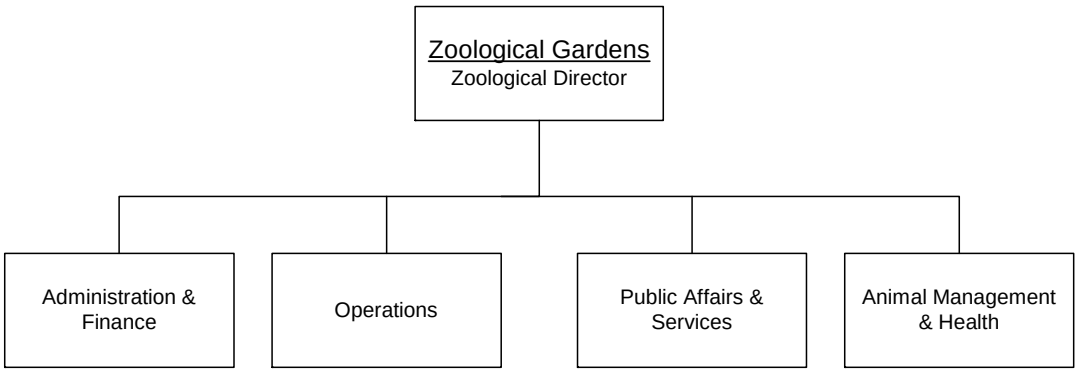
ZOOLOGICAL DEPARTMENT (9500)



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

	2012	2011/2012 Change
Expenditures	**25,082,873**	**618,118**
Revenue	**19,683,056**	**0**
Levy	**5,399,817**	**618,118**
FTE's	**254.3**	**(3.1)**

Major Programmatic Changes

- Implement fee increases to assist the Zoo in achieving their revenue budget in 2012.
- Replace the Butterfly Special Exhibit with the Dinosaur Special Exhibit.
- Begin the development of 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 exhibits, buildings and grounds.
- Continue to maximize efficiency of operations.
- Begin the development of 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 as a major recreational 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, and 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.

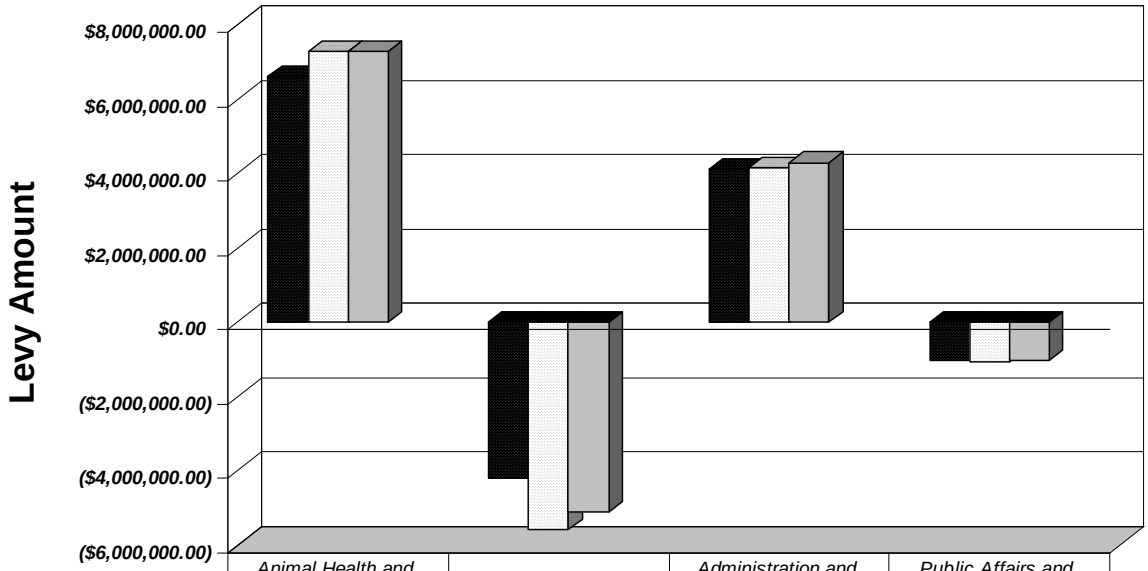
The **Operations Division** includes business and concessions functions related to the Zoo's major revenue sources such as admissions, parking lot, two restaurants with a patio complex, three major food concession facilities and various food stands, gift, novelty and souvenir stores, a miniature train 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
2010 Actual	$6,588,206.00	($4,199,418.00)	$4,112,081.00	($1,023,110.00)
2011 Budget	$7,269,063.00	($5,588,524.00)	$4,165,408.00	($1,064,248.00)
2012 Budget	$7,285,410.00	($5,138,172.00)	$4,288,808.00	($1,036,228.00)
Percent Change 11-12	0.22%	8.06%	2.96%	2.63%

2012 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.

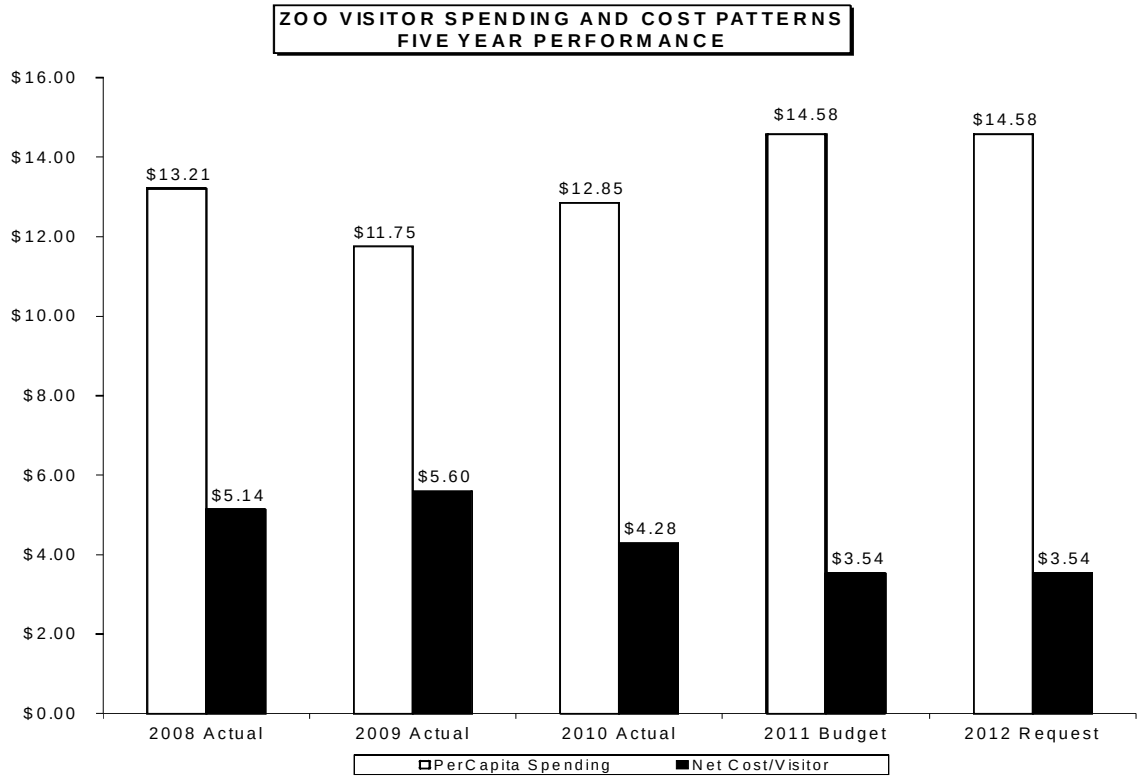
Budget Highlights

Elimination of Step Increases for 2012 for Employees in Certain Pay Grades ***($59,976)***
This budget includes an expenditure reduction of $59,976 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

Human Resources Department ***$0***
The 2012 Budget creates a new Department of Human Resources (HR) in order to provide a more coordinated and efficient use of County resources. As a result, Human Resources staff that were budgeted and deployed throughout various County departments are now budgeted and allocated centrally within the new HR Department. The Zoo has 1.0 FTE Human Resource Coordinator - Zoo and 1.0 FTE Management Assistant HR that are now transferred into the HR Department.

Dinosaur Special Exhibit ***$93,197***
The Zoo will have a new special exhibit in 2012. The 2011 Exhibit was Butterflies, which will be replaced with the dinosaur exhibit in 2012.

Zoo Visitor Spending and Cost Patterns
The majority of revenue categories for the Zoo are driven by attendance. The 2012 revenue budget was developed by using a three-year average of actual experience and applying it against the attendance goal of 1,350,000 visitors. Adjustments were made to maintain revenue goals at the 2011 Budget level. For 2012, the average visitor per capita spending and net cost per visitor is budgeted at $14.58 and $3.54 respectively. The chart below shows the five year visitor spending and cost patterns.



Position Changes

Forestry Worker - Zoo/ Zoo Vehicle Machinery Operator ***($11,514)***
The 2012 budget abolishes one position of Zoo Vehicle Machinery Operator and creates a Forestry Worker (Zoo) position. The Forestry Worker position allows for more flexibility in job duties. This action has a salary, social security and fringe benefit savings of $11,514.

Merchandising/Concessions Coordinator / Concessions Coordinator ***$1,518***
The 2012 Budget abolishes upon creation and filling of the new position, one position of Concessions Coordinator and creates a Merchandising/Concessions Coordinator position. The creation of the new position will provide for more efficient handling of the warehouse for novelties and concessions since the position will be responsible for concessions and merchandise. This action has a salary, social security and fringe benefit cost of $1,518.

Revenues ***$0***
In order to assist the Zoo in achieving their revenue target the following fee increases are implemented in 2012:

- $1 increase in summer admissions for both county and non-county visitors.
- $1 increase in parking rates.
- $1 increase in camel and pony rides.
- $.50 increase in sea lion show admission
- $1 increase in stroller fees
- $3 increase in motorized cart fees

Fees are increased without an associated revenue budget increase to help offset the structural deficits that has been in the Zoo's Budget over the last several years. The 2012 Budget also includes additional tax levy to help prevent a deficit.

Zoological Society Support ***($697,839)***
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. In September 2011 the County provided a one year notice to renegotiate the current Memorandum of Understanding with a focus on the long term sustainability of the Zoo.

For 2012, the Zoological Society cash contribution of $2,953,596 consists of the following:

- $762,440, which consists of 424,865 in direct support, as well as an increase of $337,575 in 2012
- $70,000 in direct animal support
- $326,500 in corporate sponsorship revenue, with $51,500 going directly to the Railroad Trust Fund
- $1,794,656 in parking revenue received from Zoological Society members for the Zoo Pass Plus Membership.

For 2012, the Zoological Society's in kind services consists of the following:

- $137,000 in HVAC systems for numerous Zoo buildings.

- $66,000 in Animal Division research funding
- $54,000 in pathology intern funding (UW-Madison).
- Management, training and support of 600 Zoo Pride volunteers that donate 40,000 hours annually in various capacities at the Zoo.

Management Flexibility ***$0***
The Zoo will continue to have 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 ***$0***
The 2012 Budget continues the discounted admission fees of $8.00 for adults and $5.50 for juniors and school groups for Milwaukee County residents on Wednesdays, as well as the daily discount of $1.75 off the admission rate including weekends for Milwaukee County residents.

Resale Purchases for Novelties and Souvenirs ***$0***
The 2012 Budget continues the practice of allowing the Milwaukee County Purchasing Administrator 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 2012 and 2013 resale purchases for novelties and souvenirs in October of 2011 and October 2012, 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.

Budget authority is included in the 2012 Zoo budget for the advance purchases of resale merchandise in lieu of separate review and approval during the budget year. The County Board of Supervisors may revoke this authority if 2013 funds are not appropriated for Zoo novelties and souvenirs during the 2012 budget deliberations in October of 2012.

Professional Service Contracts ***$0***
The Zoological Department is requesting authority to enter into the following Professional Service Contracts in 2012. 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

BUDGET SUMMARY				
Account Summary	**2010 Actual**	**2011 Budget**	**2012 Budget**	**2011/2012 Change**
Personal Services (w/o EFB)	$ 7,869,994	$ 8,632,343	$ 8,632,614	$ 272
Employee Fringe Benefits (EFB)	4,783,343	4,879,851	4,767,158	(112,693)
Services	4,466,982	5,312,287	5,869,500	557,213
Commodities	2,799,104	3,478,108	3,537,581	59,473
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	370,516	563,467	534,688	(28,779)
Capital Contra	0	0	0	0
County Service Charges	1,401,928	1,598,700	1,741,332	142,632
Abatements	0	0	0	0
Total Expenditures	$ 21,691,867	$ 24,464,756	$ 25,082,873	$ 618,118
Direct Revenue	16,214,162	19,683,056	19,683,056	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 16,214,162	$ 19,683,056	$ 19,683,056	$ 0
Direct Total Tax Levy	5,477,705	4,781,700	5,399,817	618,118

PERSONNEL SUMMARY				
	2010 Actual	**2011 Budget**	**2012 Budget**	**2011/2012 Change**
Position Equivalent (Funded)*	**256.1**	**257.5**	**254.3**	**(3.2)**
% of Gross Wages Funded	**94.8**	**96.0**	**95.7**	**(0.4)**
Overtime (Dollars)	**$ 190,613**	**$ 385,440**	**$ 393,024**	**$ 7,584**
Overtime (Equivalent to Position)	**5.8**	**11.7**	**11.6**	**(0.1)**

* For 2010 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Zoo Vehicle Machinery Oper	32340	Abolish	(1)	(1.00)	Operations	$ ($41,260)
Forestry Worker (Zoo)	42190	Create	1	1.00	Operations	$31,936
Mgmt Asst - Human Res	00019	Transfer out	(1)	(1.00)	Admin	($43,818)
Human Res Coord Zoo	05750	Transfer out	(1)	(1.00)	Admin	($69,390)
Concessions Coordinator*	43061	Abolish	(1)	(1.00)	Concessions	($68,168)
Merchandising/Concessions Coordinator	Z0057	Create	1	1.00	Concessions	$69,390
					TOTAL	$ ($121,310)

* Abolish upon the creation and filling of Merchandising/Concessions Coordinator.

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2010 Actual**	**2011 Budget**	**2012 Budget**	**2011/2012 Change**
Animal Health and Management	Expenditure	$ 6,629,765	$ 7,320,063	$ 7,336,410	$ 16,346
	Revenue	41,559	51,000	51,000	0
	Tax Levy	$ 6,588,206	$ 7,269,063	$ 7,285,410	$ 16,346
Operations	Expenditure	$ 7,553,531	$ 8,690,001	$ 8,892,047	$ 202,045
	Revenue	11,752,949	14,278,525	14,030,219	(248,306)
	Tax Levy	$ (4,199,418)	$ (5,588,524)	$ (5,138,172)	$ 450,351
Administration and Finance	Expenditure	$ 4,943,432	$ 5,664,954	$ 6,025,308	$ 360,354
	Revenue	831,351	1,499,546	1,736,500	236,954
	Tax Levy	$ 4,112,081	$ 4,165,408	$ 4,288,808	$ 123,400
Public Affairs and Services	Expenditure	$ 2,565,197	$ 2,789,737	$ 2,829,109	$ 39,372
	Revenue	3,588,307	3,853,985	3,865,337	11,352
	Tax Levy	$ (1,023,110)	$ (1,064,248)	$ (1,036,228)	$ 28,020

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
$904,239	$904,239	$0

Total 2012 expenditures and revenues for the Railroad Fund are $904,239 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.

$259,867 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.

$153,399 Other commodities and supplies, expenses for conservation programs and grants, library operators and staff training, travel and conference expenses.

$19,375 Appropriation for the payment of debt service costs for the replacement of Zoomobiles in 2010.

Revenue

$904,239 Reflects revenue of $762,185 from operation of the train and Zoomobile, $56,067 from miscellaneous revenue, a $85,987 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
$48,185	$48,185	$0

Total 2012 expenditures and revenues for the Specimen Fund are $48,325 and include the following:

Expenditures

$ 36,090 Freight charges and travel expenses related to animal shipments.

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

Revenue

$ 48,185 Revenue from animal sales, miscellaneous investment earnings and giraffe feedings.

	Rate	Rate	Change
Admissions			
Adult summer-County	$11.50	$12.50	$1.00
Junior summer-County	$8.50	$9.50	$1.00
Adult summer-Non-County	$13.25	$14.25	$1.00
Junior summer-Non-County	$10.25	$11.25	$1.00
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	$11.50	$1.00
Senior winter-County	$8.50	$8.50	$0.00
Senior summer-Non-County	$12.25	$13.25	$1.00
Senior winter-Non-County	$10.25	$10.25	$0.00
Attractions			
Camel Ride*	$4.00	$5.00	$1.00
Carousel	$2.00	$2.00	$0.00
Pony Ride*	$4.00	$5.00	$1.00
Sea Lion	$2.00	$2.50	$0.50
SkyGlider*	$3.00	$3.00	$0.00
Special Exhibit	$2.00	$2.50	$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	$12.00	$1.00
Buses	$15.00	$16.00	$1.00
Other Fees			
Stroller-Single*	$6.00	$7.00	$1.00
Stroller-Double*	$9.00	$10.00	$1.00
Motorized Carts*	$22.00	$25.00	$3.00

* Fee is set by contract
** Fee determined by type of special exhibit