

B U D G E T S U M M A R Y

Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Variance
Expenditures					
Personnel Costs	\$14,022,989	\$12,582,641	\$8,908,648	\$8,083,908	(\$824,740)
Operation Costs	\$8,699,215	\$8,299,153	\$9,443,234	\$6,955,348	(\$2,487,886)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$422,184	\$871,245	\$1,000,530	\$572,311	(\$428,219)
Interdept. Charges	\$2,368,887	\$2,097,586	\$2,432,572	\$587,070	(\$1,845,502)
Total Expenditures	\$25,513,275	\$23,850,626	\$21,784,984	\$16,198,637	(\$5,586,347)
<i>Legacy Healthcare/Pension</i>	<i>\$2,842,212</i>	<i>\$3,505,004</i>	<i>\$3,303,498</i>	<i>\$0</i>	<i>(\$3,303,498)</i>
Revenues					
Direct Revenue	\$18,782,514	\$17,879,903	\$20,161,031	\$16,853,982	(\$3,307,049)
Intergov Revenue	\$0	\$34,000	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$18,782,514	\$17,913,903	\$20,161,031	\$16,853,982	(\$3,307,049)
Tax Levy	\$6,730,761	\$5,936,723	\$1,623,953	(\$655,345)	(\$2,279,298)
Effective Tax Levy*	(\$915,125)	\$334,133	(\$788,099)	(\$1,242,415)	(\$454,316)
Personnel					
Full-Time Pos. (FTE)**	126.81	128.77	124.98	126.11	1.13
Seas/Hourly/Pool Pos.	125.66	124.36	125.91	75.41	(50.50)
Overtime \$	\$233,464	\$247,001	\$312,540	\$270,324	(\$42,216)

*This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs

** The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well

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 four sections that provide services in support of Wisconsin's largest zoo: Administration, Finance & Operations, Marketing and Communications, Maintenance & Facilities, and Animal Management & Health.

In order to address a structural budgetary deficit caused primarily by growing pension and retiree health care costs, as well as reductions in support from the State, the 2018 Budget includes a vacancy and turnover increase of approximately one percent for most County departments for an overall savings of \$1,877,496. The increased vacancy and turnover for the Milwaukee County Zoo is \$66,648. In order to ensure that vacancy and turnover savings are realized, all requests to fill positions shall be reviewed and approved by the Department of Administrative Services before the position may be filled.

Major Changes in FY 2018: The 2018 Budget helps position the Zoo to reach a financial sustainability ratio of 80% by 2020 by growing revenues and implementing operation efficiencies and/or cost savings while maintaining assets at an acceptable level.

- A dinosaur special exhibit is scheduled for 2018. Admission to the exhibit is \$3 per person and will run from Memorial Day weekend through Labor Day.
- All Zoo admission rates increase \$1.25 effective April 1, 2018 and is estimated to generate \$454k in additional revenue, which includes an increase of \$100k from the 50%/50% membership revenue split with the Zoological Society.
- The West Entrance will open with new programming and a new Otter Exhibit in spring of 2018.
- Adventure Africa will be completed by the end of the year for a grand opening in 2019. The 2018 Budget includes \$5.4 million in capital funding to complete the construction of a new Adventure Africa exhibit. The exhibit will be completed at the end of 2018 with a total cost of \$16.6 million. The Zoological Society will provide 50% or \$8.3 million.
- The Association of Zoos and Aquariums Accreditation Inspection is scheduled for 2018. The Association of Zoos and Aquariums' (AZA) Accreditation Commission evaluates zoos or aquariums every five years to make sure zoos meet AZA's standards for animal management and care, including living environments, social groupings, health, and nutrition. They also make sure that animals are provided with enrichment and evaluate the veterinary program, involvement in conservation and research, education programs, safety policies and procedures, security, physical facilities, guest services, and the quality of the institution's staff.
- The budget reflects the change to start seasonal employees at a higher level in the Zoo Worker category, which began in the 2017 Budget.
- Budget includes full implementation of the partnership with Service Systems Associates for operations of concessions, catering and retail. Expenditures and revenues are adjusted to reflect the change in operations.

ZOO (9500) BUDGETDepartment: **Zoo**UNIT NO. **9500**FUND: **General — 0001****Strategic Program Area 1: Administration, Finance & Operations**Service Provision: **Discretionary**Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data				
Activity	2015 Actual	2016 Actual	2017 Target	2018 Target
Zoo Attendance	1,379,004	1,329,361	1,309,500	1,325,000
General Admission Rev	\$5,211,084	\$4,777,565	\$5,680,139	\$6,079,358
Rides Revenue	\$1,138,330	\$1,229,553	\$1,277,143	\$1,368,592
Vendor Revenues	\$776,821	\$825,267	\$887,670	\$2,765,870
Society Membership Rev	\$3,038,801	\$3,073,446	\$3,106,554	\$3,206,554

How We Do It: Program Budget Summary					
Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Var
Expenditures	\$11,056,849	\$10,149,966	\$10,463,136	\$4,678,809	(\$5,784,327)
Revenues	\$15,344,618	\$14,672,877	\$16,281,430	\$13,265,190	(\$3,016,240)
Tax Levy	(\$4,287,769)	(\$4,522,911)	(\$5,818,294)	(\$8,586,381)	(\$2,768,087)
FTE Positions	104.03	103.80	99.65	44.21	(55.44)

How Well We Do It: Performance Measures				
Performance Measure	2015 Actual	2016 Actual	2017 Target	2018 Target
Net Levy cost per Visitor	\$4.88	\$4.47	\$3.20	NA*
Average visitor spending**	\$13.62	\$13.48	\$15.40	NA*
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Zoo Sustainability Ratio	73.6%	75.1%	NA*	NA*
Guest Survey: Excellent or Very Good Food Service***	90%	78.8%	90%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets***	92%	89.6%	90%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations***	92.6%	89.3%	90%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions**	93.3%	89.4%	90%	90%

*Information not available at time of 2018 budget request

**Average visitor spending = total revenue/total attendance

*** Annual Exit Survey Results

ZOO (9500) BUDGET

Department: Zoo

UNIT NO. 9500

FUND: General — 0001

Strategic Overview: Administration, Finance and Operations Division provides effective leadership for all Zoo functions and responsibilities. Direct oversight 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, other general office services, management of major revenue sources, such as admissions, parking, miniature train ride, Zoomobile, and the carousel ride. Staff from this program area also oversee revenue generating contracts and leases with outside vendors.

Strategic Implementation: One position of Security Coordinator is created to manage the day-to-day security at the Zoo at a cost of \$55,546. This position will provide for a secure environment for 1.3 million guests annually, employees, vendors, contractors and for the animal collection. Major responsibilities include access and security control systems; managing the contracts for emergency medical and Deputy Sheriff Services; and ensuring that both the east and west entrances are secure.

Seasonal hours are increased .42 FTE for a cost of \$10,116 to provide better security for entering the Zoo prior to opening and closing to the public.

The Operations Division is eliminated and Visitor Services operations are moved under Finance and Administration, which is retitled to Administration, Finance and Operations Division.

The budget anticipates \$474,000 in new parking rental fees.

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 Zoo is also authorized to enter into the following Professional Service Contracts in 2018. 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
\$33,000	Pony Rides	Patch 22
\$30,000	A la Carte Ticket Seller	Rick Wermager
\$75,000	Guest Photos	Photogenic Inc.
\$60,000	Tattoos, Face Painting, Caricatures	Personality Portraits

Strategic Program Area 2: Marketing and Communications

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	2015 Actual	2016 Actual	2017 Target	2018 Target
Advertising Expenditures	\$525,668	\$530,766	\$601,000	\$601,000
Group Sales Revenue	\$2,101,424	\$1,914,066	\$2,433,066	\$2,109,284
# of Public Special Events	18	18	20	22
Social Media Followers	N/A	86,862	110,000	115,000
# of Sponsorships	32	31	30	30

How We Do It: Program Budget Summary					
Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Var
Expenditures	\$2,816,338	\$2,650,824	\$2,803,833	\$2,739,882	(\$63,951)
Revenues	\$3,392,450	\$3,184,572	\$3,818,385	\$3,483,453	(\$334,932)
Tax Levy	(\$576,112)	(\$533,748)	(\$1,014,552)	(\$743,571)	\$270,981
FTE Positions	20.19	19.97	21.68	19.95	(1.73)

How Well We Do It: Performance Measures				
Performance Measure	2015 Actual	2016 Actual	2017 Target	2018 Target
Guest experience survey: Extremely or Very Satisfied*	98%	99.3%	90%	90%
Guest educational value survey Extremely or Very Educational*	95.7%	97%	90%	90%
Attendance at Public Special Events	289,467	308,861	302,142	302,170
Attendance for Special Exhibit	260,078	136,047	74,791	262,000
Sponsorship Revenue	\$359,165	\$515,182	\$364,000	\$373,000

* Annual Exit Survey Results

Strategic Overview: The Marketing and Communications Division facilitates Zoo programs and materials that promote and market the Zoo. Through advertising, public and media relations, social media marketing, promotional activities, sponsorship, public special events, private event rentals and special exhibits and programs, the full and seasonal staff in this area seek to increase public use, enjoyment and awareness of the Zoo, which ultimately generates revenue and attendance.

ZOO (9500) BUDGET

Department: Zoo

UNIT NO. 9500

FUND: General — 0001

Strategic Implementation: One part-time position of Social Media Specialist is created to directly engage with guests, build brand presence and ultimately increase guest visits and spending. Another purpose for the social media position is to educate the public on animal conservation messages and sustainability. Based on research, people follow businesses on social media for the following: 71% for promotions and discounts, 66% on the latest product information and 56% for customer service. The research also shows that people use social media in the buying process by: 61% reply on social media reviews, 68% look to Facebook first and 56% look to Pinterest first. The Zoo will track metrics to measure the effectiveness of this position with the possibility of a future request to make this position full-time. The cost of this position totals \$21,742, which is completely offset with an equal amount of vacancy and turnover for a zero net tax levy impact.

ZOO (9500) BUDGETDepartment: **Zoo**UNIT NO. **9500**FUND: **General — 0001****Strategic Program Area 3: Maintenance & Facilities**Service Provision: **Discretionary**Strategic Outcome: **Quality of Life**

What We Do: Activity Data				
Activity	2015 Actual	2016 Actual	2017 Target	2018 Target
Number of Work Orders Completed	1,825	1,950	2,500	2,500
Dollars Spent on Asset Maintenance	\$520,555	\$890,197	\$1,079,765	\$797,235
Number of Energy Savings Projects	N/A	7	7	8

How We Do It: Program Budget Summary					
Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Var
Expenditures	\$4,184,811	\$4,529,638	\$3,788,712	\$3,903,112	\$114,400
Revenues	\$4,167	\$10,746	\$0	\$0	\$0
Tax Levy	\$4,180,644	\$4,518,892	\$3,788,712	\$3,903,112	\$114,400
FTE Positions	59.79	52.84	53.84	59.58	5.74

How Well We Do It: Performance Measures				
Performance Measure	2015 Actual	2016 Actual	2017 Target	2018 Target
Guest Survey: Excellent or Very Good Cleanliness*	95.3%	96.7%	90%	90%
Work Orders completed in a timely manner	93%	90%	90%	90%
Energy Usage Reduction	N/A	Natural Gas 7.9% Electricity (1.8)% Water 3.8%	5%	5%

* Annual Exit Survey Results

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 Overview: 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.

ZOO (9500) BUDGET

Department: Zoo

UNIT NO. 9500

FUND: General — 0001

Strategic Implementation:

In 2016, the Zoo completed a Clean Energy Plan with the following energy usage goals:

- Electricity: Reduce consumption by 20% from baseline by 2020
- Natural Gas: Reduce consumption by 20% from baseline by 2020
- Water Use: Reduce total water consumption by 30% from baseline by 2020
- Fleet Vehicles: Reduce transportation fuel consumption by 50% from baseline by 2020
- Renewable Energy: Increase energy from renewable sources by 20% by 2020.

In order to reach these goals, the Zoo is creating one position of Systems Control Coordinator at a cost of \$55,546. This position will manage the Zoo's compliance programs for storm water, waste generations, and utility usage and administer the County's new Cityworks GIS based work order system for the Zoo. A major role this position will have is in monitoring the Zoo's Metasys program which controls the temperatures in the Zoo's buildings. Savings are projected in utility expenditures to completely offset the cost of this position.

Strategic Program Area 4: Animal Management & Health

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	2015 Actual	2016 Actual	2017 Target	2018 Target
# of Species in collection	374	402	435	435
# of Specimens in collection	3,342	3,156	3,200	3,200
Value of staff time on conservation messages*	\$35,051	\$31,650	\$35,000	\$40,000
Dollars towards conservation/research*	\$593,722	\$664,861	\$653,550	\$491,330

*Combined Zoo and Society

How We Do It: Program Budget Summary					
Category	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2018/2017 Var
Expenditures	\$7,455,277	\$6,520,199	\$4,729,302	\$4,876,834	\$147,532
Revenues	\$41,279	\$45,709	\$61,216	\$105,339	\$44,123
Tax Levy	\$7,413,997	\$6,474,490	\$4,668,086	\$4,771,495	\$103,409
FTE Positions	75.46	76.52	75.72	77.78	2.06

How Well We Do It: Performance Measures				
Performance Measure	2015 Actual	2016 Actual	2017 Target	2018 Target
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason	10.1%	10.2%	10.5%	10.5%
Percentage of budget towards conservation and research	2.33%	2.79%	3%	3%

Strategic Overview: 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 evaluating and approving requests from local, regional, national and international scientists seeking to conduct behavioral, cognitive or physiological research with the animal collection.

ZOO (9500) BUDGETDepartment: **Zoo**UNIT NO. **9500**FUND: **General — 0001**

Strategic Implementation: One position of Zookeeper is created effective June 1, 2018 to support the new elephant and hoofstock exhibits at a cost of \$23,769. The new elephant exhibit is one of the premiere animal exhibits at the Zoo and features indoor quarters, holding facilities and several acres of exhibits that will allow for the maintenance and exhibit of up to four African bull elephants in conjunction with other African plains animals. The new exhibit areas are substantially larger and will require additional staff to provide the required care for the animals. The new exhibit will allow for daily animal public training sessions, which will enhance animal welfare and husbandry along with providing enrichment and enhancing the guests' experience. The position is needed to comply with AZA Elephant Care standards.

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
\$873,118	\$873,118	\$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
\$84,690	\$84,690	\$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
\$114,000	\$114,000	\$0

ZOO (9500) BUDGETDepartment: **Zoo**UNIT NO. **9500**FUND: **General — 0001**

Zoo Budgeted Positions				
Position Title	2017 Adopted	2018 Adopted	Variance	Explanation
Accountant	1.00	1.00	0.00	
Admission and Trans Supervisor	1.00	1.00	0.00	
Animal Division Coordinator	1.00	1.00	0.00	
Assist Concessions Coordinator	1.00	0.00	(1.00)	Abolish
Assist Group Sales Coordinator	1.00	1.00	0.00	
Assistant Accounting	1.00	0.00	(1.00)	Abolish
Assistant Accounting Cash	1.00	1.00	0.00	
Assistant Special Events	1.00	1.00	0.00	
Associate Accountant	1.00	1.00	0.00	
Audiovisual Coordinator Zoo	1.00	1.00	0.00	
Clerical Assistant 1 NR	1.00	1.00	0.00	
Clerical Specialist Zoo	0.75	0.75	0.00	
Concession & Merch Coordinator	1.00	0.00	(1.00)	Abolish
CoordConservResearch Sustain	0.00	1.00	1.00	Current Year Action
Coordinator Marketing Spec Events	1.00	1.00	0.00	
Coordinator Admin Services	1.00	1.00	0.00	
Coordinator Elephant Care	1.00	1.00	0.00	
Curator of Birds	1.00	1.00	0.00	
Curator of Large Mammals	1.00	1.00	0.00	
Curator of Prim Sm Mammals	1.00	1.00	0.00	
Curator Reptiles & Aquarium	1.00	1.00	0.00	
Custodial Worker 2	6.00	6.00	0.00	
Custodial Worker Assist Supervisor	2.00	2.00	0.00	
Deputy Chief Admin Officer Zoo	1.00	1.00	0.00	
Director Animal Mgmt & Health	1.00	1.00	0.00	
Director Grounds and Maintenance	1.00	1.00	0.00	
Electrical Mech Permits	1.00	1.00	0.00	
Ex Zoo Director	1.00	1.00	0.00	
Executive Assistant Zoo	1.00	1.00	0.00	
Exhibits Registrar	1.00	1.00	0.00	

ZOO (9500) BUDGETDepartment: **Zoo**UNIT NO. **9500**FUND: **General — 0001**

Zoo Budgeted Positions				
Position Title	2017 Adopted	2018 Adopted	Variance	Explanation
Facilities Supervisor	1.00	1.00	0.00	
Forestry Worker Zoo	1.00	1.00	0.00	
Group Sales Coordinator	1.00	1.00	0.00	
Group Sales Specialist	1.00	1.00	0.00	
Guest Services Supervisor	1.00	1.00	0.00	
Heating & Vent Mech 2	1.00	1.00	0.00	
Heritage Farm Attendant	3.00	3.00	0.00	
Heritage Farm Supervisor	1.00	1.00	0.00	
Horticulturist	2.00	2.00	0.00	
Locomotive Engineer Zoo	2.00	2.00	0.00	
Mach Operator Engineer Welder	1.00	1.00	0.00	
Maintenance Manager	0.00	1.00	1.00	Current Year Action
Manager Accounting	1.00	1.00	0.00	
Manager Business Operations	1.00	1.00	0.00	
Manager Grounds Maintenance	1.00	1.00	0.00	
Merchandise Sales Coordinator	1.00	0.00	(1.00)	Abolish
Mgr. Contractor & Compliance	1.00	1.00	0.00	
Office Support Assistant 1	1.00	1.00	0.00	
Plumber Permits	1.00	1.00	0.00	
Program Audience Evaluation Spec	1.00	1.00	0.00	
Public Affairs Services Director	1.00	1.00	0.00	
Public Relations Coordinator	1.00	1.00	0.00	
Secretarial Assistant	0.75	0.75	0.00	
Security Coordinator	0.00	1.00	1.00	Create
Senior Staff Veterinarian	1.00	1.00	0.00	
Social Media Specialist	0.00	0.50	0.50	Create
Special Programs Coordinator	1.00	1.00	0.00	
Specialist Office Services	1.00	1.00	0.00	
Sr Accounting Cash Assistant	1.00	1.00	0.00	
Staff Veterinarian	1.00	1.00	0.00	
Steamfitter Temp Control	1.00	1.00	0.00	

ZOO (9500) BUDGETDepartment: **Zoo**UNIT NO. **9500**FUND: **General — 0001**

Zoo Budgeted Positions				
Position Title	2017 Adopted	2018 Adopted	Variance	Explanation
Stores Clerk 3	1.00	0.00	(1.00)	Abolish
Supervisor Maintenance	1.00	0.00	(1.00)	Current Year Action
Systems Control Coordinator	0.00	1.00	1.00	Create
Veterinary Tech	3.00	2.00	(1.00)	Current Year Action
Veterinary Tech Lead	0.00	1.00	1.00	Current Year Action
Zoo Area Supervisor	11.00	11.00	0.00	
Zoo Maintenance Worker	2.00	2.00	0.00	
Zoo Vehicle Mach Operator	5.00	5.00	0.00	
Zookeeper	41.00	41.58	0.58	Create (Eff 6/1/18)
Heritage Farm Attendant Seas	4.61	4.61	0.00	
Zoo Worker 1 Seas	52.67	0.00	(52.67)	Unfund
Zoo Worker 2 Seas	21.23	34.93	(13.70)	Unfund
Zoo Worker 3 Seas	16.31	20.02	3.29	Fund
Zoo Worker 4 Seas	23.34	10.10	(13.24)	Unfund
Zoo Worker 5 Seas	2.17	2.38	0.21	
Zoo Worker 6 Seas	5.58	3.37	(2.21)	Unfund
Full Time Total	130.50	129.58	(0.92)	
Part-Time Total	125.91	75.41	(50.50)	
Grand Total	256.41	204.99	(51.42)	