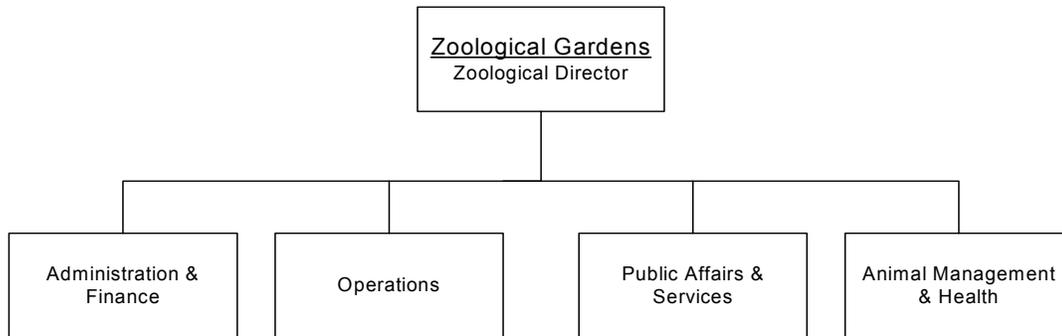


# ZOOLOGICAL DEPARTMENT (9500)



## 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 / of Zoo animals.
- Sharing our knowledge with the intent to reinforce the human-animal-earth bond.
- Improving the quality of 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.

## 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.

## Budget Summary

	2013	2012/2013 Change
<b>Expenditures</b>	<b>24,603,556</b>	<b>(479,317)</b>
<b>Revenue</b>	<b>19,684,801</b>	<b>1,745</b>
<b>Levy</b>	<b>4,918,755</b>	<b>(481,062)</b>
<b>FTE's</b>	<b>254.7</b>	<b>0.3</b>

### Major Programmatic Focus

- Replace the Dinosaur Special Exhibit with the Sting Ray Exhibit.
- Continue the development of a Zoo Master Plan for future capital improvements.

## ADOPTED 2013 BUDGET

DEPT: Zoological Department

UNIT NO. 9500  
FUND: General - 0001

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- Continue the development of a new Master Plan for the Zoo for the next public/private capital plan initiative which will incorporate the impacts 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.
- Successfully renew accreditation from the Association of Zoos and Aquariums (AZA).
- Work to mitigate the adverse impact on zoo visitors from the numerous road repairs to the Zoo's main thoroughfares in 2013 in preparation for the 2014 Zoo Interchange project.

### 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 for 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 visits. 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

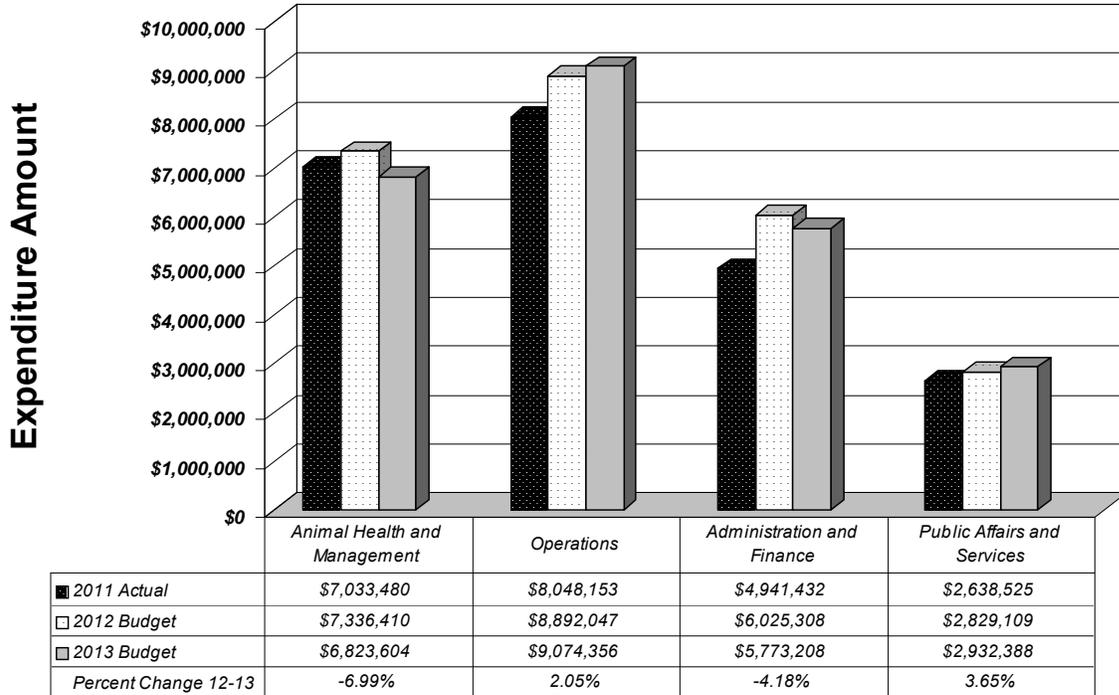
**ADOPTED 2013 BUDGET**

**DEPT: Zoological Department**

**UNIT NO. 9500**  
**FUND: General - 0001**

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.

**Expenditure Summary**



**2013 BUDGET**

**Approach and Priorities**

- Strive to maximize visitor satisfaction, animal care, and health and animal conservation and research within expenditure limits.

**Budget Highlights**

**Sting Ray & Sharks Special Exhibit**

**\$93,197**

The Zoo will have a new special exhibit in 2013. The 2012 Exhibit was Dinosaurs, which will be replaced with the Sting Ray exhibit in 2013. The admission fee for the exhibit is \$2.00.

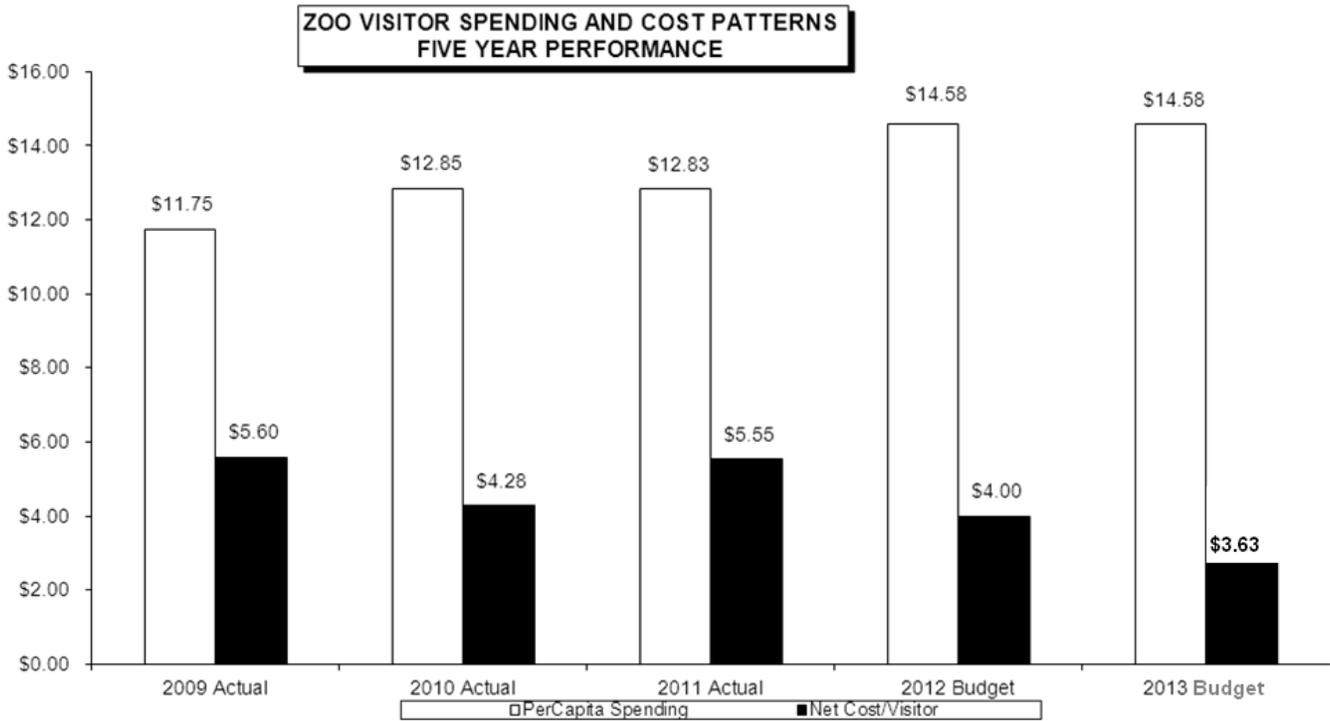
**ADOPTED 2013 BUDGET**

**DEPT: Zoological Department**

**UNIT NO. 9500**  
**FUND: General - 0001**

**Zoo Visitor Spending and Cost Patterns**

The majority of revenue categories for the Zoo are driven by attendance. The 2013 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 2012 Budget level. For 2013, the average visitor per capita spending and net cost per visitor is budgeted at \$14.58 and \$3.63 respectively. The chart below shows the five year visitor spending and cost patterns.



**Position Changes**

**Program/Audience Evaluation Specialist (Zoo)**

**\$0**

The 2013 Budget creates a new position of Program/Audience Evaluation Specialist (Zoo) at a cost of \$61,678, which is completely offset with an increase in vacancy and turnover. Funding for this position will be determined in 2013. The main responsibility of this position is to enhance the visitor’s experience by designing and conducting research projects to assess the impact of the Zoo’s, Education Department and Zoo Pride (volunteers) programs including visitor research projects.

**Zoo Vehicle and Machinery Operator/Engineer/Welder**

**\$0**

The 2013 Budget includes the creation of one position of Zoo Vehicle and Machinery Operator/Engineer/Welder at a cost of \$57,414, which is completely offset with an increase in vacancy and turnover. Funding for this position will be determined in 2013. This position will operate and maintain both steam and diesel locomotives; operate heavy equipment such as dump trucks, loaders, and vac-all; weld, fabricate, and make needed welding repairs; and act as a lead worker of seasonal employees.

**Revenues**

**(\$1,745)**

Total revenue for the 2013 budget increases slightly by \$1,745 from \$19,683,056 to \$19,684,801. There are no increases in admission rates.

**ADOPTED 2013 BUDGET**

**DEPT: Zoological Department**

**UNIT NO. 9500**  
**FUND: General - 0001**

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***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 (MOU), which was renewed in 1992 and again in 1996. The agreement provided office space for the Society on the Zoo grounds, including utilities, custodial and maintenance services and staff parking. In September 2011, the County provided a one year notice to renegotiate the current MOU with a focus on the long term sustainability of the Zoo.

For 2013, the Zoological Society cash contribution of \$2,954,096 consists of the following:

- \$762,440, in direct support.
- \$70,000 in direct animal support
- \$327,000 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 2013, 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***

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 November through April.

***Milwaukee County Residents***

**\$0**

The 2013 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 2013 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 2013 and 2014 resale purchases for novelties and souvenirs in October of 2012 and October 2013, 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 2013 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 2014 funds are not appropriated for Zoo novelties and souvenirs during the 2013 budget deliberations in October of 2013.

***Professional Service Contracts***

**\$0**

**ADOPTED 2013 BUDGET**

**DEPT: Zoological Department**

**UNIT NO. 9500**  
**FUND: General - 0001**

The Zoological Department is requesting authority to enter into the following Professional Service Contracts in 2013. 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
\$176,700	Sea Lion Show	Oceans of Fun, Inc.
\$103,107	Mold-a-Ramas	William A. Jones Co.
\$90,000	Raptor Bird Show	World Bird Sanctuary
\$400,000	Sting Ray Special Exhibit	Living Exhibits Incorporated

<b>BUDGET SUMMARY</b>				
<b>Account Summary</b>	<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>2012/2013 Change</b>
Personal Services (w/o EFB)	\$ 8,138,916	\$ 8,632,614	\$ 8,659,852	\$ 27,238
Employee Fringe Benefits (EFB)	4,867,248	4,767,158	4,870,492	103,334
Services	4,893,615	5,869,500	6,052,016	182,516
Commodities	2,823,610	3,537,581	3,498,742	(38,839)
Other Charges	0	0	(553,329)	(553,329)
Debt & Depreciation	0	0	0	0
Capital Outlay	435,389	534,688	520,688	(14,000)
Capital Contra	0	0	0	0
County Service Charges	1,502,747	1,741,332	1,555,095	(186,237)
Abatements	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 22,661,525</b>	<b>\$ 25,082,873</b>	<b>\$ 24,603,556</b>	<b>\$ (479,317)</b>
Direct Revenue	15,805,261	19,683,056	19,684,801	1,745
State & Federal Revenue	12,641	0	0	0
Indirect Revenue	0	0	0	0
<b>Total Revenue</b>	<b>\$ 15,817,902</b>	<b>\$ 19,683,056</b>	<b>\$ 19,684,801</b>	<b>\$ 1,745</b>
<b>Direct Total Tax Levy</b>	<b>6,843,623</b>	<b>5,399,817</b>	<b>4,918,755</b>	<b>(481,062)</b>

*Note: The "Other Charges" abatement in the financials above is included in the Non-Departmental Low-Org 1945 – Appropriation for Contingencies.*

<b>PERSONNEL SUMMARY</b>				
	<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>2012/2013 Change</b>
<b>Position Equivalent (Funded)*</b>	<b>257.5</b>	<b>254.3</b>	<b>254.7</b>	<b>0.4</b>
<b>% of Gross Wages Funded</b>	<b>96.0</b>	<b>95.7</b>	<b>94.8</b>	<b>(0.9)</b>
<b>Overtime (Dollars)</b>	<b>\$ 226,064</b>	<b>\$ 393,024</b>	<b>\$ 398,544</b>	<b>\$ 5,520</b>
<b>Overtime (Equivalent to Position)</b>	<b>6.9</b>	<b>11.6</b>	<b>12.0</b>	<b>0.4</b>

\* For 2011 Actuals, the Position Equivalent is the budgeted amount.

**ADOPTED 2013 BUDGET**

**DEPT: Zoological Department**

**UNIT NO. 9500**  
**FUND: General - 0001**

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Prog/Aud Eval Spec (Zoo)	Z0002	Create	1	1.00	Admin	\$ 37,830
Zoo Veh Mach Oper/Eng/Welder	Z0003	Create	1	1.00	Operations	34,378
					<b>TOTAL</b>	<b>\$ 72,208</b>

ORGANIZATIONAL COST SUMMARY					
DIVISION		2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Animal Health and Management	Expenditure	\$ 7,033,480	\$ 7,336,410	\$ 6,823,604	\$ (512,806)
	Revenue	39,071	51,000	51,000	0
	Tax Levy	\$ 6,994,409	\$ 7,285,410	\$ 6,772,604	\$ (512,806)
Operations	Expenditure	\$ 8,048,153	\$ 8,892,047	\$ 9,074,356	\$ 182,309
	Revenue	11,705,775	14,030,219	14,072,189	41,970
	Tax Levy	\$ (3,657,622)	\$ (5,138,172)	\$ (4,997,833)	\$ 140,339
Administration and Finance	Expenditure	\$ 4,941,432	\$ 6,025,308	\$ 5,773,208	\$ (252,100)
	Revenue	1,142,608	1,736,500	1,698,125	(38,375)
	Tax Levy	\$ 3,798,824	\$ 4,288,808	\$ 4,075,083	\$ (213,725)
Public Affairs and Services	Expenditure	\$ 2,638,525	\$ 2,829,109	\$ 2,932,388	\$ 103,279
	Revenue	2,930,454	3,865,337	3,863,487	(1,850)
	Tax Levy	\$ (291,929)	\$ (1,036,228)	\$ (931,099)	\$ 105,129

*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 severally 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
\$906,558	\$906,558	\$0

Total 2013 expenditures and revenues for the Railroad Fund are \$906,558 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.
- \$223,367 Appropriation for the operation and repair of locomotives, track, ties, coaches and Zoomobiles, as well as train or coach purchases and train station improvements.

**ADOPTED 2013 BUDGET**

**DEPT: Zoological Department**

**UNIT NO. 9500**  
**FUND: General - 0001**

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- \$28,000      Appropriation for animal purchases.
- \$197,917    Other commodities and supplies, expenses for conservation programs and grants, library operations and staff training, travel and conference expenses and tree replacement program.
- \$13,676      Appropriation for the payment of debt service costs for the replacement of Zoomobiles in 2010.

***Revenue***

- \$906,558    Reflects revenue of \$762,185 from operation of the train and Zoomobile, \$61,567 from miscellaneous revenue, a \$82,806 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
\$48,044	\$48,044	\$0

Total 2013 expenditures and revenues for the Specimen Fund are \$48,044 and include the following:

***Expenditures***

- \$ 36,044      Freight charges and travel expenses related to animal shipments.
- \$ 12,000      Appropriation for animal replacement and miscellaneous commodity purchases.

***Revenue***

- \$ 48,044      Revenue from animal sales, miscellaneous investment earnings and giraffe feedings.

**ADOPTED 2013 BUDGET**

**DEPT: Zoological Department**

**UNIT NO. 9500  
FUND: General - 0001**

<b>GENERAL ZOO VISITOR FEE SCHEDULE</b>			
	2012	2013	
	Rate	Rate	Change
<b><u>Admissions</u></b>			
Adult summer-County	\$12.50	\$12.50	\$0.00
Junior summer-County	\$9.50	\$9.50	\$0.00
Adult summer-Non-County	\$14.25	\$14.25	\$0.00
Junior summer-Non-County	\$11.25	\$11.25	\$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	\$11.50	\$11.50	\$0.00
Senior winter-County	\$8.50	\$8.50	\$0.00
Senior summer-Non-County	\$13.25	\$13.25	\$0.00
Senior winter-Non-County	\$10.25	\$10.25	\$0.00
<b><u>Attractions</u></b>			
Camel Ride*	\$5.00	\$5.00	\$0.00
Carousel	\$2.00	\$2.00	\$0.00
Pony Ride*	\$5.00	\$5.00	\$0.00
Sea Lion	\$2.50	\$2.50	\$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
Ropes Course*	\$7.00	\$7.00	\$0.00
Climbing Wall*	\$5.00	\$5.00	\$0.00
Zip Line*	\$12.00	\$12.00	\$0.00
Combo/Ropes & Zip Line*	\$16.00	\$16.00	\$0.00
Combo all Three*	\$20.00	\$20.00	\$0.00
All Day Pass*	\$32.00	\$32.00	\$0.00
<b><u>Parking Fees</u></b>			
Cars	\$12.00	\$12.00	\$0.00
Buses	\$16.00	\$16.00	\$0.00
<b><u>Other Fees</u></b>			
Stroller-Single*	\$7.00	\$7.00	\$0.00
Stroller-Double*	\$10.00	\$10.00	\$0.00
Motorized Carts*	\$25.00	\$25.00	\$0.00
* Fee is set by contract			
** Fee determined by type of special exhibit			