

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500  
FUND: General - 0001

**Budget Summary**

Category	2014 Budget	2014 Actual	2015 Budget	2016 Budget	2016/2015 Variance
<b>Expenditures</b>					
Personnel Costs	\$13,498,925	\$12,802,760	\$14,132,092	\$12,432,861	(\$1,699,231)
Operation Costs	\$9,641,788	\$8,516,459	\$9,697,814	\$9,153,926	(543,888)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$524,179	\$485,877	\$999,786	\$1,000,530	\$744
Interdept. Charges	\$1,676,864	\$1,650,573	\$2,250,929	\$2,158,260	(\$92,669)
<b>Total Expenditures</b>	<b>\$25,341,756</b>	<b>\$23,455,669</b>	<b>\$27,080,621</b>	<b>\$24,787,223</b>	<b>(\$2,335,044)</b>
<i>Legacy Healthcare/Pension</i>	<i>\$2,762,701</i>	<i>\$2,328,323</i>	<i>\$2,742,818</i>	<i>\$3,398,573</i>	<i>\$612,406</i>
<b>Revenues</b>					
Direct Revenue	\$19,826,372	\$17,536,793	\$19,245,432	\$19,325,634	\$80,202
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$19,826,372</b>	<b>\$17,536,793</b>	<b>\$19,245,432</b>	<b>\$19,325,634</b>	<b>\$80,202</b>
<b>Tax Levy</b>	<b>\$5,515,384</b>	<b>\$5,918,876</b>	<b>\$7,835,189</b>	<b>\$5,419,943</b>	<b>(\$2,415,246)</b>
<b>Personnel</b>					
<b>Full-Time Pos. (FTE)</b>	128.8	128.8	131.8	132.5	0.7
<b>Seas/Hourly/Pool Pos.</b>	125.1	125.1	125.7	125.7	0.0
<b>Overtime \$</b>	\$295,644	\$221,031	\$301,560	\$307,536	\$5,976

**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 will 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; Marketing and Communications increases public use, enjoyment, and awareness of the Zoo facility; Operations includes business and concession functions; Maintenance and Facilities provides for the maintenance, improvement, and overall grooming of the Zoo Grounds; Animal Management and Health cares for and manages the Zoo's animal collection to allow for conservation, propagation, and display.

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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	2014 Actual	2015 Budget	2016 Budget
Zoo Attendance	1, 267,356	1,309,500	1,309,500

How We Do It: Program Budget Summary					
Category	2014 Budget	2014 Actual	2015 Budget	2016 Budget	2016/2015 Var
<b>Expenditures</b>	\$5,946,176	\$5,143,039	\$6,598,239	\$6,294,977	(\$303,262)
<b>Revenues</b>	\$4,108,002	\$481,920	\$4,019,306	\$3,878,704	(\$140,602)
<b>Tax Levy</b>	\$1,838,174	\$4,661,119	\$2,578,933	\$2,416,273	(\$162,660)
<b>FTE Positions</b>	17.5	17.5	17.5	17.5	0.0

How Well We Do It: Performance Measures				
Performance Measure	2014 Budget	2014 Actual	2015 Budget	2016 Budget
Net Levy cost per Visitor	\$4.21	\$4.67	\$5.98	\$5.98
Average visitor spending	\$15.14	\$13.84	\$14.70	\$14.83
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Zoo Sustainability Ratio	78.3%	74.8%	71.1%	71.3%

**Strategic Implementation:**

This program area includes cash management, financial and capital project planning, accounts payable and receivable, personnel and payroll, reception, radio dispatch, information technology, safety and security services, contract review, program evaluations, performance measures, oversight of Zoo's Green, Guest Services and Safety committees and other general office services.

The State of Wisconsin Department of Transportation (WisDOT) Zoo Interchange project continues in 2016, creating navigation challenges for Zoo guests. In addition to on/off ramp freeway closings and closure of parts of the freeway, the Wisconsin Avenue Bridge will not open until May of 2016. In light of this, gate admission fees and parking remain unchanged at the 2015 levels. Both staff from the Zoo and WisDOT continue to work together to publicize the best routes to arrive at the Zoo, as well as provide updated signage.

The 2016 Budget includes \$1.77 million in capital funding to begin construction of a new Adventure Africa exhibit. The 2015 Budget included \$800,000 for planning. The project will be completed in 2018 with a total cost of \$16 million of which the Zoological Society will provide 50% or \$8 million.

In 2014, the Zoo received \$8.5 million from the WisDOT for land acquisition. The Zoo completed a West parking lot in 2015 to alleviate parking issues from the loss of parking spaces in the main lot. The new entrance will create a "sense of arrival" similar to the main parking lot and will be open by Memorial Day 2016. The budget includes expenditures and revenues from the operation of this new entrance as well as billboard revenue increases due to the planned addition of two signs on Zoo property.

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The Zoo Director 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 entrance is being built.

The Department of Parks, Recreation and Culture and the Zoo are requested to develop a plan to provide a discount for county employees and employee families between five and fifteen percent for county-owned park attractions and services, including discounts for golf and picnic areas in county parks, as well as for admission to the Zoo. County employees must be present to receive the discount for themselves and their families. The Parks and Zoo Directors will present a report for review and approval to the County Board of Supervisors as soon as practicable.

In an effort to reduce the number of crosscharges, the 2016 Budget removes fringe benefit charges from departments that are primarily financed through the tax levy. The fringe benefit tax levy for these departments will remain in Org. Unit-1950-Fringe Benefits. It is the policy of Milwaukee County to reduce the number of crosscharges to: 1) simplify the budgeting process, 2) still retain outside revenues wherever possible, and 3) provide accurate information on the cost to provide programs and services.

The Zoo is also authorized to enter into the following Professional Service Contracts in 2016. 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.
\$250,000	Bugs Special Exhibit	Billings Production Inc.
\$55,000	Strollers and Wheelchairs	Scooterbug Inc.
\$103,107	Mold-a-Ramas	William A. Jones Co.
\$90,000	Raptor Bird Show	World Bird Sanctuary

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**Strategic Program Area 2: Marketing and Communications**

**Service Provision: Discretionary**

**Strategic Outcome: Quality of Life**

<b>What We Do: Activity Data</b>			
<b>Item</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
Advertising Expenditures	\$519,669	\$511,000	\$561,000
Group Sales Revenue	\$1,921,933	\$2,394,222	\$2,418,866

<b>How We Do It: Program Budget Summary</b>					
<b>Category</b>	<b>2014 Budget</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>	<b>2016/2015 Var</b>
<b>Expenditures</b>	\$2,915,034	\$2,789,374	\$3,011,264	\$2,942,135	(\$69,129)
<b>Revenues</b>	\$3,749,716	\$2,742,435	\$3,750,316	\$3,786,785	\$36,469
<b>Tax Levy</b>	(\$834,682)	\$46,939	(\$739,052)	(\$844,650)	(\$105,598)
<b>FTE Positions</b>	19.6	19.6	19.6	20.4	0.8

<b>How Well We Do It: Performance Measures</b>				
<b>Performance Measure</b>	<b>2014 Budget</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
Guest experience survey: Extremely or Very Satisfied	96%	98%	96%	90%
Guest educational value survey "Extremely or Very Educational"	94%	97%	94%	90%

Note: For 2016, the benchmark percent was changed Zoo-wide to 90% to be consistent across divisions.

**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.

With retirements and staff changes in 2015, Marketing and Communications, formerly known as the Public Affairs and Services Division, took the opportunity to reorganize the division's structure to better address changes in the marketing and communications environment. To facilitate this change, the following position actions are made for 2016:

- Create one position of Marketing and Special Events Coordinator and abolish one position of Special Events Coordinator resulting in a minimal salary and social security impact. The Special Events Coordinator position will be abolished upon vacancy.
- Create one position of Special Events Assistant to help create new and exciting events to increase attendance and revenues.
- One position of Secretarial Assistant is reduced to three-quarter time.

The Zoo advertising budget has been increased over the prior year to counter the negative impact of all the construction surrounding the Zoo.

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**Strategic Program Area 3: Operations Division**

**Service Provision: Discretionary**

**Strategic Outcome: Quality of Life**

<b>What We Do: Activity Data</b>			
<b>Item</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
General Admission Revenue	\$4,936,864	\$5,680,139	\$5,680,139
Concession/Catering Revenue	\$3,488,134	\$3,856,353	\$3,952,181
Novelty Revenue	\$1,724,698	\$1,845,619	\$1,876,447
Rides Revenue	\$1,143,445	\$1,308,143	\$1,289,143

Note: The Activity Data table shows the Zoo-wide revenue for these revenue accounts and not just the Operations Division.

<b>How We Do It: Program Budget Summary</b>					
<b>Category</b>	<b>2014 Budget</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>	<b>2016/2015 Var</b>
<b>Expenditures</b>	\$4,811,638	\$4,374,167	\$5,201,023	\$4,627,288	(\$573,735)
<b>Revenues</b>	\$11,917,654	\$14,259,621	\$11,424,810	\$11,609,145	\$184,335
<b>Tax Levy</b>	(\$7,106,016)	(\$9,885,454)	(\$6,223,787)	(\$6,981,857)	(\$758,070)
<b>FTE Positions</b>	84	84	85.5	85.5	0

Note: The Program Budget Summary table shows only revenue from the Operations Division and does not include admission and other revenue generated from other divisions.

<b>How Well We Do It: Performance Measures</b>				
<b>Performance Measure</b>	<b>2014 Budget</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
Guest Survey: Excellent or Very Good Food Service	88%	82%	88%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets	91%	84%	91%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations	94%	93%	94%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions	88%	93%	88%	90%

**Strategic Implementation:**

This program area includes business and concessions functions related to the Zoo's major revenue sources such as admissions, parking, restaurants, food concession facilities, gift, novelty and souvenir stores, miniature train ride, Zoomobile and carousel ride. Staff from this service area also oversee revenue generating contracts with outside vendors.

The 2016 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 2016 and 2017 resale purchases for novelties and souvenirs in October of 2015 and

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October of 2016, 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. Because of the distances and travel times required for overseas shipments, the Zoo must order resale merchandise in the fall for spring delivery.

Additional expected revenue from the operation of the West Parking Lot and Entrance is included for 2016 and will be entirely offset by seasonal Zoo Worker hours.

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**Strategic Program Area 4: Maintenance & Facilities**

**Service Provision:** Discretionary

**Strategic Outcome:** Quality of Life

<b>What We Do: Activity Data</b>			
<b>Item</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
Number of Work Orders Completed	1,325	1,100	1,100

<b>How We Do It: Program Budget Summary</b>					
<b>Category</b>	<b>2014 Budget</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>	<b>2016/2015 Var</b>
<b>Expenditures</b>	\$4,334,251	\$4,050,123	\$4,649,367	\$4,339,170	(\$310,197)
<b>Revenues</b>	\$0	\$9,207	\$0	\$0	\$0
<b>Tax Levy</b>	\$4,334,251	\$4,040,916	\$4,649,367	\$4,339,170	(\$310,197)
<b>FTE Positions</b>	58.7	58.7	59.7	59.7	0

<b>How Well We Do It: Performance Measures</b>				
<b>Performance Measure</b>	<b>2014 Budget</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
Guest Survey: Excellent or Very Good Cleanliness	86%	96%	88%	90%
Work Orders completed in a timely manner	96%	N/A	96%	90%

Note: The 2016 Budget includes a crosscharge for the CityWorks work authorization system that will help the Zoo electronically track work orders for better reporting.

**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. The 2016 budget sustains major maintenance and equipment replacement funds at 2015 levels.

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**Strategic Program Area 5: Animal Management & Health**

**Service Provision:** Discretionary

**Strategic Outcome:** Quality of Life

<b>What We Do: Activity Data</b>			
<b>Item</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
# of Species in collection	377	435	435
# of Specimens in collection	3,122	3,200	3,200

<b>How We Do It: Program Budget Summary</b>					
<b>Category</b>	<b>2014 Budget</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>	<b>2016/2015 Var</b>
<b>Expenditures</b>	\$7,334,657	\$7,098,966	\$7,620,728	\$6,542,007	(\$1,078,721)
<b>Revenues</b>	\$51,000	\$43,610	\$51,000	\$51,000	\$0
<b>Tax Levy</b>	\$7,283,657	\$7,055,356	\$7,569,728	\$6,491,007	(\$1,078,721)
<b>FTE Positions</b>	74.2	74.2	75.2	75.2	0

<b>How Well We Do It: Performance Measures</b>				
<b>Performance Measure</b>	<b>2014 Budget</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason*	No set #	Range = 6-17% empty Average = 11%	10.75%	10.5%

\*Zoo staff will track this performance measure in 2014 to set a benchmark level. In future years, the Zoo will strive keep the number of exhibits that appear empty below the benchmark.

**Strategic Implementation:**

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 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.

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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
\$992,086	\$992,086	\$0

**SPECIMEN EXPENDABLE TRUST ACCOUNT (Org. 0319)**

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

Expenditure	Revenue	Tax Levy
\$61,614	\$61,614	\$0