



ARPA PROJECT CHARTER

Project Name: Milwaukee County Zoo – Humboldt Penguin Exhibit Enhancement

Project Number: 2022B547

Client Department: Milwaukee County Zoo

Project Manager: John Teppler

Charter Last Update Date: 08/22/2022

1. Background Overview:

- a. The Humboldt Penguin Exhibit Project is a renovation and upgrade of the existing 1980's penguin habitat at the Zoo's main entrance, which currently houses a breeding colony of sixteen penguins. Milwaukee County Zoo is one of only 21 facilities in the United States and Canada to house the globally threatened Humboldt penguin species. The goal of the Humboldt Penguin Exhibit Project is to create an engaging, educational, and entertaining Zoo entrance experience that connects guests to nature and increases Zoo attendance and local tourism.
- b. Milwaukee is considered a four-season tourist destination. Seasonal visitation numbers for Milwaukee differ by only three percent from summer to winter. Revitalizing and updating the Milwaukee County Zoo's entrance experience will inspire our visitors' connection to nature and increase year-round Zoo attendance and regional tourism.
- c. Broadened access benefits by providing opportunities to visit the Zoo free of charge or at a reduced rate, including field trips for Milwaukee County students, six Family Free Days a year, admission for parents on Mother's and Father's Day, admission through Veteran's Affairs on Military & Veterans Family Day, Frosty Free Week in December, and admission to special needs groups that apply. With the addition of a new dynamic pricing model in April of 2022, our community can also visit the Zoo at a reduced rate, while still allowing the Zoo to grow revenue on the busiest days of the year.

2. Scope Overview:

- a. Renovations would include: an expanded public viewing area to increase guest engagement with the species; alignment of the exhibit with current exhibit design standards; as well as upgrades to the water filtration system, indoor holding, and nesting areas enhancing the Zoo's ability to care for this colony. The redesigned exhibit will provide the opportunity for a nose-to-nose animal interaction for visitors of all ages, creating meaningful connections between guests and the Zoo's penguins. Renovations would create operational efficiencies by incorporating state-of-the-art filtration, reducing water waste, and expanding holding facilities to be more accessible for staff.
 - i. See Attachment A – Existing Condition Markup
- b. There is no IMSD technology component to this project anticipated.

3. Why is the project required?

- a. Expanding the penguin exhibit will allow Milwaukee County Zoo to add interactive features to the already popular attraction while providing a state-of-the-art habitat. This



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- exhibit needs an extensive renovation that facilitates an immediate, inspirational connection to nature and better meets the husbandry needs of the penguins in our care.
- b. This exhibit provides an opportunity to engage with this penguin species (and their zookeepers) and fulfill our mission to “inspire public understanding, support, and participation in global conservation of animal species.” The Humboldt Penguin Exhibit is also the site of one of the Zoo’s most popular animal experience (Wild Connections) tours which “meets” or “exceeds [the] expectations” of 97% of survey respondents.
 - c. Project eliminates existing [significant] [potential] hazard.
 - i. N/A
 - d. Project addresses items set [by State / Federal Mandates] [legally binding agreement].
 - i. ARPA
 - ii. Tourism Capital Grant Program
 - e. Project addresses cited and existing [ADA] [building code violations].
 - i. 10001 W Bluemound Rd, Milwaukee, WI 53226
 - f. Alternative options [evaluated] [developed].
 - i. N/A
4. Department / County Strategic Alignment / Racial Equity
- a. The Zoo is currently making several direct contributions to the County’s vision to achieve racial and health equity. The spacious outdoor environment of the Zoo provides a safe, family-oriented environment for the Milwaukee community to find enjoyment and personal renewal as well as to cultivate a unifying bond with the natural world.
 - b. CFP Review and Comments
5. Schedule:
- a. Planning, design & construction schedule:
 - i. See tentative timeline in RFP
 - b. Preferred construction timeframe:
 - i. 9-month timeframe over Winter per requests from the Milwaukee County Zoo’s Curator of Aviary and Family Farm
6. Success criteria (How will we know the project is successful?):
- a. Project success will be measured by adhering to the timeline outlined above and by staying on or below budget. Financial success would be measured by an increase of 85,000 visitors and an increase in revenues of \$890,000 for the 2025 budget cycle.
 - b. A successful exhibit renovation will contribute to an engaging Zoo entry experience and inspire a connection between guests and nature. Questions about the new penguin exhibit will be added to the Zoo’s annual exit survey. Zoo Administration staff also continually track and analyze guest questions, complaints, suggestions, and compliments. These logs will be monitored for any feedback trends. It is also possible for the Zoo’s Audience Evaluation Specialist to conduct a study before and after the upgrades to measure the cognitive, affective, or satisfaction outcomes of visiting the exhibit.
7. Sustainability: (What sustainable features will the project include?):
- a. With only minor renovations to animal habitats over the past two decades, the Zoo recently experienced an era of growth and beautification, beginning with the opening of



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Otter Passage in 2017, Adventure Africa: Elephants in 2018 and Hippo Haven in 2020. Since then, the COVID-19 pandemic has delayed planned improvements and attendance incentives. Based on these recent renovations, we project the Humboldt Penguin exhibit renovations will increase attendance by 85,639 visitors with a commensurate increase in revenues of \$893,215.

8. Risks:

- a. Risks to success might include staffing shortages within the County department of Architecture & Engineering, or supply chain complications.
 - i. See Attachment B – Milwaukee County Zoo Humboldt Penguin Exhibit Risk Register

9. Assumptions (What is in/out of the scope, etc.):

- a. See Attachment A – Existing Condition Markup

10. Dependencies

- a. Tourism Capital Grant Program Funding
- b. Design scope meets budget

11. Budget (Who is paying and how much?):

- a. Details
 - i. The State of Wisconsin Department of Administration has awarded \$3.5 M in ARPA funds through the Tourism Capital Grant Program

12. Other required resources (People, equipment, services, etc.):

- a. Internal
 - i. Zoo Director
 - ii. Zoo Director of Grounds, Maintenance
 - iii. Zoo Director of Animal Management & Health
 - iv. Curator of Aviary and Family Farm
 - v. A&E Staff
- b. External
 - i. Consultant
 - ii. Contractor

13. Operations & Maintenance (O&M and total lifecycle considerations and costs):

- a. Short-Term Cost Savings

Revenue Earned: \$893,215 for 2015 budget cycle

Operational Improvement: The Humboldt Penguin exhibit project would be an inspirational centerpiece for visitors as it is immediately visible when they enter the Zoo grounds. The impact of this centerpiece is significant as it rests between the Zoo's primary retail and restaurant venues, the Flamingo Café and the Zoo Gift Shop. Renovations would also serve to expand and improve the environment and habitat for the resident penguin population as well as improve efficiencies in operations and water quality.



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- b. Long Term Cost Savings:
Revenue Earned:
Operational Improvement: The Humboldt Penguin exhibit project would be an inspirational centerpiece for visitors as it is immediately visible when they enter the Zoo grounds. The impact of this centerpiece is significant as it rests between the Zoo's primary retail and restaurant venues, the Flamingo Café and the Zoo Gift Shop. Renovations would also serve to expand and improve the environment and habitat for the resident penguin population as well as improve efficiencies in operations and water quality.
 - c. Project will decrease operating costs.
14. Anticipated T/DBE and Residency Requirements
- a. T/DBE Design 8%
 - b. T/DBE Construction 18%
 - c. Residency Goal 50%
15. Stakeholders (Power [1-5], Interest [1-5]). 1=low, 5=high:
- a. County Executive – 4, 2
 - b. County board – 4, 3
 - c. County Zoo – 5, 5
 - d. AE&E Department – 3, 3
 - e. County Staff Project Manager (TBD) – 2, 3
 - f. County Residents/End Users – 1, 5

****Need to locate private utilities that may be impacted by the project****

Attachment A – Existing Condition Markup

Lighting - pool lighting not needed. Don't want to lose overhead lighting

NEED TO BE CONNECTED TO EXISTING BUILDING. Window/room for interactive space

5' x 8', 3' deep Pool Area

Relocate Keeper's Space

Existing substrate in the existing space to be removed. Zoo will add rubber flooring that is not built in.

Renovation/reconfiguration of existing keeper space - function TBD

Upgrade water filtration system; allowing for appropriate access for maintenance. Overall goal is to improve efficiency and reduce chemical usage.

Water system has capacity for heating but not cooling. Add cooling function so that draining and refilling during summer months can be reduced. - Priority Are there geothermal options?

Intimate feeding area - would need to be guided in by keeper. Planter to the plan will need to be adjusted to allow pedestrians to view and pass as needed.

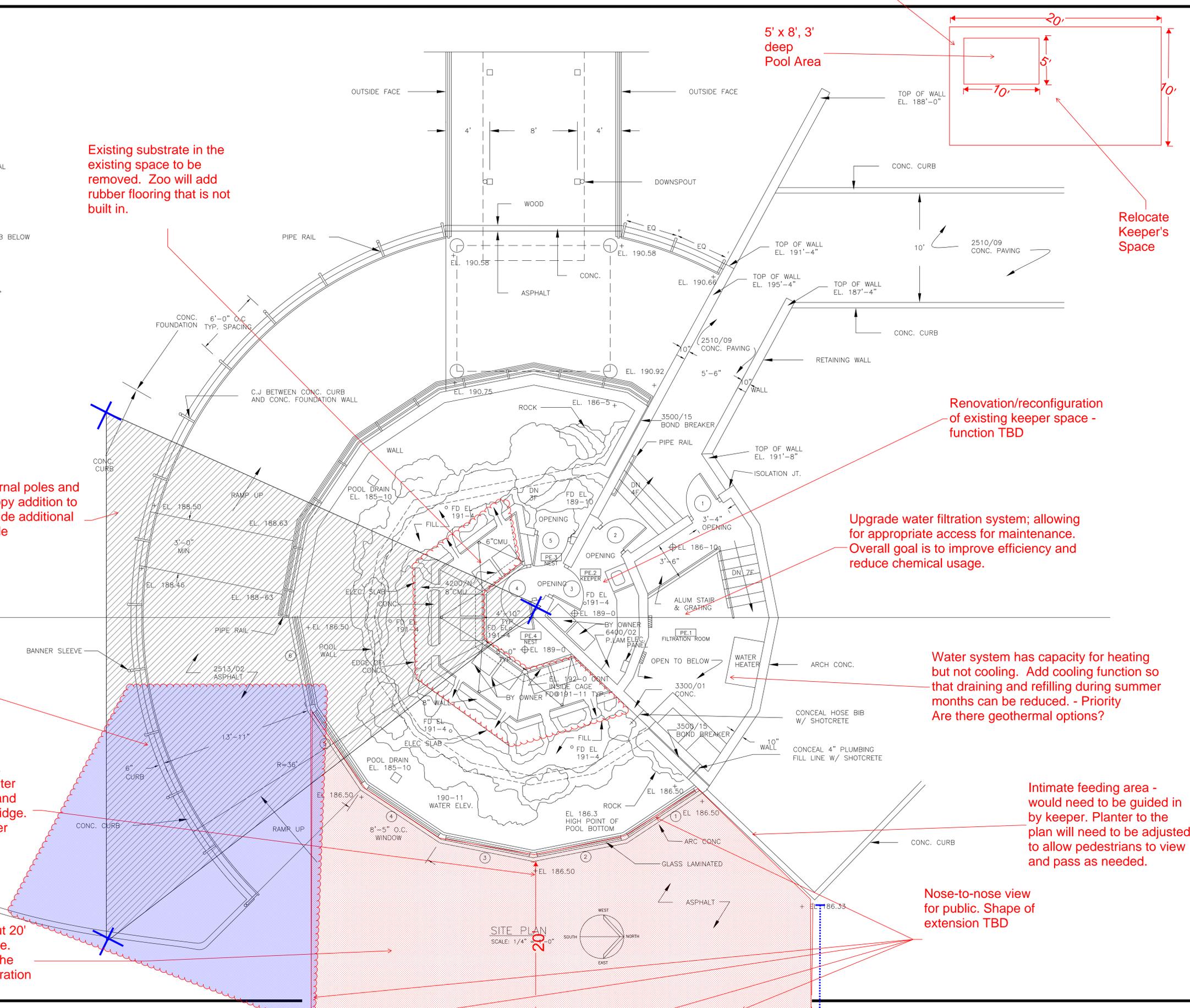
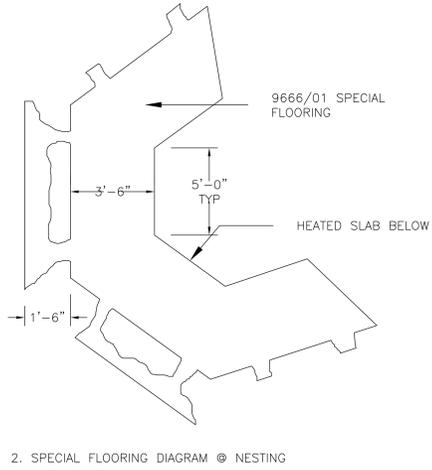
Nose-to-nose view for public. Shape of extension TBD

External poles and canopy addition to provide additional shade

Entrance path to be reworked to accommodate exhibit extension

Additional rock features within the expanded water area - potentially an island or outcrop with small bridge. Area for sunbathing after added shade

Expand water feature about 20' in direction of front entrance. Improve public viewing of the exhibit, including reconfiguration of the ramp as needed.



DATE:	REVISIONS:	DRAWN BY:
		MILWAUKEE COUNTY DEPARTMENT OF PUBLIC WORKS ARCHITECTURE AND ENGINEERING DIVISION COURTHOUSE ANNEX 907 NORTH 10TH STREET MILWAUKEE, WISCONSIN 53233
DRAWN BY: R.A.M.	CHECKED BY: P.A.R.	SCALE: 1/4" = 1'-0"
DATE: 3/2000	CAD: REDRAM	BUILDING NAME: MILWAUKEE COUNTY ZOO ANIMAL BUILDINGS HUMBOLDT PENGUIN EXHIBIT
		SHEET DESCRIPTION: SITE PLAN
SHEET NO. 1 OF 4	GROSS AREA (SQ. FT.) 1405 SQ FT	
FILE NO. 4340	BUILDING (SQ. FT.) 1405 SQ FT	

Attachment B: Milwaukee County Zoo Humboldt Penguin Exhibit Enhancement: Risk Register Sheet

Legend	Low (1)	Medium (2)	High (3)
Probability	Low	Med	High
Cost	< \$10k	\$10k-\$50k	>\$50k
Schedule	<1Months	1-2 Months	>2 Months
Risk Rating	<= 4	6.1 - 12.0	12.1-18

As of: 8/17/2022
Risk Coordinator: John Teppler

Risk ID	Risk	Affected Project Phase	Priority	Resolved?	Responsibility	Prob (P)	Cost (C)	Schedule (S)	Risk Rating # (P*(C*S))	Quality Impact	Potential Value	Mitigation Plan	Comments
	State Grant Agreement - Delay in initial Agreement approval	Intake Phase				3	3	2	15				
	State Grant Agreement - Obtaining initial Agreement funds; is 30 day disbursement accurate?	Intake Phase				2	3	1	8				Cannot engage an A&E firm without funds encumbered
	T&E Goals - Setting goals	Intake Phase				1	1	1	2				
	Illustrate accurate and precise scope of work, and project description	Intake Phase				1	2	2	4				
	A&E RFP - Deadlines, Processes, Participation, Selection	Intake Phase				2	1	2	6				
	CM RFP - Deadlines, Processes, Participation, Selection	Intake Phase				2	1	2	6				
	Designing to Owner Project Requirements	Design Phase				2	3	2	10				
	A&E team designing to budget	Design Phase				2	3	2	10				
	Design deliverable timing	Design Phase				1	2	1	3				
	CM constructability input	Design Phase				1	2	1	3				
	Accurate estimates, while understanding current labor market	Design Phase				2	3	2	10				
	Relocation of Penguins	Construction Phase				1	2	3	5				
	Operational Hazards - location of construction	Construction Phase				1	1	2	3				
	Accurate Construction Schedule	Construction Phase				2	2	2	8				
	Procurement, long lead items, escalation	Construction Phase				3	2	2	12				
	Unforeseen existing conditions	Construction Phase				2	2	2	8				
	Accurate Construction Documents to minimize change orders	Construction Phase				1	2	1	3				
	T&E and DBE availability restricted due to high levels of work in the market	Construction Phase				2	1	1	4				
	Weather and Seasonal impacts	Construction Phase				2	1	1	4				
	Public Relations	Construction Phase				2	1	1	4				
	ARPA Reporting & Regulations - Audit ready	ALL				1	1	2	3				
	COVID/ Public Health Emergencies	ALL				2	3	3	12				

#REF! Allocated Contingency