

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	\$14,132,092	\$14,022,972	\$12,432,861	\$11,586,464	(\$846,397)
Operation Costs	\$9,697,814	\$8,699,185	\$9,153,926	\$9,443,234	\$281,008
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	\$2,315,139	\$156,879
Total Expenditures	\$27,080,621	\$25,513,209	\$24,745,577	\$24,345,367	(\$406,410)
<i>Legacy Healthcare/Pension</i>	<i>\$2,742,818</i>	<i>\$2,842,201</i>	<i>\$3,355,224</i>	<i>\$3,449,769</i>	<i>\$94,545</i>
Revenues					
Direct Revenue	\$19,245,432	\$18,782,507	\$19,325,634	\$20,161,031	\$827,097
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$19,245,432	\$18,782,507	\$19,325,634	\$20,161,031	\$829,197
Tax Levy					
Tax Levy	\$7,835,189	\$6,730,702	\$5,419,943	\$4,184,336	(\$1,235,607)
Personnel					
Full-Time Pos. (FTE)	129.8		132.5	132.5	0.0
Seas/Hourly/Pool Pos.	127.7		125.7	125.9	0.2
Overtime \$	\$301,560	\$233,464	\$307,536	\$312,540	\$5,004

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.

Major Changes in FY 2017:

A new position of Conservation/Research and Sustainability Manager is created at a total cost of \$83,482, which is completely offset with savings in utility costs. The main duties are as follows: 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 serves as primary point of contact to coordinate all aspects of internal and external requests for the Zoo to participate in research activities; and 3) Sustainability and Green Practices - Research, develop, implement and support MCZ's short-term and long-term sustainability programs and initiatives. This position is mission focused.

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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 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 and completely offset with funds from the Zoological Society.

Personal Services changes not controlled by the MCZ include the following: 1) wages and overtime increases \$94,992 to fund the budgeted wage increase of 1% in 2017; 2) active fringe benefits increase \$101,080 and 3) legacy fringe benefits and pension expenditures are removed from the Budget for a reduction of \$1,107,236.

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

The special exhibit scheduled for 2017 is "Animal Body Worlds". This exhibit takes you on an anatomical safari. Animal Body Worlds offers 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 and is designed to inspire a better understanding of the animal world and to foster a greater respect for it. MCZ will be the first zoo to host "Animal Body Worlds". The exhibit will be open in 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.

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.

A lump-sum revenue amount of \$439,613 is included in the 2017 Budget. The Zoo will develop revenue generating events utilizing the new West Entrance and Parking lot that will open in 2017. Zoo staff will work with the Office of Performance, Strategy and Budget to develop the expenditure/revenue budget to support these activities during the summer of 2016, which will be included in the County Executive's 2017 Budget.

The 2017 Budget continues the \$273,614 or 1% County Board expenditure lump-sum reduction that was first included in the 2016 Budget. The 2016 Budget also included a projected savings of \$152,224 from implementation of a new e-procurement system. The savings were not materialized and the MCZ absorbed the reduction 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. In light of this, gate admission fees and parking remain unchanged at the 2016 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 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 includes \$1.7 million to begin construction. 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. A major portion of the Zoo will be under construction in 2017 and to address the inconvenience to guests, no price increases in gate admission and parking fees are planned in 2017.

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 is replaced with the month of October due to the lack of availability of seasonal employees during that time of year.

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The flexibility to reallocate major maintenance projects and equipment purchases while remaining within the total appropriation is continued in 2017. With this policy, the MCZ can act quickly to address an emergency purchase or a change in priorities.

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

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

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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	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	\$6,598,239	\$5,752,959	\$6,294,977	\$6,245,979	(\$48,998)
Revenues	\$4,019,306	\$897,261	\$3,878,704	\$4,181,172	\$302,468
Tax Levy	\$2,578,933	\$4,855,698	\$2,416,273	\$2,064,807	(\$351,466)
FTE Positions	17.5		17.5	17.5	0.0

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.

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Strategic Program Area 2: Marketing and Communications

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	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	\$3,011,264	\$2,816,338	\$2,942,135	\$2,995,811	\$53,676
Revenues	\$3,750,316	\$3,392,450	\$3,786,785	\$3,818,385	\$31,600
Tax Levy	(\$739,052)	(\$576,112)	(\$844,650)	(\$822,574)	\$22,076
FTE Positions	19.6		20.4	20.4	0.0

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 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.

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Strategic Program Area 3: Operations Division

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	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	\$5,201,023	\$5,303,890	\$4,627,288	\$4,568,670	(\$64,818)
Revenues	\$11,424,810	\$14,447,357	\$11,609,145	\$12,100,258	\$484,913
Tax Levy	(\$6,223,787)	(\$9,143,467)	(\$6,981,857)	(\$7,531,588)	(\$549,731)
FTE Positions	85.5		85.5	84.5	-1.0

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.

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2016 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 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.

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Strategic Program Area 4: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	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	\$4,649,367	\$4,184,811	\$4,339,170	\$4,224,946	(\$114,224)
Revenues	\$0	\$4,167	\$0	\$0	\$0
Tax Levy	\$4,649,367	\$4,180,644	\$4,339,170	\$4,224,946	(\$114,224)
FTE Positions	59.7		59.7	59.7	0.0

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 2016 Budget includes a crosscharge for the CityWorks work authorization system that will help the Zoo electronically track work orders for better reporting. This crosscharge continues in 2017.

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

What We Do: Activity Data			
Item	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	\$7,620,728	\$7,455,277	\$6,542,007	\$6,309,960	(\$232,047)
Revenues	\$51,000	\$41,279	\$51,000	\$61,216	\$10,216
Tax Levy	\$7,569,728	\$7,413,997	\$6,491,007	\$6,248,744	(\$242,263)
FTE Positions	75.2		75.2	76.4	1.2

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 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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Budgeted Positions				
Job Title	2016 Adopted FTE	2017 Budget FTE	2017-2016 Variance	Explanation
Office Support Assistant 1	1.0	1.0	0.0	
Clerical Assistant 1 NR	1.0	1.0	0.0	
Executive Assistant Zoo	1.0	1.0	0.0	
Secretarial Assistant	1.0	1.0	0.0	
Contractor & Compliance Mgr	1.0	1.0	0.0	
Office Services Specialist	1.0	1.0	0.0	
Clerical Specialist Zoo	.75	.75	0.0	
Admin Services Coordinator	1.0	1.0	0.0	
Sr Accounting Cash Asst	1.0	1.0	0.0	
Accounting Assistant	1.0	1.0	0.0	
Cash Accounting Assistant	1.0	1.0	0.0	
Associate Accountant	1.0	1.0	0.0	
Accountant	1.0	1.0	0.0	
Safety & Training Specialist	1.0	1.0	0.0	
Stores Clerk 3	1.0	1.0	0.0	
Custodial Worker 2	6.0	6.0	0.0	
Custodial Wrkr Asst Supervisor	2.0	2.0	0.0	
Zoo Maintenance Worker	2.0	2.0	0.0	
Maintenance Supervisor	1.0	1.0	0.0	
Electrical Mech Permits	1.0	1.0	0.0	
Plumber Permits	1.0	1.0	0.0	
Steamfitter Temp Control	1.0	1.0	0.0	
Mach Operator Eng Welder	1.0	1.0	0.0	
Zoo Vehicle Mach Operator	5.0	5.0	0.0	
Locomotive Engr Zoo	2.0	2.0	0.0	
Special Events Assistant	1.0	1.0	0.0	
Marketing Spec Events Coord	1.0	1.0	0.0	
Horticulturist	2.0	2.0	0.0	
Senior Staff Veterinarian	1.0	1.0	0.0	
Zookeeper	41.0	41.0	0.0	
Zoo Area Supervisor	11.0	11.0	0.0	
Merch Sales Coordinator	1.0	1.0	0.0	
Curator of Birds	1.0	1.0	0.0	
Curator of Prim Sm Mammals	1.0	1.0	0.0	
Curator Reptiles & Aquarium	1.0	1.0	0.0	
Forestry Worker Zoo	1.0	1.0	0.0	
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 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	
Heritage Farm Attendant	3.0	3.0	0.0	
Heritage Farm Attendant Seas	4.36	4.61	.25	Additional hours funded through the Zoological Society
Audiovisual Coordinator Zoo	1.0	1.0	0.0	

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Budgeted Positions				
Job Title	2016 Adopted FTE	2017 Budget FTE	2017-2016 Variance	Explanation
Oper and Maint Coordinator	1.0	0.0	-1.0	Former budget action to delete when vacant
Grounds Maint Manager	1.0	1.0	0.0	
Facilities Supervisor	1.0	1.0	0.0	
Heritage Farm Supervisor	1.0	1.0	0.0	
Adm and Trans Supervisor	1.0	1.0	0.0	
Guest Services Supervisor	1.0	1.0	0.0	
Assist Concessions Coord	1.0	1.0	0.0	
Concession & Merch Coord	1.0	1.0	0.0	
Program Audience Eval Spec	1.0	1.0	0.0	
Group Sales Coordinator	1.0	1.0	0.0	
Animal Division Coordinator	1.0	1.0	0.0	
Special Programs Coordinator	1.0	1.0	0.0	
Exhibits Registrar	1.0	1.0	0.0	
Public Relations Coordinator	1.0	1.0	0.0	
Curator of Large Mammals	1.0	1.0	0.0	
Assist Group Sales Coord	1.0	1.0	0.0	
Group Sales Specialist	1.0	1.0	0.0	
Staff Veterinarian	1.0	1.0	0.0	
Veterinary Tech	3.0	3.0	0.0	
Grounds and Maint Director	1.0	1.0	0.0	
Accounting Manager	1.0	1.0	0.0	
Public Affairs & Serv Director	1.0	1.0	0.0	
Deputy Chief Adm Officer Zoo	1.0	1.0	0.0	
Elephant Care Coordinator	1.0	1.0	0.0	
Business Operations Manager	1.0	1.0	0.0	
Heating & Vent Mech 2	1.0	1.0	0.0	
Animal Mgmt & Health Director	1.0	1.0	0.0	
Ex Zoo Director	1.0	1.0	0.0	
Conserv/Research/Sus Coord	0.0	1.0	1.0	2017 Budget New Create
TOTAL	258.2	258.4	0.2	

Unfunded Positions				
Job Title	2016 Adopted FTE	2017 Budget FTE	2017-2016 Variance	Explanation
None				

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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
\$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 and 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