



Financial Performance

December 20, 2018



Cleveland Metroparks Financial Performance – November 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Remaining Budget	2018 YTD % of Budget Used
Revenues:							
Property Tax	71,097,592	74,233,000	95.8%	75,726,605	75,283,000	(443,605)	100.6%
Local Gov't, Donations, Gifts, Grants	9,488,654	24,589,603	38.6%	12,103,005	24,767,130	12,664,125	48.9%
Interest Income	225,886	225,000	100.4%	377,993	225,000	(152,993)	168.0%
Charges for Services	26,148,875	27,330,411	95.7%	27,043,299	28,213,684	1,170,385	95.9%
Damages and Fines	74,297	140,192	53.0%	82,621	93,768	11,147	88.1%
Self-Funded	7,331,382	8,681,000	84.5%	8,096,399	9,286,027	1,189,628	87.2%
Total Revenues	114,366,686	135,199,206	84.6%	123,429,922	137,868,609	14,438,686	89.5%

Operating Expenditures:							
Salaries and Benefits	58,231,380	65,695,610	88.6%	61,299,882	67,079,758	5,779,876	91.4%
Contractual Services	3,297,666	5,163,639	63.9%	3,700,245	6,344,132	2,643,886	58.3%
Operations	18,956,281	25,899,670	73.2%	21,077,914	27,036,550	5,958,636	78.0%
Self-Funded	6,446,075	8,811,454	73.2%	6,726,712	9,387,659	2,660,947	71.7%
Operating Expenditures	86,931,403	105,570,372	82.3%	92,804,753	109,848,099	17,043,346	84.5%
Operating Results - Surplus/(Subsidy)	27,435,284	29,628,835	92.6%	30,625,170	28,020,510	(2,604,660)	109.3%

Capital Expenditures:							
Capital Project Labor	-	876,945	0.0%	856,251	1,075,000	218,749	79.7%
Construction Material	2,920,708	6,823,381	42.8%	2,505,729	5,707,526	3,201,797	43.9%
Construction Contracts	15,470,280	36,795,011	42.0%	17,487,373	35,908,650	18,421,277	48.7%
Construction Equipment	2,033,959	2,767,725	73.5%	2,674,512	3,220,197	545,686	83.1%
Animal Acquisition	49,406	88,467	55.8%	43,168	77,100	33,932	56.0%
Land Acquisition	980,126	1,982,543	49.4%	4,476,612	4,597,463	120,851	97.4%
Capital Expenditures	21,454,480	49,334,071	43.5%	28,043,644	50,585,936	22,542,291	55.4%

- Prop Tax slightly ahead of PY on % of budget basis when adjusting for Homestead/Rollback \$3M timing; ahead of budget YTD by \$444k.
- Gifts/Donations up \$1.6M (EW Playground +\$255k, CZS +\$1.8M, Beech Leaf +\$26k, EB Pier +\$150k, et. al.), Fed/state/local grants up \$1.05M.
- Special Event Admissions are up \$830k, Golf \$76k, and Enterprise \$258k vs. PY.
- Expecting revenue to be \$2-\$3M over PY at YE.

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Construction Equipment	2,033,959	2,767,725	73.5%	2,674,512	3,220,197	545,686	83.1%
Animal Acquisition	49,406	88,467	55.8%	43,168	77,100	33,932	56.0%
Land Acquisition	980,126	1,982,543	49.4%	4,476,612	4,597,463	120,851	97.4%
Capital Expenditures	21,454,480	49,334,071	43.5%	28,043,644	50,585,936	22,542,291	55.4%

- Salaries/Benefits YTD delta between years is result of timing of payroll. November 2018 includes 3 pays versus 2 pays in November 2017. December will reverse.
- Contractual Services are up over PY, but only 58.3% of budget used in 2018 vs. 63.9% in 2017. Increase due to insurance premiums, settlement, professional fees (legal, HR, HRIS/payroll), etc.
- Operations are up \$2.1M (4.8% from PY for % of budget used) due to animal food/care, utilities, merch for resale, various R&M, program supplies, other various expense line items.
- OpEx are up 2.2% from PY for % of budget used, Operating Surplus (adjusted for Homestead/Rollback timing) is in line with PY despite an extra payroll.

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Operating Expenditures	86,931,403	105,570,372	82.3%	92,804,753	109,848,099	17,043,346	84.5%
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Capital Expenditures:							
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Construction Equipment	2,033,959	2,767,725	73.5%	2,674,512	3,220,197	545,686	83.1%
Animal Acquisition	49,406	88,467	55.8%	43,168	77,100	33,932	56.0%
Land Acquisition	980,126	1,982,543	49.4%	4,476,612	4,597,463	120,851	97.4%
Capital Expenditures	21,454,480	49,334,071	43.5%	28,043,644	50,585,936	22,542,291	55.4%

- CapEx increase over 2017 driven largely by land acquisition as well as construction contracts (due to size and volume of projects).

Cleveland Metroparks - Golf Financial Performance – November 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Remaining Budget	2018 YTD % of Budget Used
Operating Revenues:							
Driving Range/Practice Tee	334,947	304,786	109.9%	302,897	334,800	31,903	90.5%
Equipment Rentals	963,154	1,476,430	65.2%	1,197,819	1,533,158	335,339	78.1%
Food Service	782,075	751,000	104.1%	885,723	932,550	46,827	95.0%
Greens Fees	3,410,091	3,330,279	102.4%	3,042,777	3,285,241	242,464	92.6%
Merchandise Sales	363,751	382,285	95.2%	360,123	370,500	10,377	97.2%
Professional Services	134,766	128,102	105.2%	133,185	118,423	(14,762)	112.5%
Other Golf Revenue	145,489	421,554	34.5%	287,277	306,430	19,153	93.7%
Total Revenues	6,134,272	6,794,436	90.3%	6,209,801	6,881,102	671,301	90.2%
Operating Expenditures:							
Salaries and Benefits	3,743,502	3,936,501	95.1%	3,624,742	4,114,289	489,547	88.1%
Contractual Services	29,217	61,709	47.3%	29,657	57,851	28,194	51.3%
Operations	1,909,814	2,715,799	70.3%	2,134,494	2,836,261	701,767	75.3%
<i>Utilities</i>	<i>424,378</i>	<i>517,542</i>	<i>82.0%</i>	<i>407,688</i>	<i>551,089</i>	<i>143,401</i>	<i>74.0%</i>
<i>Operating Expenses</i>	<i>1,485,436</i>	<i>2,198,257</i>	<i>67.6%</i>	<i>1,726,806</i>	<i>2,285,172</i>	<i>558,366</i>	<i>75.6%</i>
Total Operating Expenditures	5,682,533	6,714,009	84.6%	5,788,893	7,008,401	1,219,508	82.6%
Operating Results - Surplus/(Subsidy)	451,739	80,427	461.7%	420,908	(127,299)	(548,207)	330.6%
Capital Expenditures:							
Capital Labor	-	-	0.0%	263,428	400,000	136,572	65.9%
Construction Material	221,693	952,400	23.3%	296,519	544,249	247,730	54.5%
Construction Contracts	368,753	1,486,677	24.8%	951,397	1,265,750	314,353	75.2%
Construction Equipment	635,779	697,663	91.1%	665,571	697,900	32,329	95.4%
Total Capital Expenditures	1,226,225	3,136,740	39.1%	2,176,915	2,907,899	730,984	74.9%
Net Surplus/(Subsidy)	(774,486)	(3,056,313)	25.3%	(1,756,007)	(3,035,198)	(1,279,191)	57.9%

- Golf revenue continues to outperform 2017, up \$76k through Nov.
- As mentioned, 2nd wettest season.
- Strong year for equipment/cart rentals, food, and leagues/tournaments.

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	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Remaining Budget	2018 YTD % of Budget Used
Operating Revenues:							
Driving Range/Practice Tee	334,947	304,786	109.9%	302,897	334,800	31,903	90.5%
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Food Service	782,075	751,000	104.1%	885,723	932,550	46,827	95.0%
Greens Fees	3,410,091	3,330,279	102.4%	3,042,777	3,285,241	242,464	92.6%
Merchandise Sales	363,751	382,285	95.2%	360,123	370,500	10,377	97.2%
Professional Services	134,766	128,102	105.2%	133,185	118,423	(14,762)	112.5%
Other Golf Revenue	145,489	421,554	34.5%	287,277	306,430	19,153	93.7%
Total Revenues	6,134,272	6,794,436	90.3%	6,209,801	6,881,102	671,301	90.2%
Operating Expenditures:							
Salaries and Benefits	3,743,502	3,936,501	95.1%	3,624,742	4,114,289	489,547	88.1%
Contractual Services	29,217	61,709	47.3%	29,657	57,851	28,194	51.3%
Operations	1,909,814	2,715,799	70.3%	2,134,494	2,836,261	701,767	75.3%
<i>Utilities</i>	424,378	517,542	82.0%	407,688	551,089	143,401	74.0%
<i>Operating Expenses</i>	1,485,436	2,198,257	67.6%	1,726,806	2,285,172	558,366	75.6%
Total Operating Expenditures	5,682,533	6,714,009	84.6%	5,788,893	7,008,401	1,219,508	82.6%
Operating Results - Surplus/(Subsidy)	451,739	80,427	461.7%	420,908	(127,299)	(548,207)	330.6%
Capital Expenditures:							
Capital Labor	-	-	0.0%	263,428	400,000	136,572	65.9%
Construction Material	221,693	952,400	23.3%	296,519	544,249	247,730	54.5%
Construction Contracts	368,753	1,486,677	24.8%	951,397	1,265,750	314,353	75.2%
Construction Equipment	635,779	697,663	91.1%	665,571	697,900	32,329	95.4%
Total Capital Expenditures	1,226,225	3,136,740	39.1%	2,176,915	2,907,899	730,984	74.9%
Net Surplus/(Subsidy)	(774,486)	(3,056,313)	25.3%	(1,756,007)	(3,035,198)	(1,279,191)	57.9%

- Salaries and Benefits \$119k < PY inclusive of extra payroll in Nov 2018 but before the 2017 capital labor allocation; 7% less of budget used.
- OpEx is \$106k > PY, but 2% < in terms of budget used.
- Operating surplus \$31k < PY, inclusive of additional payroll and additional turf care costs.

Cleveland Metroparks - Golf Financial Performance – November 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Remaining Budget	2018 YTD % of Budget Used
Operating Revenues:							
Driving Range/Practice Tee	334,947	304,786	109.9%	302,897	334,800	31,903	90.5%
Equipment Rentals	963,154	1,476,430	65.2%	1,197,819	1,533,158	335,339	78.1%
Food Service	782,075	751,000	104.1%	885,723	932,550	46,827	95.0%
Greens Fees	3,410,091	3,330,279	102.4%	3,042,777	3,285,241	242,464	92.6%
Merchandise Sales	363,751	382,285	95.2%	360,123	370,500	10,377	97.2%
Professional Services	134,766	128,102	105.2%	133,185	118,423	(14,762)	112.5%
Other Golf Revenue	145,489	421,554	34.5%	287,277	306,430	19,153	93.7%
Total Revenues	6,134,272	6,794,436	90.3%	6,209,801	6,881,102	671,301	90.2%
Operating Expenditures:							
Salaries and Benefits	3,743,502	3,936,501	95.1%	3,624,742	4,114,289	489,547	88.1%
Contractual Services	29,217	61,709	47.3%	29,657	57,851	28,194	51.3%
Operations	1,909,814	2,715,799	70.3%	2,134,494	2,836,261	701,767	75.3%
<i>Utilities</i>	424,378	517,542	82.0%	407,688	551,089	143,401	74.0%
<i>Operating Expenses</i>	1,485,436	2,198,257	67.6%	1,726,806	2,285,172	558,366	75.6%
Total Operating Expenditures	5,682,533	6,714,009	84.6%	5,788,893	7,008,401	1,219,508	82.6%
Operating Results - Surplus/(Subsidy)	451,739	80,427	461.7%	420,908	(127,299)	(548,207)	330.6%
Capital Expenditures:							
Capital Labor	-	-	0.0%	263,428	400,000	136,572	65.9%
Construction Material	221,693	952,400	23.3%	296,519	544,249	247,730	54.5%
Construction Contracts	368,753	1,486,677	24.8%	951,397	1,265,750	314,353	75.2%
Construction Equipment	635,779	697,663	91.1%	665,571	697,900	32,329	95.4%
Total Capital Expenditures	1,226,225	3,136,740	39.1%	2,176,915	2,907,899	730,984	74.9%
Net Surplus/(Subsidy)	(774,486)	(3,056,313)	25.3%	(1,756,007)	(3,035,198)	(1,279,191)	57.9%

- Capital labor allocation and the booking of additional Seneca Phase II costs in Dec. 2017 will mitigate the gap in capital spending YoY.

Cleveland Metroparks - Golf Financial Performance – November 2018

	Big Met (18)		Little Met (9)		Mastick Woods (9)		Manakiki (18)		Sleepy Hollow (18)	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues:										
Driving Range/Practice Tee	-	-	-	-	-	-	2,335	1,802	112,246	93,551
Equipment Rentals	160,481	179,740	57,517	59,737	36,735	34,965	193,664	250,817	241,451	259,231
Food Service	170,483	192,491	28,586	30,097	16,771	16,889	105,400	108,345	256,738	295,663
Greens Fees	628,294	569,096	188,351	154,786	156,270	134,544	620,057	567,794	743,406	624,081
Merchandise Sales	65,399	70,587	19,453	16,617	12,658	11,817	52,661	59,840	104,400	91,266
Professional Services	510	(145)	-	-	6,400	6,235	4,990	8,885	29,113	14,449
Other Golf Revenue	26,361	47,504	14,722	11,448	9,692	10,274	9,279	28,692	11,556	18,011
Operating Revenues	1,051,529	1,059,273	308,629	272,685	238,526	214,724	988,386	1,026,175	1,498,910	1,396,252
Operating Expenditures:										
Salaries and Benefits	556,394	541,396	143,950	159,767	139,016	129,467	500,785	519,007	599,932	700,865
Contractual Services	6,061	6,337	1,932	1,546	624	1,081	3,688	1,436	9,832	11,865
Operations	305,834	349,876	91,662	93,606	82,292	104,403	245,085	264,186	524,841	537,023
<i>Utilities</i>	45,760	43,069	28,829	20,303	35,365	44,938	71,845	66,136	121,954	106,913
<i>Operating Expenses</i>	260,074	306,807	62,833	73,303	46,927	59,465	173,240	198,050	402,887	430,110
Operating Expenditures	868,290	897,609	237,543	254,919	221,932	234,951	749,558	784,629	1,134,604	1,249,753
Operating Surplus/(Subsidy)	183,239	161,664	71,085	17,766	16,594	(20,227)	238,828	241,546	364,305	146,499
Capital Expenditures:										
In-House Capital Labor	-	-	-	-	-	-	-	2,930	-	2,125
Capital Material	123	13,961	-	-	-	-	14,123	38,316	3,180	51,817
Capital Contracts	-	18,073	-	-	-	-	59,616	14,582	6,608	-
Capital Equipment	100,001	-	-	-	-	-	389,026	31,331	44,250	316,875
Capital Expenditures	100,124	32,034	-	-	-	-	462,765	87,159	54,037	370,817
Net Surplus/(Subsidy)	83,115	129,630	71,085	17,766	16,594	(20,227)	(223,937)	154,387	310,268	(224,318)

- Big Met, Manakiki revenue > PY; Little Met, Mastick, Sleepy revenue < PY.
- Manakiki operating surplus slightly ahead of PY; Big Met, Little Met, Mastick, Sleepy have operating surplus, but < PY due to extra expenses previously discussed.
- Majority of capital spend on these courses is for the golf car purchases.

Cleveland Metroparks - Golf Financial Performance – November 2018



	Shawnee Hills (27)		Washington Park (9)		Seneca (27)		Golf Admin		Total	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues:										
Driving Range/Practice Tee	75,163	69,878	137,548	130,802	7,655	6,864	-	-	334,947	302,897
Equipment Rentals	130,325	235,224	18,791	19,030	124,189	159,076	-	-	963,154	1,197,820
Food Service	104,374	106,597	17,397	17,787	82,325	117,855	-	-	782,075	885,724
Greens Fees	557,956	477,902	86,624	72,362	423,752	442,211	5,381	-	3,410,091	3,042,776
Merchandise Sales	46,275	52,716	17,052	18,314	30,061	38,967	15,792	-	363,751	360,124
Professional Services	20,241	16,044	35,325	42,130	38,187	45,588	-	-	134,766	133,186
Other Golf Revenue	578	36,363	72,924	81,579	(7,725)	32,418	8,102	20,986	145,489	287,274
Operating Revenues	934,912	994,724	385,660	382,004	698,444	842,979	29,276	20,986	6,134,272	6,209,801
Operating Expenditures:										
Salaries and Benefits	447,095	455,301	221,413	239,981	502,075	490,426	632,842	388,535	3,743,502	3,624,742
Contractual Services	1,841	2,395	1,191	790	3,441	4,208	608	-	29,217	29,657
Operations	262,623	301,121	97,851	120,398	231,166	279,345	68,462	84,536	1,909,814	2,134,494
<i>Utilities</i>	45,794	45,845	40,868	40,627	32,128	37,364	1,835	2,493	424,378	407,688
<i>Operating Expenses</i>	216,828	255,276	56,983	79,771	199,038	241,981	66,627	82,043	1,485,436	1,726,806
Operating Expenditures	711,559	758,817	320,454	361,169	736,682	773,979	701,911	473,071	5,682,534	5,788,893
Operating Surplus/(Subsidy)	223,354	235,907	65,206	20,835	(38,237)	69,000	(672,636)	(452,085)	451,738	420,908
Capital Expenditures:										
In-House Capital Labor	-	-	-	-	-	258,373	-	-	-	263,428
Capital Material	10,255	-	-	-	194,012	192,425	-	-	221,693	296,519
Capital Contracts	81,512	-	-	-	221,017	918,742	-	-	368,753	951,397
Capital Equipment	100,001	43,706	-	-	-	111,208	2,501	162,451	635,779	665,571
Capital Expenditures	191,768	43,706	-	-	415,030	1,480,748	2,501	162,451	1,226,225	2,176,915
Net Surplus/(Subsidy)	31,585	192,201	65,206	20,835	(453,267)	(1,411,748)	(675,136)	(614,536)	(774,487)	(1,756,006)

- Shawnee, Seneca revenue > PY, as well as operating surplus.
- Washington Park revenue is almost even with SPPY while operating surplus has dipped a bit.
- Golf Admin will become more aligned in December (capital labor allocation).

Cleveland Metroparks - Zoo

Financial Performance – November 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Available Budget	2018 YTD % of Budget Used
Operating Revenues:							
General & Special Event Admissions	4,010,324	4,114,800	97.5%	4,462,241	4,253,147	(209,094)	104.9%
Zoo Guest Experience	965,222	973,363	99.2%	931,591	1,073,941	142,350	86.7%
Zoo Society Attendance	2,024,774	1,982,500	102.1%	1,925,438	2,005,250	79,812	96.0%
Zoo Souvenirs/Refreshments	1,437,330	1,587,620	90.5%	1,638,506	1,687,600	49,094	97.1%
Education	410,358	870,548	47.1%	494,395	396,831	(97,564)	124.6%
Zoo Rental and Events	388,781	-	0.0%	382,206	450,000	67,794	84.9%
Consignment Admissions	339,916	400,000	85.0%	306,912	400,000	93,088	76.7%
Gifts & Donations	231	200	115.4%	11,036	200	(10,836)	5518.0%
Miscellaneous	1,675	10,729	15.6%	(39,516)	10,488	50,004	-376.8%
Total Revenues	9,578,609	9,939,760	96.4%	10,112,809	10,277,457	164,648	98.4%
Operating Expenditures:							
Salaries and Benefits	13,010,034	15,053,495	86.4%	13,818,625	16,265,009	2,446,384	85.0%
Contractual Services	210,216	298,316	70.5%	196,302	326,055	129,753	60.2%
Operations	4,102,557	5,549,216	73.9%	4,638,209	5,688,583	1,050,374	81.5%
<i>Utilities</i>	<i>1,936,505</i>	<i>2,485,305</i>	<i>77.9%</i>	<i>2,160,118</i>	<i>2,465,464</i>	<i>305,346</i>	<i>87.6%</i>
<i>Operating Expenses</i>	<i>2,166,053</i>	<i>3,063,911</i>	<i>70.7%</i>	<i>2,478,091</i>	<i>3,223,119</i>	<i>745,028</i>	<i>76.9%</i>
Total Operating Expenditures	17,322,808	20,901,027	82.9%	18,653,136	22,279,648	3,626,512	83.7%
Operating Surplus/(Subsidy)	(7,744,199)	(10,961,267)	70.7%	(8,540,327)	(12,002,191)	(3,461,864)	71.2%
Capital Revenues:							
Zoo Animal Revenue	1,940	-	0%	-	-	-	0%
Total Revenues	1,940	-	-	-	-	-	0%
Capital Expenditures:							
Capital Labor	-	-	0.0%	32,322	-	(32,322)	0.0%
Construction Material	200,887	812,268	24.7%	263,627	1,224,745	961,118	21.5%
Construction Contracts	1,289,681	3,805,138	33.9%	1,892,236	6,681,068	4,788,832	28.3%
Construction Equipment	120,114	418,491	28.7%	314,330	641,701	327,371	49.0%
Animal Acquisition	49,406	88,467	55.8%	43,168	77,100	33,932	56.0%
Total Capital Expenditures	1,660,088	5,124,364	32.4%	2,545,683	8,624,614	6,111,253	29.5%
Capital Surplus/(Subsidy)	(1,658,147)	(5,124,364)	32.4%	(2,545,683)	(8,624,614)	(6,111,253)	29.5%
Restricted Fund Revenue:							
Operating	489,634	278,200	176.0%	653,945	415,388	(238,557)	157.4%
Capital	1,621,453	3,744,784	43.3%	3,646,910	4,080,129	433,219	89.4%
Total Restricted Fund Revenues	2,111,088	4,022,984	52.5%	4,300,855	4,495,517	194,662	95.7%
Restricted Fund Expenditures:							
Operating	613,215	1,254,148	48.9%	613,192	1,187,231	574,039	51.6%
Capital	925,976	3,056,268	30.3%	4,406,120	4,621,316	215,196	95.3%
Total Restricted Fund Expenditures	1,539,191	4,310,416	35.7%	5,019,312	5,808,547	789,235	86.4%
Restricted Fund Surplus/(Subsidy)	571,897	(287,432)	-199.0%	(718,457)	(1,313,030)	(594,573)	54.7%

- Total revenue \$534k > PY due to ALF, souvenirs/refreshments and education; weather continued to be a challenge through November.

- OpEx % of budget used < 1% below PY inclusive of the additional Nov payroll; salaries will be mitigated after Dec.
- Operating subsidy increase exacerbated by additional payroll, also mitigated in Dec.

Cleveland Metroparks - Zoo

Financial Performance – November 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Available Budget	2018 YTD % of Budget Used
Operating Revenues:							
General & Special Event Admissions	4,010,324	4,114,800	97.5%	4,462,241	4,253,147	(209,094)	104.9%
Zoo Guest Experience	965,222	973,363	99.2%	931,591	1,073,941	142,350	86.7%
Zoo Society Attendance	2,024,774	1,982,500	102.1%	1,925,438	2,005,250	79,812	96.0%
Zoo Souvenirs/Refreshments	1,437,330	1,587,620	90.5%	1,638,506	1,687,600	49,094	97.1%
Education	410,358	870,548	47.1%	494,395	396,831	(97,564)	124.6%
Zoo Rental and Events	388,781	-	0.0%	382,206	450,000	67,794	84.9%
Consignment Admissions	339,916	400,000	85.0%	306,912	400,000	93,088	76.7%
Gifts & Donations	231	200	115.4%	11,036	200	(10,836)	5518.0%
Miscellaneous	1,675	10,729	15.6%	(39,516)	10,488	50,004	-376.8%
Total Revenues	9,578,609	9,939,760	96.4%	10,112,809	10,277,457	164,648	98.4%
Operating Expenditures:							
Salaries and Benefits	13,010,034	15,053,495	86.4%	13,818,625	16,265,009	2,446,384	85.0%
Contractual Services	210,216	298,316	70.5%	196,302	326,055	129,753	60.2%
Operations	4,102,557	5,549,216	73.9%	4,638,209	5,688,583	1,050,374	81.5%
<i>Utilities</i>	<i>1,936,505</i>	<i>2,485,305</i>	<i>77.9%</i>	<i>2,160,118</i>	<i>2,465,464</i>	<i>305,346</i>	<i>87.6%</i>
<i>Operating Expenses</i>	<i>2,166,053</i>	<i>3,063,911</i>	<i>70.7%</i>	<i>2,478,091</i>	<i>3,223,119</i>	<i>745,028</i>	<i>76.9%</i>
Total Operating Expenditures	17,322,808	20,901,027	82.9%	18,653,136	22,279,648	3,626,512	83.7%
Operating Surplus/(Subsidy)	(7,744,199)	(10,961,267)	70.7%	(8,540,327)	(12,002,191)	(3,461,864)	71.2%
Capital Revenues:							
Zoo Animal Revenue	1,940	-	0%	-	-	-	0%
Total Revenues	1,940	-	-	-	-	-	0%
Capital Expenditures:							
Capital Labor	-	-	0.0%	32,322	-	(32,322)	0.0%
Construction Material	200,887	812,268	24.7%	263,627	1,224,745	961,118	21.5%
Construction Contracts	1,289,681	3,805,138	33.9%	1,892,236	6,681,068	4,788,832	28.3%
Construction Equipment	120,114	418,491	28.7%	314,330	641,701	327,371	49.0%
Animal Acquisition	49,406	88,467	55.8%	43,168	77,100	33,932	56.0%
Total Capital Expenditures	1,660,088	5,124,364	32.4%	2,545,683	8,624,614	6,111,253	29.5%
Capital Surplus/(Subsidy)	(1,658,147)	(5,124,364)	32.4%	(2,545,683)	(8,624,614)	(6,111,253)	29.5%
Restricted Fund Revenue:							
Operating	489,634	278,200	176.0%	653,945	415,388	(238,557)	157.4%
Capital	1,621,453	3,744,784	43.3%	3,646,910	4,080,129	433,219	89.4%
Total Restricted Fund Revenues	2,111,088	4,022,984	52.5%	4,300,855	4,495,517	194,662	95.7%
Restricted Fund Expenditures:							
Operating	613,215	1,254,148	48.9%	613,192	1,187,231	574,039	51.6%
Capital	925,976	3,056,268	30.3%	4,406,120	4,621,316	215,196	95.3%
Total Restricted Fund Expenditures	1,539,191	4,310,416	35.7%	5,019,312	5,808,547	789,235	86.4%
Restricted Fund Surplus/(Subsidy)	571,897	(287,432)	-199.0%	(718,457)	(1,313,030)	(594,573)	54.7%

- Asian Highlands, Welcome Pav, Gorilla Transfer Chute, Gorilla Yard and Exhibit, Cheetah Exhibit, HVAC repairs and maintenance, Rain Forest assessment, others
- CZS membership agreement check will be received in Jan 2019

Cleveland Metroparks – Enterprise Financial Performance – November 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Remaining Budget	2018 YTD % of Budget Used
Operating Revenues:							
Concession Sales	4,654,204	4,551,010	102.3%	4,912,816	5,413,970	501,154	90.7%
Dock Rentals	698,874	665,000	105.1%	729,476	695,000	(34,476)	105.0%
Chalet Operations	247,906	454,068	54.6%	223,132	425,868	202,736	52.4%
Hayrides	41,349	23,625	175.0%	21,340	25,000	3,660	85.4%
Aquatics	171,803	206,375	83.2%	182,926	210,450	27,524	86.9%
Gifts and Donations	-	-	0.0%	2,481	-	(2,481)	0.0%
Damages and Fines	1,510	2,240	67.4%	1,925	2,240	315	85.9%
Total Revenues	5,815,646	5,902,318	98.5%	6,074,096	6,772,528	698,432	89.7%
Operating Expenditures:							
Salaries and Benefits	2,958,776	3,107,096	95.2%	3,182,467	3,740,439	557,972	85.1%
Contractual Services	77,832	98,267	79.2%	49,709	88,337	38,628	56.3%
Operations	2,463,471	2,899,247	85.0%	2,783,134	3,224,048	440,914	86.3%
Total Operating Expenditures	5,500,080	6,104,610	90.1%	6,015,310	7,052,824	1,037,514	85.3%
Operating Results - Surplus/(Subsidy)	315,566	(202,292)	256.0%	58,786	(280,296)	(339,082)	121.0%

- YTD revenue continues to perform well compared to PY, up \$258k (concessions, docks/fuel).
- OpEx at 85.3% of budget used is 4.8% better than PY.
 - Includes additional payroll in November, as well as several vacation payouts for former employees and one new position.
 - Utilities, food and spirits for resale, fuel for resale, minor equipment purchases and R&M driving the increase in operations over PY.
- Operating Surplus continues to stay ahead of the budgeted subsidy.

Cleveland Metroparks – Enterprise Financial Performance – November 2018

	Merwin's Wharf		Wallace Lake		Huntington Concessions		Edgewater Beach House	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	2,045,450	2,079,451	69,418	61,944	190,896	178,035	913,173	852,963
Operating Expenditures	1,988,191	2,038,688	59,741	55,748	170,755	155,580	745,330	696,031
Operating Surplus/(Subsidy)	57,259	40,763	9,677	6,196	20,142	22,455	167,843	156,932

	Mobile Concessions		Hinckley Lake Concessions		Edgewater Pier		East 55th Restaurant	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	-	-	43,733	33,366	113,070	82,096	387,717	506,240
Operating Expenditures	1,247	-	47,377	37,826	114,029	83,442	428,016	505,158
Operating Surplus/(Subsidy)	(1,247)	-	(3,643)	(4,460)	(959)	(1,346)	(40,299)	1,082

	East 55th Marina		Emerald Necklace Restaurant		Emerald Necklace Marina		Parking	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	801,114	861,469	210,906	367,933	352,861	456,836	226,249	166,365
Operating Expenditures	340,239	357,866	240,066	376,024	264,226	339,003	14,084	22,111
Operating Surplus/(Subsidy)	460,875	503,603	(29,160)	(8,091)	88,635	117,833	212,165	144,254

	Chalet		Ledge Lake		Enterprise Administration		Total	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	289,255	244,472	171,803	182,926	-	-	5,815,646	6,074,096
Operating Expenditures	254,705	286,427	128,951	138,719	703,123	922,687	5,500,080	6,015,310
Operating Surplus/(Subsidy)	34,550	(41,955)	42,852	44,207	(703,123)	(922,687)	315,566	58,786

- The Marinas and related restaurants are outperforming PY in revenue and operating surplus.
- E55th Restaurant revenue up 30%, EN Restaurant revenue up 74%.
- Merwin's revenue is > PY, but surplus is less YTD (additional payroll in Nov., repairs and maintenance).
- EWBH has lower revenue than PY, fewer expenditures and less operating surplus.

Cleveland Metroparks – Nature Shops and Kiosks Financial Performance – November 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Remaining Budget	2018 YTD % of Budget Used
Operating Revenues:							
Charges for Services	570,877	556,500	102.6%	545,957	655,000	109,043	83.4%
Total Revenues	570,877	556,500	102.6%	545,957	655,000	109,043	83.4%
Operating Expenditures:							
Salaries and Benefits	225,347	268,205	84.0%	268,156	336,097	67,941	79.8%
Contractual Services	9,914	15,112	65.6%	11,114	17,339	6,225	64.1%
Operations	235,063	250,360	93.9%	257,316	290,403	33,087	88.6%
Total Operating Expenditures	470,324	533,677	88.1%	536,586	643,839	107,253	83.3%
Operating Results - Surplus/(Subsidy)	100,553	22,823	340.6%	9,371	11,161	1,790	-16.0%

- Self-sustaining and close to budget.
- Additional staff (EW Nature Shop), additional November payroll, inventory management and reporting software affecting operating surplus.

Cleveland Metroparks – Nature Shops and Kiosks

Financial Performance – November 2018

	North Chagrin		Rocky River		West Creek		Hinckley Lake Boat Shop	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	62,473	58,144	118,369	89,893	30,467	28,818	317,432	300,100
Operating Expenditures	30,064	29,904	70,829	70,846	18,872	16,345	175,884	198,898
Operating Surplus/(Subsidy)	32,409	28,240	47,540	19,047	11,595	12,473	141,548	101,202

	Nature Shop Mobile		Great Northern Kiosk		Southpark Kiosk		Retail Division/Admin	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	34,693	27,271	7,444		-		-	
Operating Expenditures	2,214	2,299	24,366	10,956	1,724	-	146,371	166,874
Operating Surplus/(Subsidy)	32,478	24,972	(16,922)	(10,956)	(1,724)	-	(146,371)	(166,874)

	Nature Shop Edgewater		Total	
	2017	2018	2017	2018
Operating Revenues	-	41,731	570,877	545,957
Operating Expenditures	-	40,464	470,324	536,586
Operating Surplus/(Subsidy)	-	1,267	100,553	9,371

Cleveland Metroparks – Charges for Services Financial Performance – November 2018

	2017	2018
	YTD	YTD
	Actual	Actual
Golf Revenue	6,134,272	6,209,801
Zoo Revenue	9,580,318	10,101,773
Enterprise Revenue	5,814,136	6,069,690
Nature Shop/Kiosk Revenue	570,877	545,957
Subtotal	22,099,604	22,927,221
Other:		
Outdoor Experience/Recreation	260,657	305,532
Building Rental Fees	499,133	516,263
Concessionaire & Leasing	446,445	533,556
Misc	2,843,037	2,760,727
Subtotal	4,049,271	4,116,078
Charges for Services Revenue	26,148,875	27,043,299

Rental fees = permit based
Concessionaire/Leasing = contract based

Special pay assignments, rebates/refunds,
late/NSF fees, auction receipts, etc.

- October's successful live auction netted \$171k versus expectation of \$100k