



**4TH QUARTER FINANCIAL UPDATE
FISCAL YEAR 2021**

**OFFICE OF MANAGEMENT AND BUDGET
WACO, TEXAS**

CARROLL AND FRANCES STURGIS
FOUNTAIN

The central image shows a large, classical-style building with columns and a fountain in front. The text is overlaid in purple. The fountain is the Carroll and Frances Sturgis Fountain.

October 25, 2021

Honorable Mayor and Members of Council,

I respectfully submit this monthly financial report through the end of September 30, 2021. The amounts presented in here may differ from the audited financial statements once completed due to yearend accounting entries such as depreciation expense that have not been recorded and are not included in the budget.

General Fund Highlights: Revenues are 105.4% of budget and expenditures are 97.2% of budget. Sales tax revenues total \$47.1M which is higher than the amended budget of \$43M. Revenues exceeded budget and expenditures came in below budget for the year. Although expenditures for the year exceeded revenues by \$7.8M, this was due to the use of the General Fund Assigned fund balance of \$22.3M. Given this, we project the ending Unassigned fund balance from operations to increase by \$14.5M in FY21.

Water Utility Fund Highlights: Revenues are 95.3% of budget while expenses are 94.1% of budget.

Wastewater Utility Fund Highlights: Revenues are 101.4% of budget while expenses are 97.4% of budget.

WMARSS Utility Fund Highlights: Revenues are 96.7% of budget while expenses are 86.3% of budget.

Solid Waste Fund Highlights: Revenues are 108.1% of budget while expenses are 98.2% of budget.

Airport Fund Highlights: Revenues are 105% of budget while expenses are 100% of budget.

Convention Service Fund Highlights: Revenues are 93.3% of budget while expenses are 50.4% of budget. Hotel Motel Tax revenues are returning to pre-Covid levels.

Texas Ranger Hall of Fame Fund Highlights: Revenues are 103.7% of budget while expenses are 99.0% of budget. Overall, visits for the Texas Ranger Hall of Fame are trending upwards.

Cameron Park Zoo Fund Highlights: Revenues are 121.8% of budget while expenses are 90.6% of budget.

Cottonwood Creek Golf Course Fund Highlights: Revenues are 104.8% of budget while expenses are 83.2% of budget. Rounds played for FY 21 are slightly less than rounds played in FY 2020. Overall performance of the Golf Course has seen tremendous improvement during the current year.



Monthly Highlights

In September the enterprise funds did well operationally in comparison to the monthly budget with overall performance exceeding the budget expectations. For the Wastewater (Revenues) and WMARSS (Expenses) Funds in FY20 there is a \$9M transfer of equity from the WMARSS Fund to the Wastewater Fund related to the termination agreement for WMARSS in FY20. Revenues in the General Fund are down in FY21 compared to FY20 due to \$7.5M in CARES Act funding received in FY20. On a year-to-year basis expenses decreased in the General Fund.

Please contact me if you have any questions or comments about this report.

Respectfully,

Nicholas Sarpy

Director of the Office of Management and Budget

Account Number	Sept 21 Budget	Sept 21 Actual	% Used	Sept 20 Budget	Sept 20 Actual	% Used
1000 GENERAL FUND Revenues	8,737,133	7,088,743	81.13%	15,005,025	16,061,898	107.04%
1000 GENERAL FUND Expense	20,136,626	19,218,989	95.44%	21,036,770	19,869,229	94.45%
Revenues Over/(Under) Expenses	(11,399,493)	(12,130,246)		(6,031,745)	(3,807,331)	
5000 WATER FUND O&M Revenues	6,648,289	5,947,387	89.46%	8,882,231	7,323,739	82.45%
5000 WATER FUND O&M Expense	8,129,829	2,684,142	33.02%	2,920,354	3,320,985	113.72%
Revenues Over/(Under) Expenses	(1,481,540)	3,263,245		5,961,876	4,002,754	
5100 WASTEWATER FUND O&M Revenues	3,826,062	3,556,324	92.95%	15,686,829	14,134,825	90.11%
5100 WASTEWATER FUND O&M Expense	5,953,880	2,636,974	44.29%	11,902,814	2,563,162	21.53%
Revenues Over/(Under) Expenses	(2,127,819)	919,350		3,784,015	11,571,663	
5160 WMARSS FUND O&M Revenues	1,058,661	1,047,380	98.93%	86,429	1,019,215	1179.25%
5160 WMARSS FUND O&M Expense	4,413,055	1,000,033	22.66%	12,418,459	11,251,524	90.60%
Revenues Over/(Under) Expenses	(3,354,394)	47,347		(12,332,030)	(10,232,309)	
5200 SOLID WASTE FUND O&M Revenues	1,776,234	2,031,016	114.34%	525,892	1,828,553	347.71%
5200 SOLID WASTE FUND O&M Expense	3,189,967	2,257,200	70.76%	3,627,668	3,101,464	85.49%
Revenues Over/(Under) Expenses	(1,413,733)	(226,184)		(3,101,776)	(1,272,911)	
5300 AIRPORT FUND O&M Revenues	242,879	420,380	173.08%	2,008,096	1,306,673	65.07%
5300 AIRPORT FUND O&M Expense	226,493	321,600	141.99%	863,731	727,481	84.23%
Revenues Over/(Under) Expenses	16,385	98,780		1,144,365	579,192	
5400 CONVENTION SERVICES FUND Revenues	445,718	557,939	125.18%	42,250	153,080	27.60%
5400 CONVENTION SERVICES FUND Expense	581,405	323,036	55.56%	1,119,380	270,677	24.18%
Revenues Over/(Under) Expenses	(135,687)	234,903		(1,077,130)	(117,597)	
5500 RANGER HALL OF FAME O&M Revenues	105,991	101,431	95.70%	28,516	91,543	321.03%
5500 RANGER HALL OF FAME O&M Expense	259,066	219,868	84.87%	386,139	271,463	70.30%
Revenues Over/(Under) Expenses	(153,075)	(118,438)		(357,623)	(179,919)	
5700 CAMERON PARK ZOO FUND Revenues	348,625	494,716	141.90%	3,330,520	1,184,438	35.56%
5700 CAMERON PARK ZOO FUND Expense	595,330	621,775	104.44%	715,540	677,567	94.69%
Revenues Over/(Under) Expenses	(246,705)	(127,059)		2,614,980	506,871	
5800 COTTONWOOD CREEK GOLF COURSE Revenues	218,559	279,338	127.81%	1,008,329	469,471	46.56%
5800 COTTONWOOD CREEK GOLF COURSE Expense	255,232	272,284	106.68%	462,813	235,389	50.86%
Revenues Over/(Under) Expenses	(36,673)	7,054		545,516	234,081	



General Fund

GENERAL FUND

	Budget	Year to Date Actuals	Remaining Budget	% of Budget	Last Year's Budget	Last Year YTD	Last Year % of Budget	Year to Year Variance	YTD Monthly Budget	FY 21 Projections
Revenues										
Operating										
Property Tax	66,297,422	68,937,507	(2,640,085)	104.0%	67,326,605	66,815,099	99.2%	2,122,408	66,297,422	68,937,507
Sales Tax	43,000,000	47,154,233	(4,154,233)	109.7%	37,547,803	41,033,102	109.3%	6,121,131	43,000,000	47,154,233
Business and occupation Fees	9,561,776	9,200,951	360,825	96.2%	10,089,776	9,327,466	92.4%	(126,516)	9,561,776	9,200,951
Taxes (PILOT)	5,353,541	5,353,541	-	100.0%	5,084,754	5,084,754	100.0%	268,787	5,353,541	5,353,541
Business and occupation Fees (Enterprise Funds)	4,517,204	4,881,881	(364,677)	108.1%	4,127,814	4,885,752	118.4%	(3,871)	4,517,204	4,881,881
Intergovernmental	3,125,917	2,745,222	380,695	87.8%	8,624,493	9,930,548	115.1%	(7,185,326)	3,125,917	2,745,222
Other	2,396,542	2,555,874	(159,332)	106.6%	2,822,742	2,314,688	82.0%	241,187	2,396,542	2,555,874
Licenses and Permits	1,927,949	2,706,665	(778,716)	140.4%	1,553,021	2,036,150	131.1%	670,515	1,927,949	2,706,665
Charges for Services	1,190,520	1,379,717	(189,197)	115.9%	1,767,891	1,114,082	63.0%	265,635	1,190,520	1,379,717
Fines	942,373	1,542,439	(600,066)	163.7%	1,568,888	1,295,831	82.6%	246,608	942,373	1,542,439
Contributions	752,782	775,653	(22,871)	103.0%	852,782	777,175	91.1%	(1,522)	752,782	775,653
Interest on Investments	125,030	236,010	(110,980)	188.8%	1,086,259	1,011,165	93.1%	(775,155)	125,030	236,010
Net Merchandise Sale	116,490	343,080	(226,590)	294.5%	236,490	136,957	57.9%	206,123	116,490	343,080
Operating Total	139,307,546	147,812,773	(8,505,227)	106.1%	142,689,318	145,762,768	102.2%	2,050,005	139,307,546	147,812,773
Non-Operating										
Indirect - Cost Allocation Overhead	9,341,069	9,315,086	25,983	99.7%	8,597,290	8,546,939	99.4%	768,148	9,341,069	9,315,086
Interdepartmental Billing	2,590,003	2,392,022	197,981	92.4%	2,075,493	2,533,036	122.0%	(141,014)	2,590,003	2,392,022
Transfers In	1,797,466	1,787,133	10,333	99.4%	2,125,208	2,107,725	99.2%	(320,592)	1,797,466	1,787,133
Non-Operating Total	13,728,538	13,494,241	234,297	98.3%	19,595,328	13,187,699	67.3%	306,542	13,728,538	13,494,241
Revenues Total	153,036,084	161,307,014	(8,270,930)	105.4%	162,284,646	158,950,467	97.9%	2,356,547	153,036,084	161,307,014
Expenses										
Operating										
Salaries and Wages	70,978,163	69,797,447	1,180,716	98.3%	68,169,144	67,501,469	99.0%	2,295,977	70,978,163	69,797,447
Employee Benefits	26,122,827	24,742,798	1,380,029	94.7%	25,331,747	24,368,575	96.2%	374,222	26,122,827	24,742,798
Maintenance	9,569,778	8,695,891	873,887	95.6%	8,798,932	7,513,583	85.4%	1,182,308	9,569,778	8,695,891
Supplies	7,346,440	7,263,138	83,303	102.6%	8,207,541	7,255,281	88.4%	7,857	7,346,440	7,263,138
Purchased Professional Technical Services	6,813,689	5,086,340	1,727,350	89.9%	7,841,799	6,504,217	82.9%	(1,417,877)	6,813,689	5,086,340
Other Purchased Services	4,756,606	4,037,718	718,887	85.8%	4,174,732	3,492,832	83.7%	544,887	4,756,606	4,037,718
Contracts with Others	3,380,774	2,831,930	548,845	94.9%	3,532,779	3,248,476	92.0%	(416,547)	3,380,774	2,831,930
Purchased Property Services	1,374,802	1,284,451	90,351	93.4%	1,414,274	1,298,975	91.8%	(14,524)	1,374,802	1,284,451
Other	1,028,386	805,543	222,843	86.1%	1,077,113	844,039	78.4%	(38,496)	1,028,386	805,543
Operating Total	131,371,465	124,545,254	6,826,211	96.5%	128,548,060	122,027,447	94.9%	2,517,808	131,371,465	124,545,254
Non-Operating										
Transfers Out - Cash CIP	23,237,782	23,237,782	-	100.0%	16,639,480	16,639,480	100.0%	6,598,302	23,237,782	23,237,782
Transfers Out	18,298,411	17,442,509	855,902	95.3%	12,780,262	12,671,741	99.2%	4,770,768	18,298,411	17,442,509
Capital Expenditures	2,299,845	2,341,095	(41,250)	118.8%	4,263,209	4,129,140	96.9%	(1,788,044)	2,299,845	2,341,095
Interdepartmental Billing	1,510,822	1,510,740	82	100.0%	1,711,654	1,711,459	100.0%	(200,720)	1,510,822	1,510,740
Indirect - Cost Allocation Overhead	78,233	79,487	(1,254)	101.6%	138,390	110,983	80.2%	(31,497)	78,233	79,487
Non-Operating Total	45,425,093	44,611,612	813,480	99.1%	35,776,368	35,262,803	98.6%	9,348,809	45,425,093	44,611,612
Expenses Total	176,796,558	169,156,867	7,639,692	97.2%	164,324,428	157,290,250	95.7%	11,866,617	176,796,558	169,156,867
Revenues Over/ (Under) Expenses	(23,760,474.26)	(7,849,852.57)	(15,910,621.69)		(2,039,781.91)	1,660,217.53		(9,510,070.10)	(23,760,474.26)	(7,849,852.57)



Revenues for the fiscal year totaled \$161.3M, or 105.4% of the budgeted amounts. Revenues for the fiscal year are \$2.4M higher than last year and are over the budget of \$153.0M. As September was the final month of the fiscal year, projections match actual results.

Operating revenues for the fiscal year totaled \$147.8M, which is an increase of \$2.1M through the same period last year. Property tax is the largest source of revenue for the city, which totals \$68.9M. Property tax revenue is typically received during the first two quarters of the fiscal year, with most of the taxes being received in January and February. The largest source of the surplus is sales tax. The city collected \$47,154,233, which is \$4.2M over the budgeted amount. The city collected \$41,033,102 in FY 2020. The city collected all-time recording breaking sales tax revenues in the months of March, April, May, and June. The City's core sectors of retail, food, manufacturing, and information represent about 70% to 75% of collections in any given month. The graph shows an average distribution for the City of Waco. Monthly, staff reviews the confidential report from the state to ensure there are no major variances in the City's core sales tax sectors and taxpayers.

Expenses for the fiscal year total \$169.2M, which were under the budget of \$176.8M. Last year's expenses were \$157.3M.

Actuals for Salaries and Wages, the largest expense category in the General Fund, total \$69.8M, which were under the budgeted amount by \$1.2M.

Actual Employee Benefits totaled \$24.7M, which is also under the budgeted amount by \$1.4M.

The General Fund generated a budget deficit of \$7.8M for fiscal year 2021; however, this includes the increase of \$12.5M in new expenses to transfer funds to the both the economic development fund and to special projects reserves fund, which did not occur in the last year.



Water Utility Fund

WATER FUND O&M

	Budget	Year to Date Actuals	Remaining Budget	% of Budget	Last Year's Budget	Last Year YTD	Last Year % of Budget	Year to Year Variance	YTD Monthly Budget	FY 21 Projections
Revenues										
Operating										
Charges for Services	53,761,060	50,748,690	3,012,370	94.4%	48,404,625	51,557,603	106.5%	(808,913)	53,761,060	50,748,690
Other	292,393	634,008	(341,615)	216.8%	292,393	727,169	248.7%	(93,161)	292,393	634,008
Interest on Investments	48,000	92,890	(44,890)	193.5%	468,802	435,373	92.9%	(342,483)	48,000	92,890
Operating Total	54,101,453	51,475,588	2,625,865	95.1%	49,165,820	54,550,106	111.0%	(3,074,518)	54,101,453	51,475,588
Non-Operating										
Interdepartmental Billing	1,447,303	1,447,263	40	100.0%	1,390,519	1,390,519	100.0%	56,744	1,447,303	1,447,263
Transfers In	145,042	145,042	-	100.0%	-	-	#DIV/0!	145,042	145,042	145,042
Non-Operating Total	1,592,345	1,592,305	40	100.0%	1,560,519	1,390,519	89.1%	201,786	1,592,345	1,592,305
Revenues Total	55,693,798	53,067,893	2,625,905	95.3%	50,726,339	55,940,625	110.3%	(2,872,732)	55,693,798	53,067,893
Expenses										
Operating										
Salaries and Wages	5,641,376	5,302,979	338,398	94.0%	5,826,870	5,381,938	92.4%	(78,959)	5,641,376	5,302,979
Supplies	4,968,880	4,286,702	682,177	87.7%	4,733,403	4,621,708	97.6%	(335,006)	4,968,880	4,286,702
Maintenance	4,738,655	3,336,551	1,402,105	76.8%	4,075,069	3,999,017	98.1%	(662,466)	4,738,655	3,336,551
Employee Benefits	2,432,921	2,089,002	343,919	85.9%	2,489,411	2,271,124	91.2%	(182,122)	2,432,921	2,089,002
Purchased Professional Technical Services	1,595,953	1,154,367	441,586	92.4%	1,473,362	1,306,450	88.7%	(152,083)	1,595,953	1,154,367
Other Purchased Services	1,388,296	1,318,147	70,149	95.5%	1,491,426	1,426,509	95.6%	(108,361)	1,388,296	1,318,147
Other	690,000	588,504	101,496	85.3%	475,000	750,981	158.1%	(162,476)	690,000	588,504
Purchased Property Services	186,002	143,212	42,790	82.2%	165,120	168,856	102.3%	(25,644)	186,002	143,212
Contracts with Others	7,123	7,123	-	100.0%	7,123	7,123	100.0%	-	7,123	7,123
Operating Total	21,649,207	18,226,588	3,422,619	87.5%	20,736,784	19,933,706	96.1%	(1,707,118)	21,649,207	18,226,588
Non-Operating										
Transfers Out - Debt Service	19,748,478	19,729,095	19,383	99.9%	18,856,870	18,850,649	100.0%	878,445	19,748,478	19,729,095
Taxes (PILOT)	3,808,039	3,808,039	-	100.0%	3,635,062	3,635,062	100.0%	172,977	3,808,039	3,808,039
Indirect - Cost Allocation Overhead	2,660,936	2,660,936	-	100.0%	2,260,136	2,260,136	100.0%	400,800	2,660,936	2,660,936
Business and occupation Fees (Enterprise Funds)	2,150,442	2,150,442	-	100.0%	1,936,185	2,062,304	106.5%	88,138	2,150,442	2,150,442
Transfers Out - Cash CIP	1,500,000	1,500,000	-	100.0%	1,500,000	1,500,000	100.0%	-	1,500,000	1,500,000
Interdepartmental Billing	1,273,150	1,273,150	-	100.0%	1,419,265	1,419,265	100.0%	(146,115)	1,273,150	1,273,150
Capital Expenditures	867,244	244,747	622,497	51.6%	977,025	975,757	99.9%	(731,010)	867,244	244,747
Other	63,600	59,596	4,004	93.7%	63,600	63,600	100.0%	(4,004)	63,600	59,596
Depreciation & Amortization	-	-	-	-	-	-	-	-	-	-
Non-Operating Total	32,071,888	31,426,004	645,884	98.6%	30,648,143	30,766,773	100.4%	659,231	32,071,888	31,426,004
Expenses Total	53,721,095	49,652,592	4,068,503	94.1%	51,384,927	50,700,479	98.7%	(1,047,887)	53,721,095	49,652,592
Revenues Over/ (Under) Expenses	1,972,703.02	3,415,301.24	(1,442,598.22)		(658,588.48)	5,240,146.38		(1,824,845.14)	1,972,703.02	3,415,301.24



Revenues for the fiscal year totaled \$53.1M, which were under budget by \$2.6M. In the last fiscal year, revenues totaled \$55.9M, a year-to-year variance of \$2.9M. The largest component of revenue is Charges for Services, which totaled \$50.7, which was under budget by \$3M.

Expenses for the fiscal year totaled \$49.7M, which was under the budgeted amount of \$53.7M. Expenses for Fiscal year 2020 totaled \$50.7M, a year-to-year variance of \$1.0M.

Salaries and Wages expenses totaled \$5.3M and were under budget by \$338K.

The Water Fund generated a budget surplus of \$3.4M for the fiscal year which exceeds budget even with revenues coming in below budget which is a credit to the Water Department effectively managing expenses.



Wastewater Utility Fund

WASTEWATER FUND O&M

	Budget	Year to Date Actuals	Remaining Budget	% of Budget	Last Year's Budget	Last Year YTD	Last Year % of Budget	Year to Year Variance	YTD Monthly Budget	FY 21 Projections
Revenues										
Operating										
Charges for Services	38,933,133	38,508,892	424,241	98.9%	34,554,809	35,930,666	104.0%	2,578,226	38,933,133	38,508,892
Interest on Investments	23,000	66,700	(43,700)	290.0%	57,529	176,136	306.2%	(109,436)	23,000	66,700
Contributions	-	909,858	(909,858)		-	1,854,839		(944,981)	-	909,858
Operating Total	38,956,133	39,520,050	(563,917)	101.4%	34,612,338	37,961,641	109.7%	1,558,408	38,956,133	39,520,050
Non-Operating										
Transfers In	441,686	441,686	-	100.0%	9,369,047	9,369,047	100.0%	(8,927,361)	441,686	441,686
Non-Operating Total	441,686	441,686	-	100.0%	9,369,047	9,369,047	100.0%	(8,927,361)	441,686	441,686
Revenues Total	39,397,819	39,961,736	(563,917)	101.4%	43,981,385	47,330,688	107.6%	(7,368,953)	39,397,819	39,961,736
Expenses										
Operating										
Other	9,481,927	8,808,029	673,898	92.9%	6,630,427	6,234,631	94.0%	2,573,398	9,481,927	8,808,029
Salaries and Wages	2,223,340	2,235,074	(11,734)	100.5%	2,103,358	1,983,061	94.3%	252,013	2,223,340	2,235,074
Maintenance	1,875,468	1,692,661	182,806	99.3%	1,830,082	1,865,903	102.0%	(173,241)	1,875,468	1,692,661
Employee Benefits	924,526	855,459	69,067	92.5%	953,563	857,875	90.0%	(2,416)	924,526	855,459
Supplies	563,068	486,632	76,436	86.4%	539,051	564,493	104.7%	(77,860)	563,068	486,632
Purchased Professional Technical Services	470,484	315,712	154,771	94.0%	513,610	479,598	93.4%	(163,886)	470,484	315,712
Other Purchased Services	202,613	177,882	24,731	88.2%	187,266	165,683	88.5%	12,198	202,613	177,882
Purchased Property Services	22,693	22,351	342	98.5%	23,894	23,550	98.6%	(1,199)	22,693	22,351
Operating Total	15,764,119	14,593,801	1,170,317	94.5%	12,781,251	12,174,794	95.3%	2,419,007	15,764,119	14,593,801
Non-Operating										
Transfers Out - Debt Service	14,357,675	14,356,451	1,224	100.0%	14,277,103	14,279,924	100.0%	76,527	14,357,675	14,356,451
Interdepartmental Billing	2,077,580	2,077,580	-	100.0%	2,207,706	2,207,706	100.0%	(130,126)	2,077,580	2,077,580
Business and occupation Fees (Enterprise Funds)	1,557,325	1,557,325	-	100.0%	1,382,192	1,437,227	104.0%	120,098	1,557,325	1,557,325
Indirect - Cost Allocation Overhead	1,359,038	1,359,038	-	100.0%	1,319,748	1,319,748	100.0%	39,290	1,359,038	1,359,038
Taxes (PILOT)	1,057,215	1,057,215	-	100.0%	1,029,531	1,029,531	100.0%	27,684	1,057,215	1,057,215
Transfers Out - Cash CIP	1,000,000	1,000,000	-	100.0%	1,000,000	1,000,000	100.0%	-	1,000,000	1,000,000
Capital Expenditures	654,676	24,876	629,800	80.8%	1,572,300	1,077,311	68.5%	(1,052,435)	654,676	24,876
Transfer to Surplus	-	-	-		-	-		-	-	-
Non-Operating Total	22,063,509	21,432,485	631,024	99.4%	31,788,580	22,351,447	70.3%	(918,962)	22,063,509	21,432,485
Expenses Total	37,827,628	36,026,286	1,801,341	97.4%	44,569,831	34,526,242	77.5%	1,500,045	37,827,628	36,026,286
Revenues Over/ (Under) Expenses	1,570,191.46	3,935,449.29	(2,365,257.83)		(588,445.53)	12,804,446.65		(8,868,997.36)	1,570,191.46	3,935,449.29



Operating Revenues for the fiscal year totaled \$39.5M, which was over the budgeted amount of \$39M. The city collected \$38.5M for Charges for Services, the largest component of revenues. Overall, the fund received \$1.6M more in operating revenue than last year.

Expenses through the period total \$36M, which were under budget, by \$1.8M. Expenses for Fiscal Year 2020 totaled \$34.5M a year-to-year variance of \$1.5M. This was primarily due to payments to WMARSS, which was a result of the rate increase and increased flows.

Salaries and Wages totaled \$2.2M, which were over budget by \$12k.

The fund generated a surplus of \$3.9M, due to expenses being \$1.8M under budget and revenues exceeding budget by nearly \$600k.



WMARSS

WMARSS FUND O&M										
	Budget	Year to Date Actuals	Remaining Budget	% of Budget	Last Year's Budget	Last Year YTD	Last Year % of Budget	Year to Year Variance	YTD Monthly Budget	FY 21 Projections
Revenues										
Operating										
Charges for Services	12,652,702	12,211,124	441,578	96.5%	9,212,332	8,442,956	91.6%	3,768,168	12,652,702	12,211,124
Other	14,876	31,284	(16,408)	210.3%	14,876	24,547	165.0%	6,737	14,876	31,284
Interest on Investments	9,000	10,016	(1,016)	111.3%	186,570	137,062	73.5%	(127,046)	9,000	10,016
Operating Total	12,676,578	12,252,423	424,155	96.7%	9,413,778	8,919,914	94.8%	3,332,510	12,676,578	12,252,423
Non-Operating										
Transfers In	160,452	160,452	-	100.0%	-	-	-	160,452	160,452	160,452
Non-Operating Total	160,452	160,452	-	100.0%	10,677,421	-	-	160,452	160,452	160,452
Revenues Total	12,837,030	12,412,875	424,155	96.7%	20,091,199	8,919,914	44.4%	3,492,962	12,837,030	12,412,875
Expenses										
Operating										
Supplies	2,394,848	2,226,616	168,232	93.0%	2,316,963	2,104,706	90.8%	121,910	2,394,848	2,226,616
Maintenance	1,996,667	1,427,338	569,329	87.8%	1,423,497	1,444,909	101.5%	(17,571)	1,996,667	1,427,338
Salaries and Wages	1,606,320	1,608,535	(2,215)	100.1%	1,753,918	1,611,570	91.9%	(3,035)	1,606,320	1,608,535
Purchased Professional Technical Services	1,041,098	742,738	298,360	86.2%	1,243,476	939,952	75.6%	(197,214)	1,041,098	742,738
Employee Benefits	685,942	609,465	76,477	88.9%	715,730	619,626	86.6%	(10,161)	685,942	609,465
Other Purchased Services	258,750	229,050	29,700	88.8%	224,130	189,061	84.4%	39,989	258,750	229,050
Purchased Property Services	85,515	82,384	3,131	99.7%	72,417	68,125	94.1%	14,258	85,515	82,384
Operating Total	8,069,140	6,926,125	1,143,014	91.8%	7,750,131	7,020,378	90.6%	(94,253)	8,069,140	6,926,125
Non-Operating										
Capital Expenditures	1,803,728	227,284	1,576,444	50.5%	1,710,068	771,412	45.1%	(544,128)	1,803,728	227,284
Indirect - Cost Allocation Overhead	731,665	731,665	-	100.0%	615,280	615,280	100.0%	116,385	731,665	731,665
Transfers Out	706,083	706,024	59	100.0%	9,369,047	9,369,047	100.0%	(8,663,023)	706,083	706,024
Interdepartmental Billing	5,378	5,378	-	100.0%	272	272	100.0%	5,106	5,378	5,378
Depreciation & Amortization	-	-	-	-	-	-	-	-	-	-
Non-Operating Total	3,246,854	1,670,351	1,576,503	72.5%	13,217,088	12,278,432	92.9%	(10,608,080)	3,246,854	1,670,351
Expenses Total	11,315,994	8,596,477	2,719,517	86.3%	20,967,219	19,298,810	92.0%	(10,702,333)	11,315,994	8,596,477
Revenues Over/ (Under) Expenses	1,521,035.90	3,816,398.55	(2,295,362.65)		(876,019.84)	(10,378,896.26)		14,195,294.81	1,521,035.90	3,816,398.55



Revenues total \$12.4M, which were under the budgeted amount of \$12.8M. The city generated \$8.9M in Fiscal Year 2020.

The largest revenue stream in the fund is Charges for Services. Charges for Services totaled \$12.2M, which is under budget by \$442K. However, this is an increase of \$3.8M from last year. The increase in revenues is due to the rate increase for WMARSS customers as well as increased flows from the City of Waco.

Expenses for the fiscal year totaled \$8.6M, which were under budget by \$2.7M. Expenses for Fiscal Year 2020 totaled \$19.3M. In Fiscal year 2020, the fund returned \$9M in equity to the Wastewater Fund related to the termination agreement for WMARSS, which explains the large variance.

Salaries and Wages through the period, total just over \$1.6M, which were in line with budget.

The fund generated a budget surplus of \$3.8M, mainly due to lower than expected expenses.



Solid Waste Fund

SOLID WASTE FUND O&M										
	Budget	Year to Date Actuals	Remaining Budget	% of Budget	Last Year's Budget	Last Year YTD	Last Year % of Budget	Year to Year Variance	YTD Monthly Budget	FY 21 Projections
Revenues										
Operating										
Charges for Services	21,134,815	22,720,249	(1,585,434)	107.5%	21,134,815	21,604,790	102.2%	1,115,458	21,134,815	22,720,249
Other	111,137	208,390	(97,253)	187.5%	111,137	58,736	52.9%	149,653	111,137	208,390
Business and occupation Fees (Enterprise Funds)	26,269	29,701	(3,432)	113.1%	26,269	27,976	106.5%	1,725	26,269	29,701
Interest on Investments	10,000	31,046	(21,046)	310.5%	287,359	160,680	55.9%	(129,634)	10,000	31,046
Operating Total	21,282,221	23,009,385	(1,727,164)	108.1%	21,559,580	21,852,183	101.4%	1,157,203	21,282,221	23,009,385
Non-Operating										
Transfers In	96,930	96,930	-	100.0%	-	-	-	96,930	96,930	96,930
Non-Operating Total	96,930	96,930	-	100.0%	5,475,395	-	-	96,930	96,930	96,930
Revenues Total	21,379,151	23,106,315	(1,727,164)	108.1%	27,034,975	21,852,183	80.8%	1,254,133	21,379,151	23,106,315
Expenses										
Operating										
Salaries and Wages	4,192,902	4,299,205	(106,303)	102.5%	4,080,800	4,001,338	98.1%	297,867	4,192,902	4,299,205
Purchased Professional Technical Services	4,017,228	2,776,656	1,240,572	76.7%	3,441,191	3,500,505	101.7%	(723,849)	4,017,228	2,776,656
Maintenance	2,547,552	2,973,114	(425,562)	117.0%	2,550,887	2,776,388	108.8%	196,726	2,547,552	2,973,114
Supplies	2,046,408	2,240,977	(194,569)	109.5%	2,232,024	1,998,607	89.5%	242,370	2,046,408	2,240,977
Employee Benefits	1,930,216	1,826,593	103,623	94.6%	1,897,318	1,828,242	96.4%	(1,650)	1,930,216	1,826,593
Other	362,000	36,238	325,762	10.0%	362,000	585,640	161.8%	(549,402)	362,000	36,238
Other Purchased Services	207,926	411,409	(203,483)	198.1%	247,175	227,312	92.0%	184,097	207,926	411,409
Contracts with Others	62,669	62,669	-	100.0%	62,669	62,669	100.0%	-	62,669	62,669
Purchased Property Services	39,924	44,436	(4,512)	111.3%	24,044	27,594	114.8%	16,842	39,924	44,436
Operating Total	15,406,826	14,671,296	735,530	97.2%	14,898,108	15,008,295	100.7%	(336,999)	15,406,826	14,671,296
Non-Operating										
Capital Expenditures	2,165,225	2,083,242	81,983	100.0%	2,563,159	2,563,158	100.0%	(479,915)	2,165,225	2,083,242
Indirect - Cost Allocation Overhead	1,643,271	1,643,271	-	100.0%	1,497,514	1,497,514	100.0%	145,757	1,643,271	1,643,271
Transfers Out	1,329,470	1,329,583	(113)	-	-	-	-	71,232	1,329,470	1,329,583
Interdepartmental Billing	1,063,511	1,063,511	-	100.0%	1,018,011	1,018,011	100.0%	45,500	1,063,511	1,063,511
Business and occupation Fees (Enterprise Funds)	809,437	809,437	-	100.0%	809,437	864,194	106.8%	(54,757)	809,437	809,437
Taxes (PILOT)	488,287	488,287	-	100.0%	420,161	420,161	100.0%	68,126	488,287	488,287
Transfers Out - Cash CIP	-	-	-	-	4,151,383	4,151,383	100.0%	(4,151,383)	-	-
Non-Operating Total	7,499,201	7,417,332	81,869	100.0%	11,717,829	11,772,772	100.5%	(4,355,441)	7,499,201	7,417,332
Expenses Total	22,906,027	22,088,628	817,399	98.2%	26,615,937	26,781,067	100.6%	(4,692,440)	22,906,027	22,088,628
Revenues Over/ (Under) Expenses	(1,526,875.65)	1,017,687.65	(2,544,563.30)		419,038.24	(4,928,884.75)		5,946,572.40	(1,526,875.65)	1,017,687.65



Revenues for the fiscal year totaled \$23.1M, which exceeds the budgeted amount by \$1.7M. Revenues for Fiscal Year 2020 totaled \$21.9M, for a year-to-year variance of \$1.3M.

The largest revenue stream in the fund is Charges for Services. Charges for Services totaled \$22.7M, which was over budget by \$1.6M. Fiscal Year 2020 collections totaled \$21.6M for a year-to-year variance of \$1.1M.

Expenses for the fiscal year totaled \$22.1M, which was under the budgeted amount by \$817k. In Fiscal Year 2020, expenses totaled, \$26.8M. However, there was a large CIP transfer of \$4.1M in Fiscal Year 2020 that did not occur in Fiscal Year 2021, which explains the large year-to-year variance.

Salaries and Wages totaled \$4.3M, which was over budget by \$106k. In Fiscal Year 2020 Salaries and Wages totaled just over \$4M for a year-to-year variance of \$298k.

The fund generated a budget surplus of a little over \$1M for the fiscal year which is \$2.5M more than budgeted for the year.



Airport

AIRPORT										
	Budget	Year to Date Actuals	Remaining Budget	% of Budget	Last Year's Budget	Last YTD	Year to Year Variance	Last Year % of Budget	YTD Monthly Budget	FY 21 Projections
Revenues										
Operating										
Charges for Services	606,351	782,241	(175,890)	129%	700,198	765,799	16,442	109%	606,351	782,241
Interest on Investments	1,400	3,683	(2,283)	263%	18,918	15,903	(12,220)	84%	1,400	3,683
Intergovernmental	2,124,762	2,060,795	63,967	97%	1,095,430	1,506,017	554,779	137%	2,124,762	2,060,795
Net Merchandise Sale	22,115	-	22,115	0%	46,982	18,920	(18,920)	40%	22,115	-
Other	158,636	240,185	(81,549)	151%	255,594	200,103	40,082	78%	158,636	240,185
Operating Total	2,913,264	3,086,905	(173,641)	106%	2,117,122	2,506,742	580,163	118%	2,913,264	3,086,905
Non-Operating										
Transfer from Surplus	21,912	-	21,912	0%	19,308	-	-		21,912	-
Transfers In	54,674	54,674	-	100%	153,898	153,898	(99,224)	100%	54,674	54,674
Non-Operating Total	76,586	54,674	21,912	71%	173,206	153,898	(99,224)	89%	76,586	54,674
Revenues Total	2,989,850	3,141,579	(151,729)	105%	2,290,328	2,660,640	480,939	116%	2,989,850	3,141,579
Expenses										
Operating										
Employee Benefits	244,999	225,797	19,202	92%	250,847	238,375	(12,579)	95%	244,999	225,797
Maintenance	155,670	209,102	(53,432)	138%	178,050	178,183	30,919	100%	155,670	209,102
Other	1,200	-	1,200	0%	49,200	37,899	(37,899)	77%	1,200	-
Other Purchased Services	85,117	81,133	3,984	95%	85,117	83,521	(2,387)	98%	85,117	81,133
Purchased Professional Technical Services	354,120	193,139	160,981	66%	147,684	147,550	45,589	100%	354,120	193,139
Purchased Property Services	22,716	19,858	2,858	87%	20,987	20,320	(462)	97%	22,716	19,858
Salaries and Wages	516,330	537,843	(21,514)	104%	571,546	532,053	5,791	93%	516,330	537,843
Supplies	159,538	162,687	(3,149)	102%	136,225	143,786	18,902	106%	159,538	162,687
Operating Total	1,539,690	1,429,560	110,130	96%	1,439,656	1,381,686	47,873	96%	1,539,690	1,429,560
Non-Operating										
Capital Expenditures	-	31,054	(31,054)		63,975	91,986	(60,932)	144%	-	31,054
Interdepartmental Billing	869,171	896,190	(27,019)	103%	866,200	807,743	88,447	93%	869,171	896,190
Transfers Out	12,388	12,388	0	100%	308,000	308,000	(295,612)		12,388	12,388
Non-Operating Total	881,559	939,632	(58,073)	107%	1,238,175	1,207,729	(268,097)	98%	881,559	939,632
Expenses Total	2,421,249	2,369,192	52,057	100%	2,677,831	2,589,415	(220,224)	97%	2,421,249	2,369,192
Revenues Over/ (Under) Expenses	568,601	772,387	(203,786)		(387,502)	71,225	701,163		568,601	772,387



Revenues for the fiscal year totaled \$3.1M, which was over the budgeted amount by \$152k. Fiscal Year 2020 revenues totaled \$2.7M, for a year-to-year variance of \$481k. The year-to-year increase is primarily from intergovernmental revenues. Intergovernmental revenues are funds from the federal government to improve and operate the airport. The federal government provided funding through the CARES Act to ensure the stability of air travel operations during the COVID-19 pandemic.

The largest source of revenue for the Airport Fund this year is intergovernmental revenues, which totaled \$2.1M. This represents an increase of \$555k over Fiscal Year 2020.

Before the COVID-19 pandemic, Charges for Services was historically the largest source of revenue. Through the period, the airport has collected \$782k in this category. This amount exceeds the budget of \$606k. This results in revenue of \$9.25 per passenger for FY 21, which is a decrease from \$10.05 in FY 2020. However, despite the small increase in revenue, the airport had fewer passengers last year.

Expenses for the fiscal year totaled \$2.4M, which was under budget by \$52k. In Fiscal Year 2020, expenses totaled \$2.6M, for a year-to-year variance of \$220k.

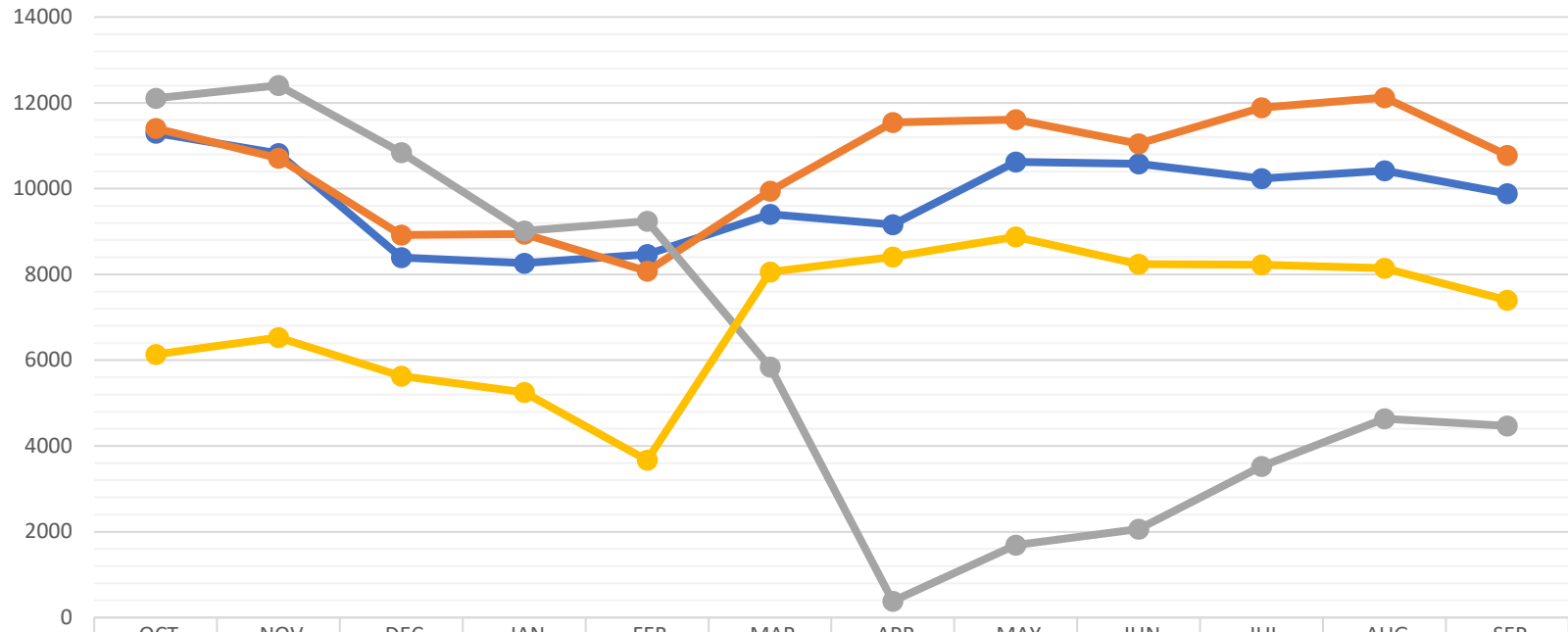
The COVID-19 pandemic has had a direct effect on the airport. The public was not traveling via air as a form of precaution, which has reduced the number of total passengers using the airport. However, with the availability of vaccines and lower covid numbers, the number of flights did have a 10% increase from 2020. However, the total number of passengers is still below 2019 and 2018.

Overall operating expenses per passenger total \$28.01 compared to \$33.98 in FY20. The net expense (loss) per passenger totals -\$18.76 compared -\$23.93 in FY20 a decrease in net expenses per passenger of 21.6%.

The fund generated a surplus of \$772k for Fiscal Year 2021.



Arrivals and Departure- Airport



	.OCT	.NOV	.DEC	.JAN	.FEB	.MAR	.APR	.MAY	.JUN	.JUL	.AUG	.SEP
FY 2018	11298	10823	8392	8264	8470	9406	9164	10621	10582	10236	10419	9884
FY 2019	11403	10708	8922	8944	8076	9945	11543	11612	11051	11886	12124	10777
FY 2020	12107	12408	10845	9014	9239	5840	382	1691	2061	3526	4636	4465
FY 2021	6135	6533	5630	5250	3668	8059	8406	8877	8238	8229	8144	7402



Convention Service Fund

CONVENTION SERVICES FUND										
	Budget	Year to Date Actuals	Remaining Budget	% of Budget	Last Year's Budget	Last Year YTD	Last Year % of Budget	Year to Year Variance	YTD Monthly Budget	FY 21 Projections
Revenues										
Operating										
Hotel - Motel Tax	4,017,792	4,289,984	(272,192)	106.8%	4,898,833	3,138,696	64.1%	1,151,288	4,017,792	4,289,984
Charges for Services	825,000	410,262	414,738	49.7%	1,180,000	701,867	59.5%	(291,605)	825,000	410,262
Net Merchandise Sale	276,125	58,004	218,121	21.0%	296,125	191,519	64.7%	(133,514)	276,125	58,004
Contributions	40,343	40,343	-	100.0%	55,423	40,423	72.9%	(80)	40,343	40,343
Other	19,700	25,331	(5,631)	128.6%	19,700	41,731	211.8%	(16,400)	19,700	25,331
Interest on Investments	2,000	8,823	(6,823)	441.1%	2,060	46,571	2260.7%	(37,748)	2,000	8,823
Operating Total	5,180,960	4,832,747	348,213	93.3%	6,452,141	4,160,806	64.5%	671,941	5,180,960	4,832,747
Non-Operating										
Transfers In	42,298	42,298	-	100.0%	-	-	-	42,298	42,298	42,298
Non-Operating Total	42,298	42,298	-	100.0%	-	-	-	42,298	42,298	42,298
Revenues Total	5,223,258	4,875,045	348,213	93.3%	6,452,141	4,160,806	64.5%	714,239	5,223,258	4,875,045
Expenses										
Operating										
Salaries and Wages	1,679,785	756,444	923,341	45.0%	1,641,650	1,025,242	62.5%	(268,799)	1,679,785	756,444
Other Purchased Services	1,597,961	582,731	1,015,230	55.7%	1,641,835	898,604	54.7%	(315,874)	1,597,961	582,731
Employee Benefits	662,551	275,734	386,817	41.6%	657,730	389,264	59.2%	(113,530)	662,551	275,734
Purchased Professional Technical Services	484,865	113,669	371,197	25.5%	634,626	262,735	41.4%	(149,066)	484,865	113,669
Supplies	420,663	250,239	170,424	59.6%	746,001	312,259	41.9%	(62,021)	420,663	250,239
Other	250,500	50,125	200,375	20.0%	262,500	165,900	63.2%	(115,776)	250,500	50,125
Maintenance	248,320	160,829	87,491	64.8%	315,445	207,427	65.8%	(46,598)	248,320	160,829
Purchased Property Services	39,650	30,803	8,847	77.7%	36,600	34,385	93.9%	(3,582)	39,650	30,803
Contracts with Others	-	-	-	-	125,000	95,000	76.0%	(95,000)	-	-
Operating Total	5,384,295	2,220,572	3,163,723	47.1%	6,061,387	3,390,816	55.9%	(1,170,244)	5,384,295	2,220,572
Non-Operating										
Indirect - Cost Allocation Overhead	200,000	200,000	-	100.0%	200,000	200,000	100.0%	-	200,000	200,000
Transfers Out	150,000	150,000	-	100.0%	150,000	150,000	100.0%	-	150,000	150,000
Interdepartmental Billing	6,119	6,119	-	100.0%	-	-	-	6,119	6,119	6,119
Capital Expenditures	-	-	-	-	439,418	80,110	18.2%	(80,110)	-	-
Transfers Out - Cash CIP	-	-	-	-	1,376,000	1,376,000	100.0%	(1,376,000)	-	-
Non-Operating Total	356,119	356,119	-	100.0%	2,165,418	1,806,110	83.4%	(1,449,991)	356,119	356,119
Expenses Total	5,740,414	2,576,691	3,163,723	50.4%	8,226,805	5,196,927	63.2%	(2,620,236)	5,740,414	2,576,691
Revenues Over/ (Under) Expenses	(517,156)	2,298,354	(2,815,509)		(1,774,664)	(1,036,121)		3,334,474	(517,156)	2,298,354

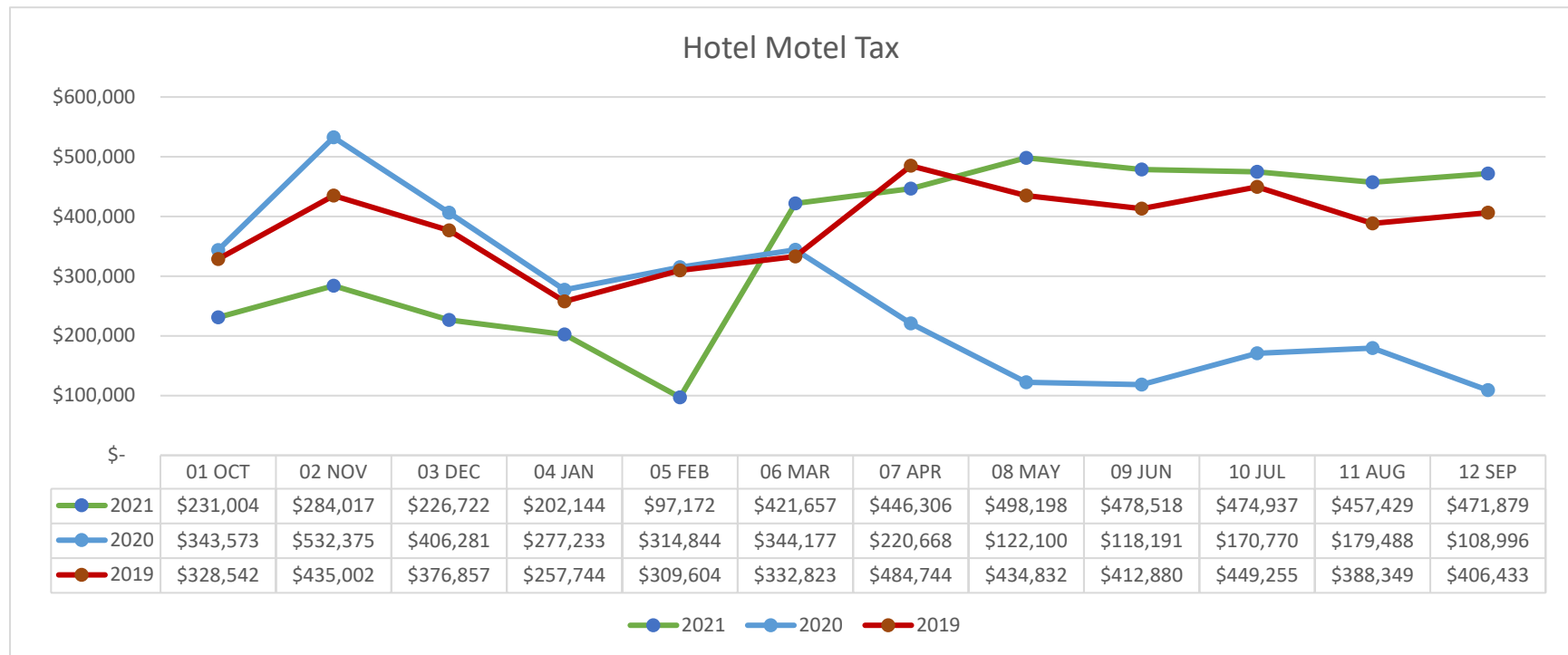


Revenues for the fiscal year totaled \$4.9M, which was under budget by \$348k. In Fiscal Year 2020, revenues totaled \$4.2M for a year-to-year variance of \$714k.

The largest source of revenue for the Convention Service Fund is the Hotel and Motel Tax, which accounts for 77% of the fund budget. The month of February declined significantly due to the pandemic and the winter storm. However, the City of Waco is recovering from the impacts of COVID-19, as more vaccines become available, and businesses open back up. The city collected more funds in March, May, June, July, and August 2021 than it did in the same months of 2019. The total collected this fiscal year was just under \$4.3M, which was over the budgeted amount by \$272k.

Expenses for the fiscal year totaled \$2.6M, which was under the budgeted amount by \$3.2M, due to convention staff being mindful of filling vacancies and operational spending.

The fund generated a \$2.3M surplus in Fiscal Year 2021; however, this is mainly due to lower expenses.



Texas Ranger Hall of Fame Fund

RANGER HALL OF FAME O&M

	Budget	Year to Date Actuals	Remaining Budget	% of Budget	Last Year's Budget	Last Year YTD	Last Year % of Budget	Year to Year Variance	YTD Monthly Budget	FY 21 Projections
Revenues										
Operating										
Charges for Services	359,595	340,727	18,869	94.8%	544,839	261,474	48.0%	79,253	359,595	340,727
Net Merchandise Sale	212,939	275,948	(63,009)	129.6%	322,606	206,238	63.9%	69,710	212,939	275,948
Other	7,517	10,953	(3,436)	145.7%	7,517	12,031	160.1%	(1,078)	7,517	10,953
Interest on Investments	1,500	1,706	(206)	113.7%	15,796	12,933	81.9%	(11,228)	1,500	1,706
Contributions	1,000	350	650	35.0%	1,000	175	17.5%	175	1,000	350
Operating Total	582,551	629,682	(47,131)	108.1%	891,758	492,851	55.3%	136,831	582,551	629,682
Non-Operating										
Transfers In	707,404	707,404	-	100.0%	688,787	688,787	100.0%	18,617	707,404	707,404
Non-Operating Total	707,404	707,404	-	100.0%	863,787	688,787	79.7%	18,617	707,404	707,404
Revenues Total	1,289,955	1,337,086	(47,131)	103.7%	1,755,545	1,181,638	67.3%	155,448	1,289,955	1,337,086
Expenses										
Operating										
Salaries and Wages	768,568	791,136	(22,568)	102.9%	689,842	685,042	99.3%	106,094	768,568	791,136
Employee Benefits	289,314	291,314	(2,000)	100.7%	255,917	254,468	99.4%	36,846	289,314	291,314
Purchased Professional Technical Services	200,559	259,457	(58,898)	129.4%	233,915	192,781	82.4%	66,676	200,559	259,457
Other	154,180	127,122	27,058	82.5%	154,180	169,978	110.2%	(42,856)	154,180	127,122
Supplies	105,963	69,642	36,321	65.7%	107,555	58,134	54.1%	11,508	105,963	69,642
Other Purchased Services	60,297	40,158	20,139	66.6%	59,597	35,582	59.7%	4,576	60,297	40,158
Maintenance	20,481	9,554	10,927	46.6%	20,800	6,187	29.7%	3,367	20,481	9,554
Purchased Property Services	11,037	10,406	631	94.3%	10,284	8,389	81.6%	2,017	11,037	10,406
Operating Total	1,610,400	1,598,790	11,610	99.3%	1,532,090	1,410,562	92.1%	188,228	1,610,400	1,598,790
Non-Operating										
Capital Expenditures	45,000	40,645	4,355	90.3%	59,935	3,102	5.2%	37,543	45,000	40,645
Interdepartmental Billing	2,998	2,998	-	100.0%	178,322	178,322	100.0%	(175,324)	2,998	2,998
Non-Operating Total	47,998	43,643	4,355	90.9%	238,257	181,424	76.1%	(137,781)	47,998	43,643
Expenses Total	1,658,398	1,642,433	15,965	99.0%	1,770,347	1,591,986	89.9%	50,447	1,658,398	1,642,433
Revenues Over/ (Under) Expenses	(368,443.03)	(305,346.53)	(63,096.50)		(14,802.00)	(410,347.97)		105,001.44	(368,443.03)	(305,346.53)

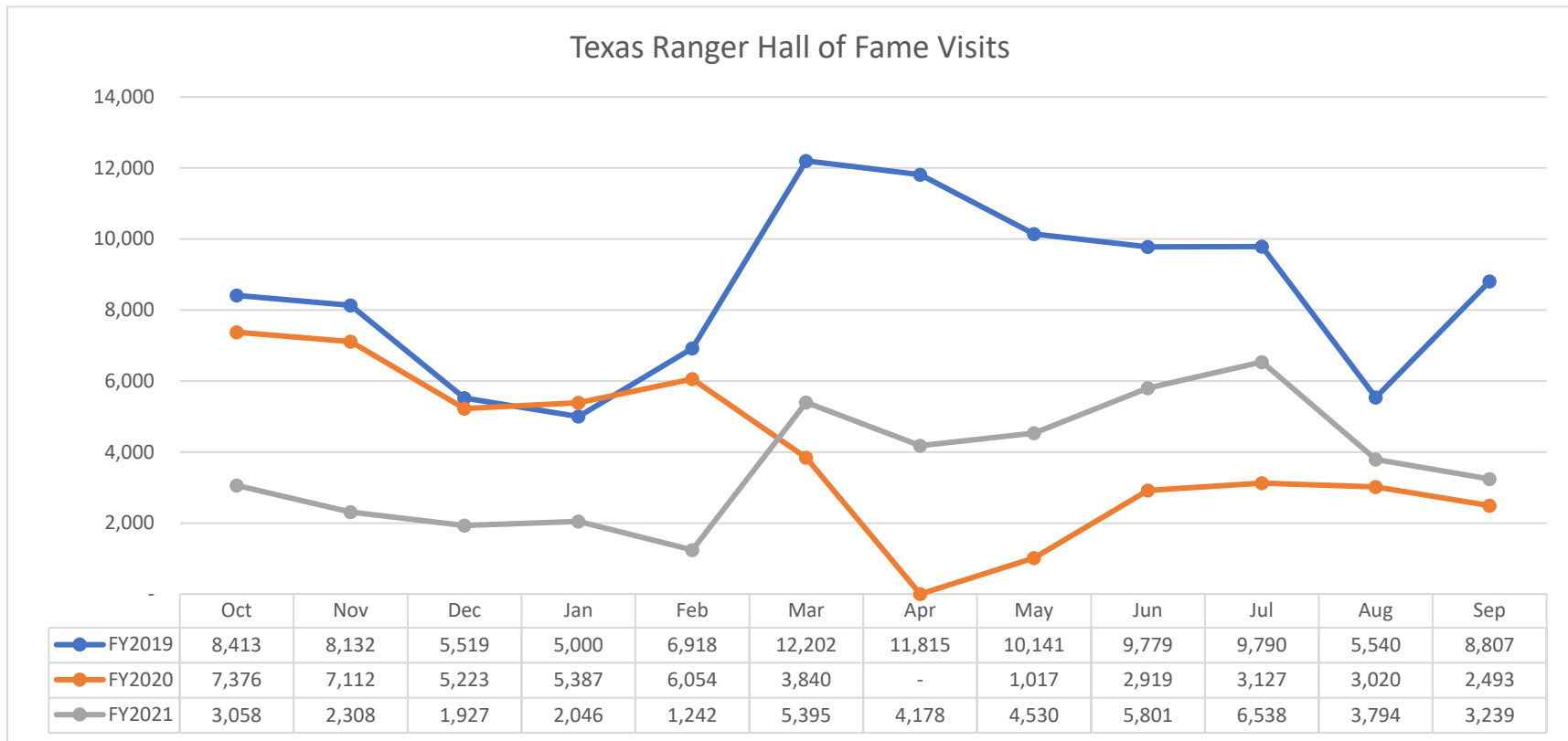


Operational Revenues for the fiscal year totaled \$630K, which was over the budgeted amount by \$47k. Fiscal Year 2020 operating revenues totaled \$493k. Visits to the Texas Ranger Hall of Fame are returning to pre-pandemic levels. However, construction on Interstate 35 still has a direct impact on visitors. Attendance for the fiscal year totaled 44,056 compared to 47,568 in FY20, a decline of 7.4%. Revenue per visitor (Charges for Services plus Net Merchandise Sales) is \$14.29 vs. \$10.36 in 2020.

Expenses through the period totaled \$1.6M, which is in line with the budgeted amount. Fiscal Year 2020, expenses totaled \$1.6M for a year-to-year variance of \$50k. The largest segment of operating expenses is Salaries and Wages, which totaled \$791k for the fiscal year, which is slightly over the budgeted amount

Operating expenses per visitor total \$37.28 vs. \$33.47 in FY 2020. Overall net expenses (loss) per visitor is -\$22.99 compared to -\$23.11 in FY2020.

The fund generated a budget deficit of \$305k for Fiscal Year 2021.



Cameron Park Zoo Fund

CAMERON PARK ZOO FUND										
	Budget	Year to Date Actuals	Remaining Budget	% of Budget	Last Year's Budget	Last Year YTD	Last Year % of Budget	Year to Year Variance	YTD Monthly Budget	FY 21 Projections
Revenues										
Operating										
Charges for Services	1,483,052	2,539,845	(1,056,793)	171.3%	1,502,695	1,392,809	92.7%	1,147,036	1,483,052	2,539,845
Net Merchandise Sale	1,200,000	1,292,655	(92,655)	107.7%	697,470	552,262	79.2%	740,394	1,200,000	1,292,655
Other	713	68,316	(67,603)	9581.4%	713	11,977	1679.7%	56,339	713	68,316
Interest on Investments	500	4,057	(3,557)	811.3%	6,099	10,224	167.6%	(6,168)	500	4,057
Contributions	81	241	(160)	297.5%	81	-	0.0%	241	81	241
Operating Total	2,684,346	3,905,114	(1,220,768)	145.5%	2,207,058	1,967,272	89.1%	1,937,842	2,684,346	3,905,114
Non-Operating										
Transfers In	2,908,369	2,908,369	-	100.0%	3,396,770	3,396,770	100.0%	(488,401)	2,908,369	2,908,369
Non-Operating Total	2,908,369	2,908,369	-	100.0%	3,413,626	3,396,770	99.5%	(488,401)	2,908,369	2,908,369
Revenues Total	5,592,715	6,813,483	(1,220,768)	121.8%	5,620,684	5,364,042	95.4%	1,449,441	5,592,715	6,813,483
Expenses										
Operating										
Salaries and Wages	2,119,960	2,041,455	78,505	96.3%	2,266,512	1,968,543	86.9%	72,912	2,119,960	2,041,455
Employee Benefits	999,097	883,447	115,650	88.4%	1,000,876	888,194	88.7%	(4,747)	999,097	883,447
Supplies	761,221	806,512	(45,291)	109.7%	856,732	856,239	99.9%	(49,726)	761,221	806,512
Purchased Property Services	646,455	463,710	182,745	71.7%	588,905	649,008	110.2%	(185,298)	646,455	463,710
Other	640,533	582,582	57,951	91.0%	234,207	352,786	150.6%	229,796	640,533	582,582
Purchased Professional Technical Services	354,275	158,522	195,753	49.7%	155,050	167,477	108.0%	(8,955)	354,275	158,522
Maintenance	164,443	124,075	40,368	88.2%	140,514	103,865	73.9%	20,210	164,443	124,075
Other Purchased Services	133,491	122,960	10,531	92.1%	123,910	118,709	95.8%	4,251	133,491	122,960
Contracts with Others	100,000	100,000	-	100.0%	100,825	100,000	99.2%	(0)	100,000	100,000
Operating Total	5,919,475	5,283,262	636,213	90.4%	5,467,530	5,204,821	95.2%	78,441	5,919,475	5,283,262
Non-Operating										
Capital Expenditures	4,305	5,005	(700)	116.3%	240,317	172,970	72.0%	(167,965)	4,305	5,005
Interdepartmental Billing	-	10,533	(10,533)		-	-		10,533	-	10,533
Non-Operating Total	4,305	15,538	(11,233)	360.9%	240,317	172,970	72.0%	(157,432)	4,305	15,538
Expenses Total	5,923,780	5,298,800	624,980	90.6%	5,707,847	5,377,791	94.2%	(78,991)	5,923,780	5,298,800
Revenues Over/ (Under) Expenses	(331,064.96)	1,514,682.49	(1,845,747.45)		(87,163.42)	(13,749.38)		1,528,431.87	(331,064.96)	1,514,682.49

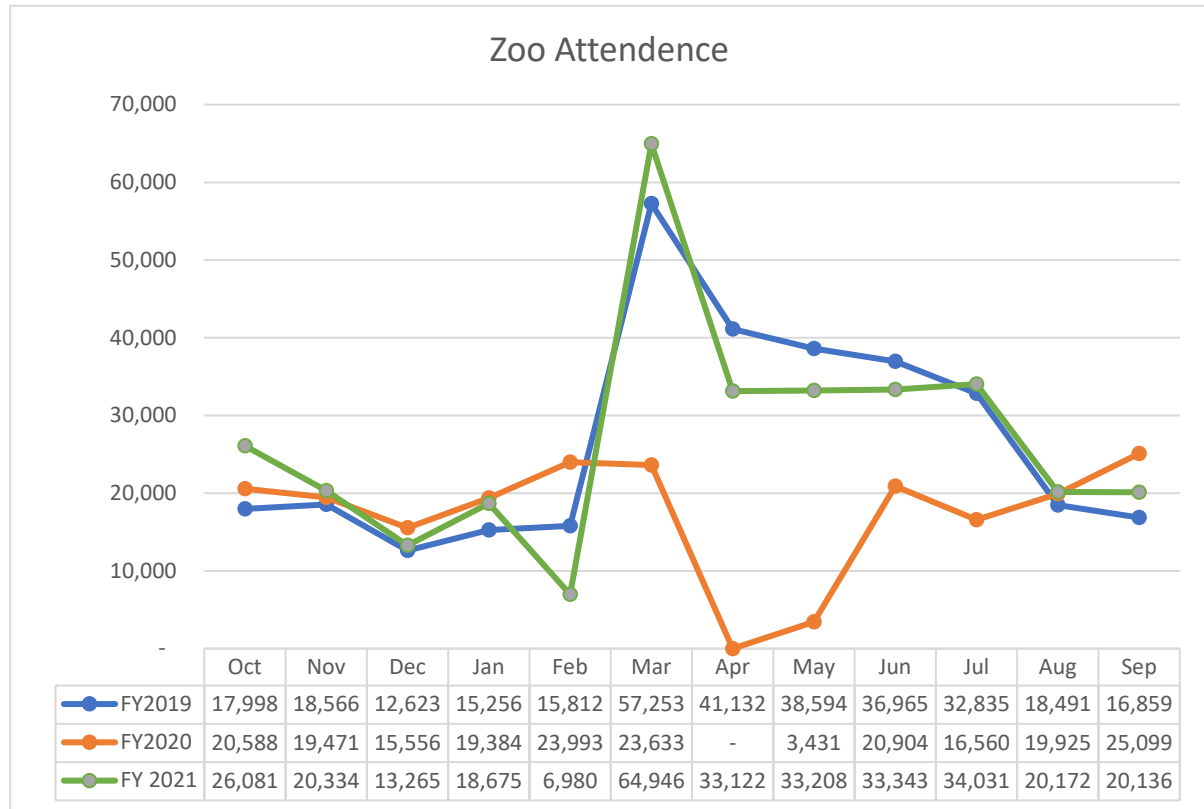


Operational Revenues for the fiscal year totaled \$3.9M. This is an increase of \$2.0M compared to last year. The zoo staff increased their budget by \$850k, to reflect the increase in net merchandise sales which generated significantly higher amounts than originally budgeted.

The two largest sources of operating revenue for the Zoo are Charges for Services and Net Merchandise Sales. Fiscal Year 21, Charges for Services totaled \$2.5M, and Net Merchandise Sales generated \$1.3M.

The Zoo also increased revenues in the Other category, which was not projected to generate revenue in the Fiscal Year. Other revenue generated \$68k this year. This comes from food trucks and revenue sharing for rentals of strollers and electric scooters. The zoo will continue the partnership with these vendors and revenues should continue to grow in this category.

Revenues per attendee (Charges for Service plus Net Merchandise Sales) for the Fiscal Year are \$11.82 compared to \$9.33 in FY2020 a 27% increase, while attendance has increased 56%.

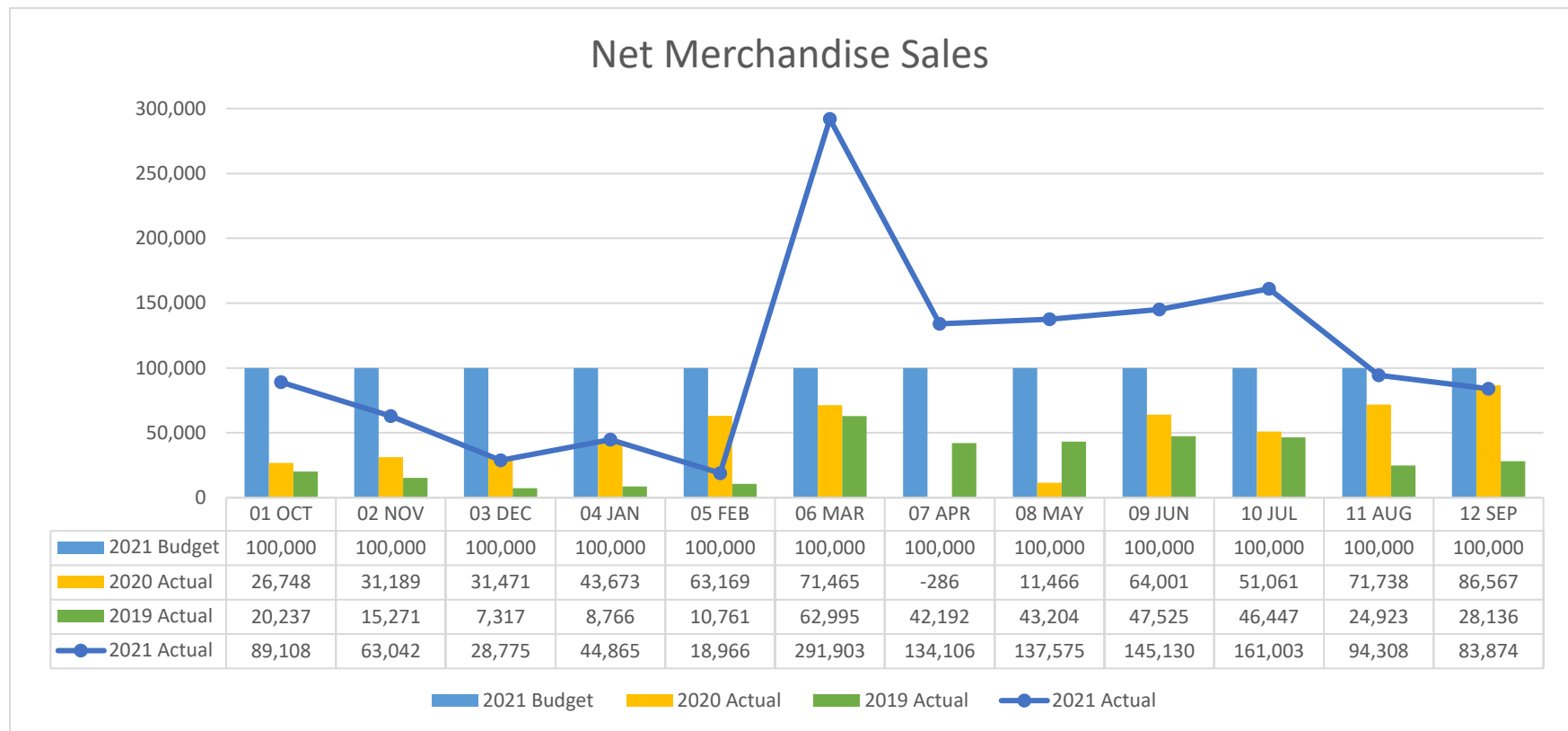


Expenses for the Fiscal Year totaled \$5.3M, which is under the budgeted amount by \$625k, and a year-to-year variance of \$79k.



Salaries and Wages totaled \$2M for the fiscal year, which is under the budgeted amount by \$79k. The Operating expenses per attendee total \$16.34 vs. \$25.79 in FY2020, a decrease of 36.3%. Overall net expenses (loss) per attendee is -\$4.30 vs. -\$16.35 in FY20, an improvement of 73.7%.

The zoo generated a budget surplus of \$1.5M for Fiscal Year 2021.



Cottonwood Creek Golf Course

COTTONWOOD CREEK GOLF COURSE										
	Budget	Year to Date Actuals	Remaining Budget	% of Budget	Last Year's Budget	Last Year YTD	Last Year % of Budget	Year to Year Variance	YTD Monthly Budget	FY 21 Projections
Revenues										
Operating										
Charges for Services	1,325,243	1,389,437	(64,194)	104.8%	1,325,243	1,305,961	98.5%	83,476	1,325,243	1,389,437
Net Merchandise Sale	653,000	714,575	(61,575)	109.4%	653,000	585,574	89.7%	129,002	653,000	714,575
Other	6,424	7,450	(1,026)	116.0%	6,424	17,118	266.5%	(9,668)	6,424	7,450
Interest on Investments	1,200	2,695	(1,495)	224.6%	1,737	9,354	538.5%	(6,659)	1,200	2,695
Contributions	-	-	-		-	-		-	-	-
Operating Total	1,985,867	2,114,158	(128,291)	106.5%	1,986,404	1,918,007	96.6%	196,150	1,985,867	2,114,158
Non-Operating										
Transfers In	690,707	690,707	-	100.0%	678,304	678,304	100.0%	12,403	690,707	690,707
Non-Operating Total	690,707	690,707	-	100.0%	678,304	678,304	100.0%	12,403	690,707	690,707
Revenues Total	2,676,574	2,804,865	(128,291)	104.8%	2,664,708	2,596,311	97.4%	208,553	2,676,574	2,804,865
Expenses										
Operating										
Purchased Professional Technical Services	553,675	539,734	13,941	97.5%	464,635	449,225	96.7%	90,508	553,675	539,734
Salaries and Wages	477,592	438,348	39,245	91.8%	610,423	515,977	84.5%	(77,630)	477,592	438,348
Other	471,375	463,504	7,871	98.3%	464,500	410,698	88.4%	52,806	471,375	463,504
Purchased Property Services	290,864	14,775	276,089	5.1%	263,449	13,214	5.0%	1,561	290,864	14,775
Supplies	266,161	283,515	(17,354)	106.5%	255,206	225,342	88.3%	58,172	266,161	283,515
Employee Benefits	242,405	168,840	73,565	69.7%	265,151	208,390	78.6%	(39,551)	242,405	168,840
Other Purchased Services	153,275	119,506	33,769	78.0%	145,101	141,861	97.8%	(22,355)	153,275	119,506
Maintenance	97,219	94,151	3,068	96.8%	111,046	102,980	92.7%	(8,829)	97,219	94,151
Operating Total	2,552,566	2,122,372	430,194	83.1%	2,579,511	2,067,688	80.2%	54,684	2,552,566	2,122,372
Non-Operating										
Capital Expenditures	-	-	-		110,000	123,643	112.4%	(123,643)	-	-
Interdepartmental Billing	-	875	(875)		-	-		875	-	875
Non-Operating Total	-	875	(875)		110,000	123,643	112.4%	(122,768)	-	875
Expenses Total	2,552,566	2,123,247	429,319	83.2%	2,689,511	2,191,331	81.5%	(68,084)	2,552,566	2,123,247
Revenues Over/ (Under) Expenses	124,008.00	681,618.03	(557,610.03)		(24,802.77)	404,980.27		276,637.76	124,008.00	681,618.03



Operational Revenues for the Fiscal Year totaled \$2.1M, which was over the budgeted amount by \$128k and over the prior year by \$196k.

The two largest sources of operating revenue for the Golf Course are Charges for Services and Net Merchandise Sales. Both segments exceed last year's collections. The number of rounds played total 40,018 compared to 40,527 in FY20, a decrease of 1.3%. Overall net revenue generated per round (Charges for Services and Net Merchandise Sale) totals \$52.58 compared to \$46.67 in FY20 a 12.6% increase.

Expenses for the Fiscal Year totaled \$2.1M, which was under the budgeted amount, by \$429K. Expenses for Fiscal Year 2020 totaled similarly for a year-to-year variance of \$68K.

Salaries and Wages for Fiscal Year 2021 totaled \$438k, which was below the budgeted amount, by \$39K.

Operating expenses per round total \$53.04 vs. \$51.02 in FY20 an increase of 4%. Overall net expenses (loss) per round totals -\$0.23 compared to -\$3.69 in FY20 an 94% improvement year over year.

