

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General – 0001

Budget Summary

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs	\$12,497,641	\$7,887,804	\$7,910,189	\$8,592,252	\$682,063
Operation Costs	\$8,299,153	\$7,374,361	\$6,955,348	\$6,906,284	(\$49,064)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$871,245	\$597,559	\$572,311	\$485,365	(\$86,946)
Interdept. Charges	\$2,097,586	\$2,208,816	\$587,070	\$598,055	10,985
Total Expenditures	\$23,765,626	\$18,068,540	\$16,024,918	\$16,581,956	\$557,038
Revenues					
Direct Revenue	\$17,879,903	\$15,423,509	\$16,853,982	\$17,201,979	\$347,997
Intergov Revenue	\$34,000	\$0	\$0	\$45,000	\$45,000
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$17,913,903	\$15,423,509	\$16,853,982	\$17,246,979	\$392,997
Tax Levy	\$5,851,723	\$2,645,031	(\$829,064)	(\$665,023)	(\$164,041)
Effective Tax Levy*	\$334,133	\$434,108	(\$1,416,134)	(\$1,263,068)	\$153,066
Personnel					
Full-Time Pos. (FTE)**	128.8	125.0	125.1	153.7	32.2
Seas/Hourly/Pool Pos.	124.4	125.9	75.4	49.4	(26.0)
Overtime \$	\$247,001	\$247,506	\$270,324	\$283,824	\$13,500

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

**The 2019 Budget FTEs include Vacancy & Turnover & Overtime.

Department 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 will provide an environment for personal renewal and enjoyment for guests.

Department Description: The Milwaukee County Zoo includes four divisions that provide services in support of Wisconsin’s largest zoo: Administration, Finance & Operations, Marketing and Communications, Maintenance, Grounds & Custodial, and Animal Management & Health.

Major Changes in FY 2019: The 2019 Budget helps position the Zoo to grow attendance and revenues in admissions, Society memberships, Group Sales, revenue share contracts/leases, special exhibits and special events. The budget also focuses on implementing operational efficiencies and/or cost savings while maintaining assets at an acceptable level.

- Zoo attendance for 2019 is projected to grow by 26,500 guests for a total annual attendance of 1,351,500. Adventure Africa phase 1 Elephants will open in May of 2019 and will draw additional guests to the Zoo.

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- The 2019 Capital Budget includes \$13.4 million for the Hippopotamus Exhibit renovations. The funding for this project includes \$4.8 million from a private donor, \$4.3 million from the Zoological Society and \$4.3 million from the County. It is estimated that this exhibit will open spring of 2020. To support the complex water filtration system of this exhibit and other animal life support systems, a Life Support Technician is created for 2019 which is offset with funds from an Endowment held by the Zoological Society.
- A brick dinosaur exhibit is scheduled for 2019 in the Otto Borchert Family Special Exhibits building and will feature 20 LEGO dinosaur models, eight interactives and nine other displays. Admission to the exhibit is \$3 per person and will run from Memorial Day weekend through Labor Day.
- All Zoo admission rates increase \$0.75 effective April 1, 2019 and are estimated to generate \$416,910 in additional revenue, which includes an increase of \$100k from the 50%/50% membership revenue split with the Zoological Society.
- One position of Security Coordinator is created to manage the day-to-day security operations at the Zoo at a cost of \$56,364. 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 maintaining access and security control systems; managing the contracts for emergency medical and Deputy Sheriff Services along with overseeing the Zoo's seasonal security team; coordinating and ensuring that both the east and west entrances are secure; building partnerships with the community and local police departments for traffic control and maintaining and updating the Zoo's Continuity of Operations Plan.
- The Department of Human Resources, Office of Performance, Strategy and Budget and the Zoo performed a workforce staffing review. The review resulted in the following changes: creation of 20 full-time positions, elimination of seasonal hours equivalent to 25.98 FTEs and the removal of 3.93 FTEs in vacancy and turnover for a total reduction of 2.72 FTEs. The impact of this change to the 2019 Budget is \$223,823. See Division Sections for position detail.
- Based on guest research and attracting new audiences and revenues, an Animal Experience Program is added for 2019. Guests will have the opportunity to purchase a "Chat with a Zookeeper" and "Curator Tour" to gain a deeper and more meaningful connection to the animal collection and the Zoo profession. A version of this experience will also be offered for birthday parties and private and corporate events. Total revenues from this program are estimated at \$121,500 and expenditures of \$61,652 for a tax levy reduction of \$59,848. One position of Zookeeper is created to support the daily programming needs.
- In 2016, the Zoo completed a Clean Energy Plan which included recommendations to make operations more efficient, conserving resources and saving money. The recommendations include the installation of utility submeters to gauge water and electric usage at specific areas. The Zoo applied for a Fiscal Year 2019 Energy Innovation Grant under the Public Service Commission of Wisconsin. The budget anticipates receiving \$45,000 to purchase and install 21 submeters.

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Strategic Program Area 1: Administration, Finance & Operations

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Zoo Attendance	1,329,361	1,199,903	1,325,000	1,351,500
General Admission Rev	\$4,777,565	\$5,000,801	\$6,098,858	\$6,441,666
Zoo Rides Revenue	\$955,421	\$1,015,494	\$1,066,870	\$1,109,203
Vendor Revenues	\$821,167	\$2,064,124	\$2,765,870	2,825,519
Society Membership Rev	\$3,073,446	\$3,120,613	\$3,206,554	\$3,306,554

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$10,149,966	\$6,916,713	\$4,505,090	\$4,813,723	\$308,633
Revenues	\$14,672,877	\$13,407,873	\$13,265,190	\$13,292,489	\$27,299
Tax Levy	(\$4,522,911)	(\$6,491,160)	(\$8,760,100)	(\$8,478,766)	\$281,334
FTE Positions	103.8	101.6	44.3	46.4	2.1

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Average visitor spending**	\$13.48	\$12.85	\$12.72	\$12.76
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Guest Survey: Excellent or Very Good Food Service***	78.8%	90.3%	90%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets***	89.6%	95.1%	90%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations***	89.3%	95.1%	90%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions**	89.4%	94.1%	90%	90%

*Information not available at time of 2018 budget request **Average visitor spending = total revenue/total attendance *** Annual Exit Survey Results

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

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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:

Workforce staffing changes include the creation of two positions of Visitor Services Specialist and elimination of 1.67 FTEs of seasonal hours. This change will allow for more oversight for the admissions and rides operations. The net cost of this change is \$12,702.

0.56 FTE seasonal Zoo Worker hours are funded to bring in-house the sale of a la Carte food tickets. The cost of \$14,308 for the seasonal positions is offset by the elimination of \$25,000 in contractual services for a net tax levy reduction of \$10,672.

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 2019. 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
\$120,000	Sea Lion Show	Oceans of Fun, Inc.
\$55,000	Strollers and Wheelchairs	Scooterbug Inc.
\$103,107	Mold-a-Ramas	William A. Jones Co.
\$95,000	Raptor Bird Show	World Bird Sanctuary
\$33,000	Pony Rides	Patch 22
\$75,000	Guest Photos	Photogenic Inc.
\$75,000	Tattoos, Face Painting, Caricatures	Personality Portraits

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Strategic Program Area 2: Marketing and Communications

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Advertising Expenditures	\$530,766	\$619,689	\$602,500	\$602,500
Group Sales Revenue	\$1,914,066	\$676,466	\$2,110,784	\$2,210,976
# of Public Special Events	18	19	22	20
Social Media Followers	86,862	95,000	115,000	125,000
# of Sponsorships	31	25	30	30

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$2,650,824	\$2,552,376	\$2,739,882	\$2,561,920	(\$177,962)
Revenues	\$3,184,572	\$1,942,157	\$3,483,453	\$3,634,730	\$151,277
Tax Levy	(\$533,748)	\$610,219	(\$743,571)	(\$1,072,810)	(\$329,239)
FTE Positions	20.0	21.7	20.1	19.8	(0.3)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Guest experience survey: Extremely or Very Satisfied*	99.3%	98%	90%	90%
Guest educational value survey Extremely or Very Educational*	97%	96.1%	90%	90%
Attendance at Public Special Events	302,352	238,035	302,170	308,060
Attendance for Special Exhibit	136,047	52,929	262,000	147,234
Sponsorship Revenue	\$515,182	\$333,981	\$373,000	\$408,000

* 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.

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Strategic Implementation:

In 2018, one part-time position of Social Media Specialist was created to directly engage with guests, build brand presence and ultimately increase guest visits and spending. The cost of the position was offset with an equal amount of vacancy and turnover for a zero net tax levy impact. For 2019, the position is budgeted as a full-time completely offset with vacancy and turnover and \$25,898 in revenues from special ticket promotions and offers.

Tax levy decreases due to a reduction in professional services and an increase in admission revenue.

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Strategic Program Area 3: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Work Orders Completed	1,950	2,176	2,500	2,500
Dollars Spent on Asset Maintenance	\$890,197	\$1,128,451	\$797,235	\$913,235
Number of Energy Savings Projects	7	10	8	12

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$4,529,638	\$3,628,685	\$3,903,112	\$4,257,590	\$354,478
Revenues	\$10,746	\$3,416	\$0	\$101,000	\$101,000
Tax Levy	\$4,518,892	\$3,625,269	\$3,903,112	\$4,156,590	\$253,478
FTE Positions	52.8	54.4	60.0	57.3	(2.7)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2018 Target
Guest Survey: Excellent or Very Good Cleanliness*	96.7%	96.1%	90%	90%
Work Orders completed in a timely manner	90%	85%	90%	90%
Energy Usage Reduction	Natural Gas 7.9% Electricity (1.8)% Water 3.8%	Natural Gas 0.85% Electricity (3.81%) Water (8.7%)	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.

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Strategic Implementation:

Workforce staffing changes includes the creation of 16 full-time positions (1 Maintenance Worker Assistant, 8 Grounds Worker, 3 Custodial Worker 2 and 4 Horticulturist Assistant) and the elimination of 22.98 FTEs of seasonal hours and reducing the vacancy and turnover adjustment. The cost of this staffing change is \$204,219 and will provide for continuity of service, reduction in training needs and the creation of a career path for those seeking jobs in the grounds, horticulture, maintenance and custodial professions.

As new exhibits are completed and/or remodeled, the life support systems are more complex and require a special skill set to maintain, which is critical to animal welfare. To support the Zoo's life support systems, one position of Life Support Technician is created effective May 1, 2019 at a cost of \$28,402, which is completely offset with Endowment funds from the Zoological Society.

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Strategic Program Area 4: Animal Management & Health

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
# of Species in collection	402	396	435	400
# of Specimens in collection	3,156	2,272	3,200	3,000
Value of staff time on conservation messages*	\$31,650	\$94,781	\$173,139	\$178,003
Dollars towards conservation/research*	\$664,861	\$728,209	\$628,107	\$645,751

*Combined Zoo and Society

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Var
Expenditures	\$6,435,199	\$4,970,767	\$4,876,834	\$4,948,723	\$71,889
Revenues	\$45,709	\$70,065	\$105,339	\$218,760	\$113,421
Tax Levy	\$6,389,490	\$4,900,702	\$4,771,495	\$4,729,963	(\$41,532)
FTE Positions	76.5	76.4	78.2	78.9	0.7

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason	10.2%	NA	10.5%	10.5%
Percentage of budget towards conservation and research	2.79%	4.5%	3%	5%

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.

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Strategic Implementation

One position of Zookeeper is created for the new Animal Experience Program and is completely offset with revenues.

The Zoo has a goal of contributing the equivalent of five percent of the budget towards conservation and research efforts through field conservation, education, staff programs and training, green practices and contributions. For 2019, that goal is \$823,754.

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
\$1,183,929	\$1,183,929	\$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
\$52,870	\$52,870	\$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
\$84,000	\$84,000	\$0