

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Budget Summary

| Category | 2013 Budget | 2013 Actual | 2014 Budget | 2015 Budget | 2015/2014 Variance |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Expenditures | | | | | |
| Personnel Costs | \$13,530,344 | \$13,165,462 | \$13,498,925 | \$14,132,092 | \$633,167 |
| Operation Costs | \$8,997,429 | \$8,415,759 | \$9,641,788 | \$9,697,814 | \$56,026 |
| Debt & Depreciation | \$0 | \$0 | \$0 | \$0 | \$0 |
| Capital Outlay | \$520,688 | \$423,067 | \$524,179 | \$999,786 | \$475,607 |
| Interdept. Charges | \$1,555,095 | \$1,493,271 | \$1,676,864 | \$2,250,929 | \$574,065 |
| Total Expenditures | \$24,603,556 | \$23,497,559 | \$25,341,756 | \$27,080,621 | \$1,738,865 |
| <i>Legacy Healthcare/Pension</i> | <i>\$2,404,359</i> | <i>\$2,525,159</i> | <i>\$2,762,701</i> | <i>\$2,771,818</i> | <i>\$9,117</i> |
| Revenues | | | | | |
| Direct Revenue | \$19,684,801 | \$17,605,497 | \$19,826,372 | \$19,245,432 | (\$580,940) |
| Intergov Revenue | \$0 | \$11,935 | \$0 | \$0 | \$0 |
| Indirect Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Revenues | \$19,684,801 | \$17,617,432 | \$19,826,372 | \$19,245,432 | (\$580,940) |
| Tax Levy | \$4,918,755 | \$5,880,127 | \$5,515,384 | \$7,835,189 | \$2,319,805 |
| Personnel | | | | | |
| Full-Time Pos. (FTE) | | 125.8 | 125.8 | 129.8 | 4 |
| Seas/Hourly/Pool Pos. | | 129 | 128.1 | 127.7 | -0.4 |
| Overtime \$ | | \$398,544 | \$295,644 | \$301,560 | \$5,916 |

Department Mission: The Milwaukee County Zoo will inspire public understanding, support, and participation in global conservation of animal species and their environment by creating a unifying bond between visitors and the living earth, and provide an environment for personal renewal and enjoyment for guests.

Department Description: The Milwaukee County Zoo includes five sections that provide services in support of Wisconsin's largest zoo: Administration and Finance is responsible for general oversight of all Zoo functions; Public Affairs & Services increases public use, enjoyment, and awareness of the Zoo facility; Operations includes business management of the Zoo's major revenue sources; Maintenance & Facilities provides for the maintenance, improvement, and overall grooming of the Zoo Grounds; Animal Management & Health cares for and manages the Zoo's animal collection to allow for conservation, propagation, and display.



Photo courtesy of the Milwaukee County Zoo

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Strategic Program Area 1: Administration & Finance

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

| What We Do: Activity Data | | | |
|----------------------------------|--------------------|--------------------|--------------------|
| Item | 2013 Actual | 2014 Budget | 2015 Budget |
| Zoo Attendance | 1,332,395 | 1,309,500 | 1,309,500 |

| How We Do It: Program Budget Summary | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|----------------------|
| Category | 2013 Budget | 2013 Actual | 2014 Budget | 2015 Budget | 2015/2014 Var |
| Expenditures | \$5,773,208 | \$4,953,688 | \$5,946,176 | \$6,598,239 | \$652,063 |
| Revenues | \$1,698,125 | \$1,452,227 | \$4,108,002 | \$4,019,306 | (\$88,696) |
| Tax Levy | \$4,075,083 | \$3,501,461 | \$1,838,174 | \$2,578,933 | \$740,759 |
| FTE Positions | 16.5 | 16.5 | 17.5 | 17.5 | 0 |

| How Well We Do It: Performance Measures | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Performance Measure | 2013 Budget | 2013 Actual | 2014 Budget | 2015 Budget |
| Net Levy cost per Visitor | \$3.64 | \$4.77 | \$4.21 | \$6.34 |
| Average visitor spending | \$14.58 | \$14.29 | \$15.14 | \$14.70 |
| AZA Accreditation Status | Accredited | Accredited | Accredited | Accredited |
| Zoo Sustainability Ratio | 80% | 75% | 78.3% | 70% |

Strategic Implementation:

This program area includes cash management, financial and capital project planning including facilities design and construction management, accounts payable and receivable, personnel and payroll, reception, radio dispatch, information technology, safety and security services, employee training, contract review, program and audience evaluation and research services, oversight of Zoo's Green, Guest Services and Safety committees and other general office services.

The State of Wisconsin Department of Transportation (WIDOT) Zoo Interchange project continues into 2015 creating navigation challenges for Zoo guests. In addition to on/off ramp freeway closings and closure of parts of the freeway, the Bluemound and Wisconsin Avenue bridges will be down at different times for reconstruction in 2015. In light of this, gate admission fees and parking remain unchanged at the 2014 levels. Both Zoo and WIDOT staff are working together to publicize the best routes to arrive at the Zoo, which also includes signage.

In 2014, the Zoo received \$8.5 million from the WIDOT for land acquisition. To alleviate parking issues from the loss of parking spaces in the main lot, the Zoo will construct in 2015 a new West parking lot and new entrance along with amenities to create a "sense of arrival" similar to the main parking lot. This project is fully funded by revenues from WIDOT.

The tax levy increase is mainly due to increased central services cross charges and to better reflect realistic revenue projections. The Zoo will continue to have the flexibility to reallocate major maintenance projects and equipment purchases while remaining within the total appropriation

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The Zoo Director's maintains authority to discount or waive admission fees and to provide one free admission day during the months of January, February, March, October, November and December. The April free day was replaced with the month of October due to capacity issues in the main parking lot while the West parking lot is being built. The West parking lot will open for Memorial Day weekend.

The Zoo is also authorized to enter into the following Professional Service Contracts in 2015. They are included in the budget in lieu of separate review and approval during the budget year. These contracts are with an identified vendor.

| Contract Amount | Description | Provider |
|-----------------|------------------|----------------------|
| \$176,700 | Sea Lion Show | Oceans of Fun, Inc. |
| \$103,107 | Mold-a-Ramas | William A. Jones Co. |
| \$315,000 | Dinosaur Exhibit | Billings Productions |
| \$92,000 | Raptor Bird Show | World Bird Sanctuary |

ZOO (9500) BUDGET

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Strategic Program Area 2: Public Affairs & Services

Service Provision: Discretionary

Strategic Outcome: Quality of Life

| What We Do: Activity Data | | | |
|----------------------------------|--------------------|--------------------|--------------------|
| Item | 2013 Actual | 2014 Budget | 2015 Budget |
| Advertising Expenditures | \$499,883 | \$481,000 | \$481,000 |
| Group Sales Revenue | \$1,768,591 | \$2,360,222 | \$2,357,222 |

| How We Do It: Program Budget Summary | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|----------------------|
| Category | 2013 Budget | 2013 Actual | 2014 Budget | 2015 Budget | 2015/2014 Var |
| Expenditures | \$2,932,388 | \$2,687,888 | \$2,915,034 | \$3,011,264 | \$96,230 |
| Revenues | \$3,863,487 | \$3,463,291 | \$3,749,716 | \$3,750,316 | \$600 |
| Tax Levy | (\$931,099) | (\$775,403) | (\$834,682) | (\$739,052) | \$95,630 |
| FTE Positions | 19.6 | 19.6 | 19.6 | 19.6 | 0 |

| How Well We Do It: Performance Measures | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Performance Measure | 2013 Budget | 2013 Actual | 2014 Budget | 2015 Budget |
| Guest experience survey: Extremely or Very Satisfied | 96% | 98% | 96% | 96% |
| Guest educational value survey "Extremely or Very Educational" | 94% | 96% | 94% | 94% |

Strategic Implementation:

This program area is responsible for public relations, promotional activities, special events and programs, group sales and entertainment program development to increase public use, enjoyment and awareness of the Zoo facility. This division consolidates efforts and activities of marketing, special programs, and group sales rentals into a single division for improved coordination of promotional efforts.

There are no staffing changes in the 2015 budget. The tax levy increased to better reflect realistic revenue projections.



Photo courtesy of the Milwaukee County Zoo

ZOO (9500) BUDGET

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Strategic Program Area 3: Operations Division

Service Provision: Discretionary

Strategic Outcome: Quality of Life

| What We Do: Activity Data | | | |
|----------------------------------|--------------------|--------------------|--------------------|
| Item | 2013 Actual | 2014 Budget | 2015 Budget |
| Concession Revenue | \$0 | \$0 | \$1,700,000 |
| Rides Revenue | \$1,080,667 | \$1,359,989 | \$1,308,143 |

| How We Do It: Program Budget Summary | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|----------------------|
| Category | 2013 Budget | 2013 Actual | 2014 Budget | 2015 Budget | 2015/2014 Var |
| Expenditures | \$4,643,676 | \$4,522,594 | \$4,811,638 | \$5,201,023 | \$389,385 |
| Revenues | \$14,072,189 | \$12,650,624 | \$11,917,654 | \$11,424,810 | (\$492,844) |
| Tax Levy | (\$9,428,513) | (\$8,128,031) | (\$7,106,016) | (\$6,223,787) | \$882,229 |
| FTE Positions | 84.9 | 84.9 | 84 | 85.5 | 1.5 |

| How Well We Do It: Performance Measures | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Performance Measure | 2013 Budget | 2013 Actual | 2014 Budget | 2015 Budget |
| Guest Survey: Excellent or Very Good Food Service | 86% | 84% | 88% | 88% |
| Guest Survey: Excellent or Very Good at Retail Outlets | 91% | 87% | 91% | 91% |
| Guest Survey: Excellent or Very Good Service at Ride Locations | 94% | 92% | 94% | 94% |
| Guest Survey: Excellent or Very Good Service at Gates/Admissions | 88% | 88% | 88% | 90% |

Note: Operational revenues in this section do not include admissions and other revenue accounts generated from other divisions.

Strategic Implementation:

This program area includes business functions related to the Zoo's major revenue sources such as admissions, parking, a miniature train ride, a Zoomobile ride and a carousel ride. Staff from this service area also oversees revenue generating contracts with outside vendors.

The 2015 Budget continues the practice of allowing the Milwaukee County Procurement Director the authorization to issue and deliver letters of intent to overseas vendors at a cost not to exceed \$400,000. The purchases are for the ordering of the Zoo's 2015 and 2016 resale purchases for novelties and souvenirs in October of 2014 and October of 2015, respectively. A substantial portion of resale merchandise sold at the Milwaukee County Zoo is purchased from import vendors to provide the quantity and variety of items desired by the general public visiting the Zoo. Due to the distance and travel time required for overseas shipments, the Zoo must order resale merchandise in the fall for spring delivery.

ZOO (9500) BUDGET

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The Zoo is currently in the process of assessing the potential benefits of contracting with a private vendor for concessions, catering, and retail services. If a contract results from further evaluation and vetting, the Zoo shall submit the agreement to the County Board for approval.

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Strategic Program Area 4: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

| What We Do: Activity Data | | | |
|----------------------------------|--------------------|--------------------|--------------------|
| Item | 2013 Actual | 2014 Budget | 2015 Budget |
| Number of Work Orders Completed | 1,235 | 1,100 | 1,100 |

| How We Do It: Program Budget Summary | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|----------------------|
| Category | 2013 Budget | 2013 Actual | 2014 Budget | 2015 Budget | 2015/2014 Var |
| Expenditures | \$4,430,680 | \$4,105,170 | \$4,334,251 | \$4,649,367 | \$315,116 |
| Revenues | \$0 | \$10,882 | \$0 | \$0 | \$0 |
| Tax Levy | \$4,430,680 | \$4,105,170 | \$4,334,251 | \$4,649,367 | \$315,116 |
| FTE Positions | 58.7 | 58.7 | 58.7 | 59.7 | 1 |

| How Well We Do It: Performance Measures | | | | |
|--|--------------------|--|--------------------|--------------------|
| Performance Measure | 2013 Budget | 2013 Actual | 2014 Budget | 2015 Budget |
| Guest Survey: Excellent or Very Good Cleanliness | 86% | "A" Priority = 95% All Others = 90% | 88% | 88% |
| Work Orders completed in a timely manner | 96% | 94% | 96% | 96% |

Strategic Implementation:

This program area provides for the maintenance, improvement and overall grooming of the grounds which are critical to visitor satisfaction and return visits. Also included are mechanical and preventative maintenance programs for equipment, ventilating, air-conditioning and heating systems and minor electrical and plumbing repairs and housekeeping and general cleaning of the entire Zoo. There are 17 buildings requiring HVAC care and an additional 20 buildings to maintain along with the 200 acres of zoo grounds.

Staffing reflects a net increase of one position, which includes the abolishment of one position and the creation of another and the addition of one new position to assist with operations. The tax levy increase is mainly due to an increase in personnel cost and Fleet Management cross charges.

In 2015, the Zoo will work with the University of Wisconsin Stevens Point Waste Management Intern Program to examine the Zoo's waste stream and the costs associated with both the Zoo's recycling and waste disposal in an effort to find operational and cost efficiencies.

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Strategic Program Area 5: Animal Management & Health

Service Provision: Discretionary

Strategic Outcome: Quality of Life

| What We Do: Activity Data | | | |
|------------------------------|-------------|-------------|-------------|
| Item | 2013 Actual | 2014 Budget | 2015 Budget |
| # of Species in collection | 372 | 435 | 435 |
| # of Specimens in collection | 2,724 | 3,200 | 3,200 |

| How We Do It: Program Budget Summary | | | | | |
|--------------------------------------|-------------|-------------|-------------|-------------|---------------|
| Category | 2013 Budget | 2013 Actual | 2014 Budget | 2015 Budget | 2015/2014 Var |
| Expenditures | \$6,823,604 | \$7,228,239 | \$7,334,657 | \$7,620,728 | \$286,071 |
| Revenues | \$51,000 | \$40,408 | \$51,000 | \$51,000 | \$0 |
| Tax Levy | \$6,772,604 | \$7,187,831 | \$7,283,657 | \$7,569,728 | \$286,071 |
| FTE Positions | 74.2 | 74.2 | 74.2 | 75.2 | 1 |

| How Well We Do It: Performance Measures | | | | |
|---|-------------|-------------|-------------|-------------|
| Performance Measure | 2013 Budget | 2013 Actual | 2014 Budget | 2015 Budget |
| Participation in AZA Species Survival Plans | Yes | Yes | Yes | Yes |
| % of time Animals are displayed to public | N/A | N/A | N/A | N/A |

*Zoo staff will track this performance measure in 2014 to set a benchmark level. In future years, the Zoo will strive to increase the amount of time animals are displayed to the public.

Strategic Implementation:



Photo courtesy of the Milwaukee County Zoo

This program area is responsible for the care and management of the Zoo's extensive animal collection to allow for conservation, propagation, and display. This includes monitoring and maintaining the animals and providing safe and enriching environments, well-balanced and nutritious diets, and high-quality preventive and clinical veterinary care for 3,200 mammals, birds, fish, amphibians, reptiles and invertebrates with 435 species represented. The animal facilities are designed and programs 19 presented to provide educational and entertaining experiences for the visitors. This division is also responsible for developing and managing local, regional, national, and international conservation and research programs to help protect and preserve animal species in their native habitats.

One new position is created that specializes in elephant care. The tax levy increase is mainly due to an increase in personnel cost and a projected increase in animal food cost, which is based on 2013 experience.

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RAILROAD EXPENDABLE TRUST ACCOUNT (Org. 0320)

The Railroad Fund exists for the purpose of recording the receipt of all revenue derived from the operation of the Zoo's miniature passenger railroad. Expenditures include personnel costs for engineers and operators, repair and maintenance of locomotives, and other commodities and supplies.

| Expenditure | Revenue | Tax Levy |
|-------------|-----------|----------|
| \$906,558 | \$906,558 | \$0 |

SPECIMEN EXPENDABLE TRUST ACCOUNT (Org. 0319)

The Specimen Fund exists for the purpose of recording receipts from the sale of animals. Disbursements are to be made for the purchase of animals and related expenditures such as freight and express charges on the shipment of animals.

| Expenditure | Revenue | Tax Levy |
|-------------|----------|----------|
| \$48,044 | \$48,044 | \$0 |