	\$136,800	0.3
Aust (MS)	\$145,000	7.3
Scojilda (MS)	\$25,000	1.2
Spirnak (MS) Conservation Fund grant for \$426,175, and a purchase price of \$600,000	\$173,825	22.0
Catanzarite (MS) Donation	\$0	2.0
Towpath Management (OEC)	\$0	78.4
Padua (WC)	\$200,000	18.7
Parmadale (WC) - paid \$250,000 in 2017	\$0	78.4
WCC 4th Lease Amend. (WC)	\$100,000	48.0
2020 Total Projected Land Acquisition Budget:	\$1,732,525	459.1
2020 Land Acquisition Expenses		
Title, Environmental, Survey, Appraisal	\$150,000	
Estimated 2019 Taxes	\$50,000	
Total Land Acquisition Expenses:	\$200,000	
2020 Demolitions		
Kucia (BE)	\$25,000	
Rodriguez (BR)	\$30,000	
Nakrin (RR)	\$45,000	
Total Demolition Expenses:	\$100,000	
Total Land Acquisition Budget:	\$2,032,525	459.1

Contingent on CO funding

Contingent on CO funding

Capital Projects

CM Maintenance (incl. Zoo)	\$3,363,093
Trails (TIGER & related \$14M)	\$15,195,502
<u>Other Projects (Zoo \$7.5M)</u>	<u>\$13,508,023</u>
Total	\$32,066,618