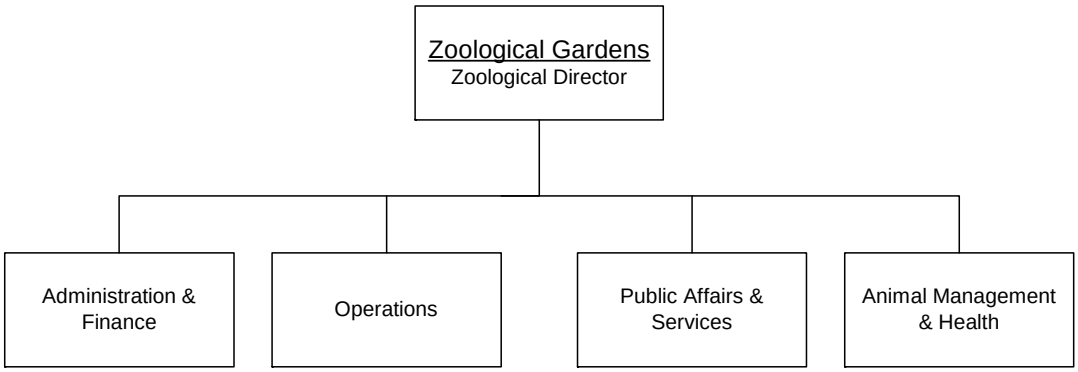
ZOOLOGICAL DEPARTMENT (9500)



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 by:

- Contributing to world-wide animal management, conservation and research efforts;
- Fostering sound physical, psychological and social development for the animal groups in our care;
- Sharing our knowledge with the intent to reinforce the human-animal-earth bond;
- Improving the quality of our professional development, administration and operating environment;
- Striving for the financial self-sufficiency of the organization;
- Continuing the public-private partnership with the Zoological Society of Milwaukee County.

Budget Summary

	2011	2010/2011 Change
Expenditures	**24,155,892**	**497,899**
Revenue	**19,683,056**	**(188,712)**
Levy	**4,472,836**	**686,611**
FTE's	**257.5**	**1.4**

Major Programmatic Changes

- Replace the Dinosaur Special Exhibit with the Butterfly Special Exhibit.
- Add adventure-based opportunities with the goal of increasing revenues.
- Develop a Zoo Master Plan for future capital improvements.

OBJECTIVES

- Make significant contributions to the improvements of animal care and the global conservation of animal species and their natural habitat.
- Make significant contributions to the body of scientific knowledge applied towards animal care and the global conservation of animal species.
- Maintain and improve the Zoo's buildings and grounds.
- Continue to maximize efficiency of operations.
- Develop a new Master Plan for the Zoo for the next public/private capital plan initiative incorporating the impact of the Zoo Interchange construction project.
- Educate employees and visitors on green practices.
- Continue to expand safety, health and loss prevention programming.
- Coordinate and implement all scheduled public special events.
- Through group sales efforts, increase consignment ticket sales and rentals of the Gathering Place.
- Successfully coordinate, stage and promote the summer special exhibit to accomplish revenue and attendance goals.
- Continue to keep the Zoo a top-of-mind destination through successful marketing, public relations and advertising efforts.

DEPARTMENTAL PROGRAM DESCRIPTION

The Zoo's organizational structure is designed to maximize efficiency of operations, facilities, animal management and human resources. The Zoo includes four divisions: Animal Management and Health, Operations, Administration and Finance, and Public Affairs and Services. These divisions provide a work force organized to address the seasonal nature of operations, increase attendance and revenue-earning opportunities and provide optimum animal care.

The **Animal Management and Health Division** is responsible for the care and management of the Zoo's extensive animal collection, including fish, amphibians, reptiles, birds, mammals and invertebrates, to allow their conservation, propagation and display. This includes carefully monitoring and maintaining the animals, providing a safe and enriching environment, well-balanced and nutritious diets, and high-quality preventive and clinical veterinary care. The animal facilities are designed, and programs are presented, to provide educational and entertaining experiences for the visitors. The 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.

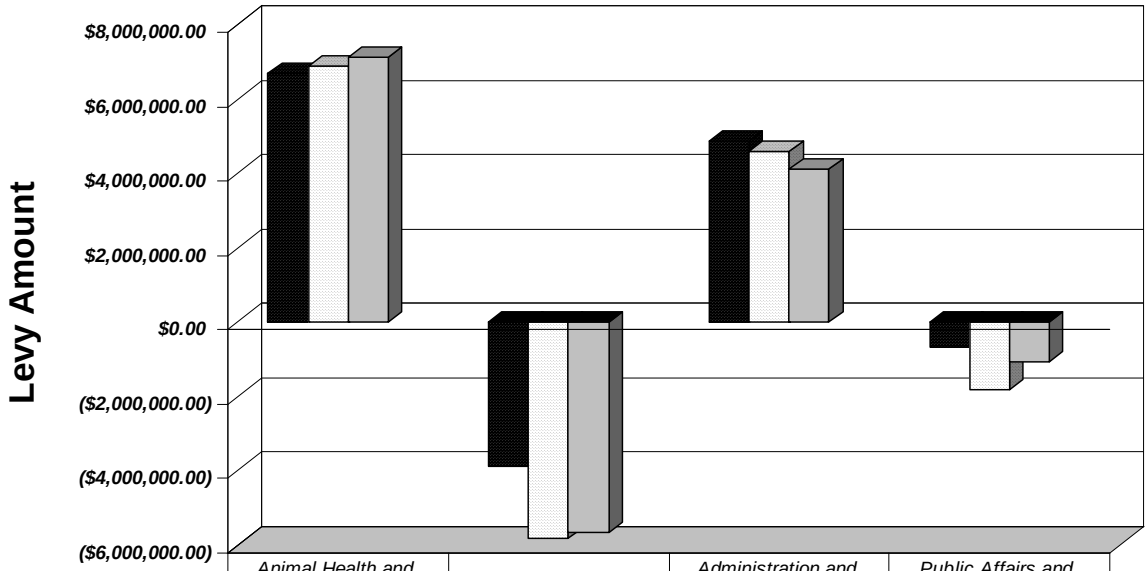
The **Operations Division** includes business and concessions functions related to the Zoo's major revenue sources such as admissions, parking lot, two restaurants with a patio complex, three major food concession facilities and various food stands, gift, novelty and souvenir stores, a miniature train ride, a Zoomobile ride and a carousel ride. In addition, this division also provides for the maintenance, improvement and overall grooming of the grounds, which are critical to visitor satisfaction and return trade. Included in this area are mechanical and preventive maintenance programs for equipment, ventilating, air-conditioning and heating systems, and minor electrical and plumbing repairs. Also included are housekeeping and general cleaning of the entire Zoo.

The **Administration and Finance Division** support functions include cash management, financial and capital project planning and control, accounts payable and receivable, personnel and payroll, reception, switchboard, radio dispatch, information technology, and other general office services and all clerical support. This division provides the Zoo with planning direction, goals for all divisions, and daily financial and administrative management oversight control. Also included is the oversight of the Zoo's Green and Safety committees.

The **Public Affairs and Services Division** 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 such as the sea lion and raptor shows and group sales rentals into a single division for improved coordination of promotional efforts. Through news releases, interviews and other promotional activities, the Zoo attempts to attract residents of major Wisconsin and northern Illinois markets. The Zoo engages in cross-promotions with other cultural and tourist attractions to increase attendance and encourage return visitation. Included among annual special events activities held at the Zoo are “Milwaukee a la Carte,” Sunset Zoofaris, Halloween Spooktacular, Family Farm Weekend, Egg Days and the Samson Stomp.

Organizational Levy Summary



	Animal Health and Management	Operations	Administration and Finance	Public Affairs and Services
2009 Actual	$6,684,052.00	($3,895,106.00)	$4,879,691.00	($676,832.00)
2010 Budget	$6,865,265.00	($5,833,454.00)	$4,598,947.00	($1,844,534.00)
2011 Budget	$7,108,743.00	($5,670,997.00)	$4,122,453.00	($1,087,364.00)
Percent Change 10-11	3.55%	2.78%	-10.36%	41.05%

2011 BUDGET

Approach and Priorities

- Maintain current level of visitor satisfaction, animal care and health and animal conservation and research without decreasing the animal collection or animal exhibits
- Preserve and strive to increase revenue flow despite the adverse impact of the current economic downturn
- Strive to operate at maximum efficiency within expenditure limits

Budget Highlights

Wage and Benefit Modifications ***($426,195)***
This budget includes an expenditure reduction of $426,195 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Butterfly Special Exhibit ***$0***
The Zoo will have a new special exhibit in 2011. The 2010 Exhibit was "Adventure Dinosaurs", which will be replaced with the butterfly exhibit in 2011. The change in the exhibit is anticipated to have no tax levy impact.

IT Coordinator - Zoo ***$64,734***
One new position of IT Coordinator - Zoo is created in the IMSD Budget in 2011. This position will provide primary technical support and training for the Zoo's fully integrated Point of Sale (POS) system in a campus-wide setting with approximately 100 customer POS registers/systems. In conjunction with IMSD this position will troubleshoot issues involving wireless connectivity, support file servers and assist in supporting radio devices and frequencies at the Zoo. Other duties assigned include help desk support for the Zoo, coordination with connectivity staff on IMSD's LANs/WANs; writing database queries; designing and producing database reports; develop/enhance Zoo websites and social networking opportunities including maintenance/manipulation of data to expand Zoo marketing efforts. This position will be located at the Zoo and will be solely dedicated to IT coordination at the Zoo. Oversight of the position will be provided by IMSD. Even though the position is budgeted within IMSD's budget, all costs associated with the position will be crosscharged to the Zoo.

Ropes Course ***($100,000)***
In order to continue expanding revenue-generating opportunities the Zoo will be issuing request for proposals for a ropes course/zip line/climbing wall. The vendor would operate the course and the Zoo would receive a percent of the revenue generated. Based on historical experience at other facilities the Zoo is anticipating $100,000 in revenue.

Zoological Society Support
The relationship between Milwaukee County and the Zoological Society began in 1910 when the Washington Park Zoological Society, now the Zoological Society of Milwaukee County, was organized to help raise funds for animal acquisition. The Society has functioned for many years for the purpose of aiding the County in the operation, maintenance and development of the Zoo and its animal collection. Its mission is to promote conservation, education, exhibition of animals, research and recreation through fundraising and volunteerism.

In February 1989, the relationship was formalized with a Memorandum of Understanding, thus forging a strong public/private partnership for the continuing support of the Milwaukee County Zoo. The Memorandum of Understanding was renewed in 1992 and again in 1996. The agreement provides office space for the Society on the Zoo grounds, including utilities, custodial and maintenance services and staff parking. To assure continued support for the Zoo, the County provides free admission for Society members throughout the term of the Memorandum of Understanding.

For 2011, the Zoological Society cash contribution of $2,255,757 consists of the following:

- $316,115 in direct support
- $200,000 in direct animal support
- $274,500 in corporate sponsorship revenue
- $1,465,142 in parking revenue received from Zoological Society members for the Zoo Pass Plus Membership.

The Society's budget also funds $129,872 in HVAC systems for numerous Zoo buildings and generates additional support in the amount of $150,000 from their Annual Appeal, which is used to update and upgrade Zoo exhibits.

The Zoological Society is responsible for the management, training and support of 600 Zoo Pride volunteers that donate 40,000 hours annually in various capacities at the Zoo.

Revenues
Zoo fees remain at the 2010 levels. See last page for fee schedule.

Zoo Hours
The 2011 Budget maintains the same schedule and hours as 2010.

Management Flexibility
The Zoo will continue the following initiatives through 2011:

- The flexibility to reallocate major maintenance projects and equipment purchases while remaining within the total appropriation;
- The Zoo Director's authorization is continued to discount or waive admission fees and to provide one free admission day per month during the months of January through April, and November and December.

Milwaukee County Residents
The following discounts are continued in the 2011 Budget:

- Discounted admission fees of $8.00 for adults and $5.50 for juniors and school groups for Milwaukee County residents on Wednesdays.
- Daily discount of $1.75 off the admission rate including weekends for Milwaukee County residents.

Resale Purchases for Novelties and Souvenirs
The Zoological Department is requesting that the Milwaukee County Purchasing Administrator be authorized to issue and deliver letters of intent to overseas vendors at a cost not to exceed $400,000 in aggregate for advance ordering of the Zoo's 2011 and 2012 resale purchases for novelties and souvenirs in October of 2010 and October 2011 respectively. This amount is approximately 57% of the total requested appropriation for resale novelties and souvenirs. 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. Precedent exists in past County Board authorization for the Zoo to purchase resale items for the upcoming year. Budget authority is included in the 2011 Zoo budget in lieu of separate review and approval during the budget year. The County Board of Supervisors may revoke this authority if 2012 funds are not appropriated for Zoo novelties and souvenirs during the 2011 budget deliberations in October of 2011.

Professional Service Contracts
The Zoological Department is requesting authority to enter into the following Professional Service Contracts in 2011. They are included in this budget for County Board approval in lieu of separate review and approval during the budget year. These contracts are with an identified vendor.

Contract Amount	Description	Provider
$170,000	Sea Lion Show	Oceans of Fun, Inc.
$103,107	Mold-a-Ramas	William A. Jones Co.
$90,000	Raptor Bird Show	World Bird Sanctuary

Capital Investments

The projects below are included in the 2011 Capital Improvements Budget for the Zoological Department.

- WZ600 - Zoo Master Plan: $400,000 offset with a $200,000 contribution from the Zoological Society

In addition, the 2011 Capital Improvements Budget includes $234,000 for the Zoological Department infrastructure improvements that are part of a countywide infrastructure improvement program. See the Department of Transportation & Public Works – Facilities Division Budget for additional details.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Zoological Department **UNIT NO.** 9500
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 8,024,062	$ 8,059,567	$ 8,589,343	$ 529,775
Employee Fringe Benefits (EFB)	4,258,188	4,780,970	4,620,998	(159,972)
Services	4,725,453	5,536,678	5,312,287	(224,391)
Commodities	2,894,089	3,352,434	3,478,108	125,674
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	501,269	443,092	563,467	120,375
Capital Contra	0	0	0	0
County Service Charges	1,782,905	1,485,251	1,591,689	106,438
Abatements	(25,000)	0	0	0
Total Expenditures	$ 22,160,966	$ 23,657,992	$ 24,155,892	$ 497,899
Direct Revenue	15,169,204	19,871,768	19,683,056	(188,712)
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 15,169,204	$ 19,871,768	$ 19,683,056	$ (188,712)
Direct Total Tax Levy	6,991,762	3,786,224	4,472,836	686,611

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**251.8**	**256.1**	**257.5**	**1.4**
% of Gross Wages Funded	**94.5**	**94.8**	**96.0**	**1.2**
Overtime (Dollars)**	**$ 226,979**	**$ 385,440**	**$ 385,440**	**$ 0**
Overtime (Equivalent to Position)	**6.9**	**11.7**	**11.7**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
****** For 2010 and 2011, budgeted overtime figures do not include reductions described in org. 1972. For 2011, this amount equals ($7,463).

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Zoo Worker 4	42740	Fund	0	1.23	Traveling Exhibit	$ $32,570
Zoo Worker 3	42730	Fund	0	0.18	Traveling Exhibit	$4,026
					TOTAL	$ $36,596

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Animal Health and Management	Expenditure	$ 6,731,128	$ 6,946,265	$ 7,159,743	$ 213,478
	Revenue	47,076	81,000	51,000	(30,000)
	Tax Levy	$ 6,684,052	$ 6,865,265	$ 7,108,743	$ 243,478
Operations	Expenditure	$ 7,602,721	$ 8,176,843	$ 8,607,528	$ 430,685
	Revenue	11,497,827	14,010,297	14,278,525	268,228
	Tax Levy	$ (3,895,106)	$ (5,833,454)	$ (5,670,997)	$ 162,457
Administration and Finance	Expenditure	$ 5,220,774	$ 5,796,498	$ 5,621,999	$ (174,499)
	Revenue	341,083	1,197,551	1,499,546	301,995
	Tax Levy	$ 4,879,691	$ 4,598,947	$ 4,122,453	$ (476,494)
Public Affairs and Services	Expenditure	$ 2,606,392	$ 2,738,386	$ 2,766,621	$ 28,235
	Revenue	3,283,224	4,582,920	3,853,985	(728,935)
	Tax Levy	$ (676,832)	$ (1,844,534)	$ (1,087,364)	$ 757,170

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

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.

Expenditure	Revenue	Tax Levy
$936,724	$936,724	$0

Total 2011 expenditures and revenues for the Railroad Fund are $936,724 and include the following:

Expenditures

$443,598 Reflects personal service charges from the Zoological Department for services provided by four Locomotive Engineers, eight Trackless Train Operators and various seasonal and other support staff.

$269,463 Appropriation for the operation and repair of locomotives, track, ties, coaches and Zoomobiles, as well as train or coach purchases and train station improvements.

$ 28,000 Appropriation for animal purchases.

$195,663 Other commodities and supplies, expenses for conservation programs and grants, library operators and staff training, travel and conference expenses.

Revenue

$936,724 Reflects revenue of $819,371 from operation of the train and Zoomobile, $52,763 from miscellaneous revenue, a $64,590 contribution from reserves.

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
$48,325	$48,325	$0

Total 2011 expenditures and revenues for the Specimen Fund are $48,325 and include the following:

Expenditures

$ 36,230 Freight charges and travel expenses related to animal shipments.

$ 12,095 Appropriation for animal replacement and miscellaneous commodity purchases.

Revenue

$ 48,325 Revenue from animal sales, miscellaneous investment earnings and giraffe feedings.

GENERAL ZOO VISITOR FEE SCHEDULE			
	2010 Rate	2011 Rate	Change
Admissions			
Adult summer-County	$11.50	$11.50	$0.00
Junior summer-County	$8.50	$8.50	$0.00
Adult summer-Non-County	$13.25	$13.25	$0.00
Junior summer-Non-County	$10.25	$10.25	$0.00
Adult winter-County	$10.00	$10.00	$0.00
Junior winter-County	$7.00	$7.00	$0.00
Adult winter-Non-County	$11.75	$11.75	$0.00
Junior winter-Non-County	$8.75	$8.75	$0.00
Adult discount day	$8.00	$8.00	$0.00
Junior discount day	$5.50	$5.50	$0.00
Adult education-County	$9.50	$9.50	$0.00
Junior education-County	$6.50	$6.50	$0.00
Adult education-Non-County	$10.25	$10.25	$0.00
Junior education-Non-County	$7.25	$7.25	$0.00
Adult group-County	$10.25	$10.25	$0.00
Junior group-County	$7.25	$7.25	$0.00
Adult group-Non-County	$12.00	$12.00	$0.00
Junior group-Non-County	$9.00	$9.00	$0.00
Senior summer-County	$10.50	$10.50	$0.00
Senior winter-County	$8.50	$8.50	$0.00
Senior summer-Non-County	$12.25	$12.25	$0.00
Senior winter-Non-County	$10.25	$10.25	$0.00
Attractions			
Camel Ride*	$4.00	$4.00	$0.00
Carousel	$2.00	$2.00	$0.00
Pony Ride*	$4.00	$4.00	$0.00
Sea Lion	$2.00	$2.00	$0.00
SkyGlider*	$3.00	$3.00	$0.00
Special Exhibit	$2.50	$2.00	-$0.50
Train-Adult	$2.50	$2.50	$0.00
Train-Child	$1.50	$1.50	$0.00
Zoomobile-Adult	$3.00	$3.00	$0.00
Zoomobile-Child	$2.00	$2.00	$0.00
Zoomobile-Sr Citizen	$3.00	$3.00	$0.00
Parking Fees			
Cars	$11.00	$11.00	$0.00
Buses	$15.00	$15.00	$0.00
Other Fees			
Stroller-Single*	$6.00	$6.00	$0.00
Stroller-Double*	$9.00	$9.00	$0.00

***** Fee is set by contract.