

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs**	\$11,389,274	\$11,180,778	\$11,325,625	\$11,292,976	(\$32,649)
Operation Costs	\$9,697,814	\$8,699,185	\$9,153,926	\$9,443,234	\$289,308
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$999,786	\$422,182	\$1,000,530	\$1,000,530	\$0
Interdept. Charges	\$2,250,929	\$2,368,870	\$2,158,260	\$2,453,689	\$295,429
Total Expenditures**	\$24,337,803	\$22,671,064	\$23,638,341	\$24,190,429	\$552,088
<i>Legacy Healthcare/Pension</i>	<i>\$2,742,818</i>	<i>\$2,842,212</i>	<i>\$3,355,224</i>	<i>\$3,303,498</i>	<i>(\$51,726)</i>
Revenues					
Direct Revenue	\$19,245,432	\$18,782,514	\$19,325,634	\$20,161,031	\$835,397
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$19,245,432	\$18,782,514	\$19,325,634	\$20,161,031	\$835,397
Tax Levy**	\$5,092,371	\$3,888,550	\$4,312,707	\$4,029,398	(\$283,309)
Personnel					
Full-Time Pos. (FTE)*	125.7	125.8	127.5	126.0	(1.5)
Seas/Hourly/Pool Pos.	126.8	126.8	125.7	125.9	0.2
Overtime \$	\$301,560	\$233,464	\$307,536	\$312,540	\$5,004

*The 2017 Budget FTE's include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTE's are restated to reflect this change. Program Area tables include these changes as well.

** The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change (non-restated figures are included in Appendix A). Program area tables also reflect this change. The 2016 Budget removed active fringe benefit charges from departments that were primarily funded through the tax levy and centralized the charges in Org 1950 Fringe Benefits. In 2017, active fringe benefits are included in all departments with benefit-eligible positions. The 2016 figures are restated to reflect that change.

Department Mission: The Milwaukee County Zoo (MCZ) 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 & Finance, Marketing and Communications, Operations Division, Maintenance & Facilities, and Animal Management & Health.

Major Changes in FY 2017 include:

- A Conservation & Sustainability Coordinator is created.
- Seasonal hours at the Heritage Farm for the Animal Ambassador Continuum are increased.
- A salary adjustment will start seasonal employees at a higher wage.
- "Animal Body Worlds" special exhibit scheduled for 2017.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

- The West Entrance will open with new programming.
- A reorganization will move the Safety & Training Specialist position to DAS-Risk Management.

In 2017, the MCZ officially turns 125 years old. The Zoo will offer special celebrations throughout the year and guests will be able to purchase commemorative items. The advertising budget is increased by \$20,000 to assist in making the year-long celebration a success.

The special exhibit scheduled for 2017 is “Animal Body Worlds.” This exhibit offers an anatomical safari. Animal Body Worlds exhibits offer a unique chance to explore the intricate biology, zoology and physiology of a variety of the world’s most spectacular creatures. The exhibit is high-quality, museum-grade designed to inspire a better understanding of the animal world and foster a greater respect for it. MCZ will be the first zoo to host “Animal Body Worlds”. The exhibit will be open early May through Labor Day. The general admission for adults will be \$10, children and Group Sales will be \$8 and the education rate and member rate will be \$5. To help reach out to educational establishments and a new market area, an additional \$20,000 in advertising is included in the 2017 Budget.

The State of Wisconsin Department of Transportation (WisDOT) Zoo Interchange project continues in 2017, 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 2017. Additionally, a major portion of the Zoo will be under construction for the new Adventure Africa exhibit in 2017. Due to the internal and external construction, no price increases for gate admission fees or parking are planned in 2017 as to prevent further inconvenience for guests. 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 2017 Budget includes \$8.6 million in capital funding to continue construction of a new Adventure Africa exhibit. The 2015 Budget included \$800,000 for planning and the 2016 Budget included \$1.7 million to begin construction. The project will be completed in 2018 with a total cost of \$16 million. The Zoological Society will provide 50% or \$8 million.

The Zoo Director maintains authority to discount or waive admission fees and provide one free admission day during the months of January, February, March, October, November, and December. The April free day is replaced with an October free day due to the lack of availability of seasonal employees during that time of year.

The Zoo is also authorized to enter into the following Professional Service Contracts in 2017. 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.
\$55,000	Strollers and Wheelchairs	Scooterbug Inc.
\$103,107	Mold-a-Ramas	William A. Jones Co.
\$94,000	Raptor Bird Show	World Bird Sanctuary
\$25,000	Librarian Services	MEK Consulting
\$33,000	Pony Rides	Patch 22
\$60,000	A la Carte Food Vendor	Saz’s Hospitality Group
\$35,000	A la Carte Food Vendor	Aladdins Middle Eastern
\$30,000	A la Carte Ticket Seller	Rick Wermager
\$75,000	Guest Photos	Photogenic Inc.
\$60,000	Tattoos, Face Painting, Caricatures	Personality Portraits

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

The 2017 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 2017 and 2018 resale purchases for novelties and souvenirs in October of 2016 and October of 2017, 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 times required for overseas shipments, the Zoo must order resale merchandise in the fall for spring delivery.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
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Strategic Program Area 1: Administration & Finance

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2015 Actual	2016 Budget	2017 Budget
Zoo Attendance	1,379,004	1,309,500	1,309,500

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$6,289,724	\$5,434,458	\$6,167,218	\$6,180,590	\$13,372
Revenues	\$4,019,306	\$897,261	\$3,878,704	\$4,181,172	\$302,468
Tax Levy	\$2,270,418	\$4,537,197	\$2,288,514	\$1,999,418	(\$289,096)
FTE Positions	16.0	16.0	14.6	12.5	(2.1)

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Net Levy cost per Visitor	\$5.98	\$4.88	\$4.14	\$3.20
Average visitor spending	\$14.70	\$13.62	\$14.76	\$15.40
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Zoo Sustainability Ratio	71.1%	73.6%	78.1%	82.8%

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.

A salary adjustment of \$70,000 is included in the 2017 Budget to allow the Milwaukee County Zoo the flexibility to start seasonal employees at a higher wage. This is needed to attract and retain seasonal employees.

The Department of Administrative Services-Risk Management Division is continuing a multi-year process of centralizing the safety management function countywide. As a result of this initiative, a Safety & Training Specialist Zoo position is transferred from the Milwaukee County Zoo to DAS-Risk Management. While this position will report to Risk Management, it will serve the needs of the Milwaukee County Zoo.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
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Strategic Program Area 2: Marketing and Communications

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2015 Actual	2016 Budget	2017 Budget
Advertising Expenditures	\$525,668	\$561,000	\$601,000
Group Sales Revenue	\$2,101,424	\$2,418,866	\$2,433,066

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$2,807,976	\$2,598,105	\$2,850,905	\$2,992,259	\$141,354
Revenues	\$3,750,316	\$3,392,450	\$3,786,785	\$3,818,385	\$31,600
Tax Levy	(\$942,340)	(\$794,345)	(\$935,880)	(\$826,126)	\$109,754
FTE Positions	20.1	20.1	19.9	21.6	1.7

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Guest experience survey: Extremely or Very Satisfied	96%	98%	90%	90%
Guest educational value survey "Extremely or Very Educational"	94%	95.7%	90%	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. This program area seeks 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.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 3: Operations Division

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2015 Actual	2016 Budget	2017 Budget
General Admission Revenue	\$5,211,084	\$5,680,139	\$5,680,139
Concession/Catering Revenue	\$3,791,689	\$3,952,181	\$3,952,181
Novelty Revenue	\$1,942,888	\$1,876,447	\$1,876,447
Rides Revenue	\$1,160,242	\$1,289,143	\$1,309,143

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

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$4,980,637	\$5,038,531	\$4,456,386	\$4,566,198	\$109,812
Revenues	\$11,424,810	\$14,447,357	\$11,609,145	\$12,100,258	\$491,113
Tax Levy	(\$6,444,173)	(\$9,408,826)	(\$7,152,759)	(\$7,534,060)	(\$381,301)
FTE Positions	88.0	88	89.2	87.1	(2.1)

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.

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Guest Survey: Excellent or Very Good Food Service	88%	90%	90%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets	91%	92%	90%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations	94%	92.6%	90%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions	88%	93.3%	90%	90%

Strategic Implementation:

This program area includes business and concession 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.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 4: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2015 Actual	2016 Budget	2017 Budget
Number of Work Orders Completed	1,825	1,100	2,500

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$4,108,082	\$3,632,762,	\$4,041,219	\$4,190,766	\$149,547
Revenues	\$0	\$4,167	\$0	\$0	\$0
Tax Levy	\$4,108,082	\$3,628,595	\$4,041,219	\$4,190,766	\$149,547
FTE Positions	52.7	52.7	52.8	53.8	1.0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Guest Survey: Excellent or Very Good Cleanliness	88%	95.3%	90%	90%
Work Orders completed in a timely manner	90%	93%	90%	90%

Note: The 2017 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 maintenance, improvement and overall grooming of the grounds. The state of the grounds are critical to visitor satisfaction and return visits. Also included in this program area are mechanical and preventative maintenance programs for equipment, ventilating, air-conditioning, heating systems, minor electrical and plumbing repairs, housekeeping and general cleaning of the entire Zoo. Along with the 200 acres of zoo grounds, there are 17 buildings requiring HVAC care and an additional 20 buildings to maintain. The 2016 budget sustains major maintenance and equipment replacement funds at 2015 levels.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 5: Animal Management & Health

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2015 Actual	2016 Budget	2017 Budget
# of Species in collection	366	435	435
# of Specimens in collection	3,348	3,200	3,200

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$6,151,384	\$5,967,208	\$6,122,613	\$6,260,615	\$138,002
Revenues	\$51,000	\$41,279	\$51,000	\$61,216	\$10,216
Tax Levy	\$6,100,384	\$5,925,929	\$6,071,613	\$6,199,399	\$127,786
FTE Positions	75.5	75.5	76.3	76.9	0.6

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason*	No set #	Range = 5.8-17% empty Average = 10.1%	10.5%	10.5%

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 the 435 species of 3,200 mammals, birds, fish, amphibians, reptiles and invertebrates represented. The animal facilities are designed and programs are 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.

The 2017 budget includes the new position of Conservation/Research and Sustainability Manager. The main duties for this position include:

1. Conservation – Ensure AZA, Federal, State and local compliance in all aspects of the Zoo's conservation initiatives, evaluate conservation initiatives and develop measurable conservation goals and standards.
2. Research – Research and recommend which programs and activities are best suited for the Zoo, assist in the development of research plans and serve as primary point of contact to coordinate all aspects of internal and external requests for the Zoo to participate in research activities.
3. Sustainability and Green Practices - Research, develop, implement and support MCZ's short-term and long-term sustainability programs and initiatives.

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

The 2017 Budget includes 520 additional hours of Heritage Farm Attendant Seasonal to support the partnership between the MCZ and the Zoological Society of Milwaukee. This support will allow the Zoo to develop an Animal Ambassador Continuum that aims to instill or grow participants' empathic emotional connection to nature and animals. Through the facilitation of multiple, positive animal and nature experiences, local students from schools serving low-socioeconomic areas will participate in interactive activities for three years of their elementary schooling. The total cost of increasing the hours in 2017 is \$8,116. This cost is completely offset with funds from the Zoological Society.

Zoo Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Accountant	1	1	0.0	
Adm and Trans Supervisor	1	1	0.0	
Animal Division Coordinator	1	1	0.0	
Assist Concessions Coord	1	1	0.0	
Assist Group Sales Coord	1	1	0.0	
Assistant Accounting	1	1	0.0	
Assistant Accounting Cash	1	1	0.0	
Assistant Special Events	1	1	0.0	
Associate Accountant	1	1	0.0	
Audiovisual Coordinator Zoo	1	1	0.0	
Clerical Assistant 1 NR	1	1	0.0	
Clerical Specialist Zoo	0.75	0.75	0.0	
Concession & Merch Coord	1	1	0.0	
Conserv/Research/Sus Coord	0	1	1.0	Create
Coord. Marketing Spec Events	1	1	0.0	
Coordinator Admin Services	1	1	0.0	
Coordinator Elephant Care	1	1	0.0	
Coordinator Zoo Oper & Maint	1	0	(1.0)	Abolish
Curator of Birds	1	1	0.0	
Curator of Large Mammals	1	1	0.0	
Curator of Prim Sm Mammals	1	1	0.0	
Curator Reptiles & Aquarium	1	1	0.0	
Custodial Worker 2	6	6	0.0	
Custodial Wrkr Asst Supervisor	2	2	0.0	
Deputy Chief Adm Officer Zoo	1	1	0.0	
Director Animal Mgmt & Health	1	1	0.0	
Director Grounds and Maint	1	1	0.0	
Electrical Mech Permits	1	1	0.0	
Ex Zoo Director	1	1	0.0	
Executive Assistant Zoo	1	1	0.0	

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Zoo Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Exhibits Registrar	1	1	0.0	
Facilities Supervisor	1	1	0.0	
Forestry Worker Zoo	1	1	0.0	
Group Sales Coordinator	1	1	0.0	
Group Sales Specialist	1	1	0.0	
Guest Services Supervisor	1	1	0.0	
Heating & Vent Mech 2	1	1	0.0	
Heritage Farm Attendant	3	3	0.0	
Heritage Farm Supervisor	1	1	0.0	
Horticulturist	2	2	0.0	
Locomotive Engr Zoo	2	2	0.0	
Mach Operator Eng Welder	1	1	0.0	
Manager Accounting	1	1	0.0	
Manager Business Operations	1	1	0.0	
Manager Grounds Maint	1	1	0.0	
Merch Sales Coordinator	1	1	0.0	
Mgr. Contractor & Compliance	1	1	0.0	
Office Support Assistant 1	1	1	0.0	
Plumber Permits	1	1	0.0	
Program Audience Eval Spec	1	1	0.0	
Public Affairs Serv Director	1	1	0.0	
Public Relations Coordinator	1	1	0.0	
Safety & Training Specialist	1	0	(1.0)	Transfer Out to DAS-Risk
Secretarial Assistant	0.75	0.75	0.0	
Senior Staff Veterinarian	1	1	0.0	
Special Programs Coordinator	1	1	0.0	
Specialist Office Services	1	1	0.0	
Sr Accounting Cash Asst	1	1	0.0	
Staff Veterinarian	1	1	0.0	
Steamfitter Temp Control	1	1	0.0	
Stores Clerk 3	1	1	0.0	
Supervisor Maintenance	1	1	0.0	
Veterinary Tech	3	3	0.0	
Zoo Area Supervisor	11	11	0.0	
Zoo Maintenance Worker	2	2	0.0	
Zoo Vehicle Mach Operator	5	5	0.0	
Zookeeper	41	41	0.0	
Heritage Farm Attendant Seas	4.36	4.61	0.3	Fund
Zoo Worker 1 Seas	52.67	52.67	0.0	
Zoo Worker 2 Seas	21.23	21.23	0.0	
Zoo Worker 3 Seas	16.31	16.31	0.0	

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Zoo Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Zoo Worker 4 Seas	23.34	23.34	0.0	
Zoo Worker 5 Seas	2.17	2.17	0.0	
Zoo Worker 6 Seas	5.58	5.58	0.0	
Full Time Total	131.5	130.5	(1.0)	
Part-Time Total	125.66	125.91	0.3	
Grand Total	257.16	256.41	(0.8)	

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
\$876,492	\$876,492	\$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

CONSERVATION/RESEARCH PROGRAM TRUST ACCOUNT (Org. 0330)

A Conservation/Research Program Trust is created in 2017 to record donations and contributions towards conservation, research and green practices which allows expenditure authority to support these functions in addition to supporting other expenses for the benefit or improvement of the Zoo and to support the Zoo's mission.

Expenditure	Revenue	Tax Levy
\$93,000	\$93,000	\$0