

Budget Summary

Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Variance
Expenditures					
Personnel Costs	\$7,887,804	\$7,608,102	\$8,592,252	\$8,786,625	\$194,373
Operation Costs	\$7,374,361	\$6,289,429	\$6,906,284	\$7,298,651	\$392,367
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$597,559	\$751,979	\$485,365	\$408,865	(\$76,500)
Interdept. Charges	\$2,208,816	\$514,424	\$598,055	\$546,596	(\$51,459)
Total Expenditures	\$18,068,540	\$15,163,934	\$16,581,956	\$17,040,737	\$458,781
Revenues					
Direct Revenue	\$15,423,509	\$14,522,176	\$17,201,979	\$17,905,058	\$703,079
Intergov Revenue	\$0	\$0	\$45,000	\$0	(\$45,000)
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$15,423,509	\$14,522,176	\$17,246,979	\$17,905,058	\$658,079
Tax Levy	\$2,645,031	\$641,758	(\$665,023)	(\$864,321)	(\$199,298)
Effective Tax Levy*	\$436,215	\$127,334	(\$1,263,078)	(\$1,410,917)	(\$147,839)
Personnel					
Full-Time Pos. (FTE)	125.0	125.1	153.7	152.9	(0.8)
Seas/Hourly/Pool Pos.	125.9	75.4	49.4	49.4	0
Overtime \$	\$247,506	\$238,670	\$283,824	\$288,084	\$4,260

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

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 2020: The 2020 Budget helps position the Zoo to increase 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.

- Abolishment of 1 Special Programs Coordinator - Since the Special Programs Coordinator position was created in the early 1990's, the duties and programs that were assigned to the position have decreased over time. There have been some changes most recently that have made it clear that the full-time position is no

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longer needed, as the responsibilities of the position can be restructured to other Zoo staff positions for savings and consolidation of duties. These tasks are mainly related to contracts with Oceans Connections, seasonal exhibits provided by a general contractor, and efficiencies found within current positions. A portion of the savings will be used to reclassify existing positions to reflect increased duties that were previously performed by the Special Programs Coordinator.

- The 2020 Capital Budget includes \$902,100 for planning funds for the final phase of Adventure Africa - Rhinoceros. The Zoological Society is a 50%/50% partner in the cost of this project. This project will renovate the former elephant exhibit to address USDA (United States Department of Agriculture), APHIS (USDA Animal Plant Health Inspection Services) and AZA (Association of Zoos and Aquariums) standards to convert the exhibit into an acceptable habitat for the Rhinoceros. The exhibit will include a pool, mud wallow, tactile/scratching structures and manipulative foraging/feeding objects and incorporate sustainable building elements.
- An outdoor dinosaur exhibit is scheduled for 2020. Admission to the exhibit is \$3 per person and will run from Memorial Day weekend through Labor Day. Based on prior experience with this exhibit, revenues are estimated to generate \$523,552 in revenues which is an increase of \$172,316 over the 2019 exhibit.
- All Zoo admission rates increase \$0.50 effective in June 2020 when the new Hippopotamus Exhibit opens. The rate increase is estimated to generate \$307,969, which includes an increase of \$50k from the 50%/50% membership revenue split with the Zoological Society.
- Zoo admissions and parking fees will be approved by the County Board and fees will be published in the Adopted Budget each year in lieu of separate Ordinance action. Ordinance 47.32(b) will be updated to read "Any changes to admissions and parking fees at the Zoological Gardens shall be approved by the County Board. Current fees will be published in the adopted county budget each year."
- The Zoo strives to provide an inclusive environment for all guests, including those with sensory processing needs, like autism, PTSD (Posttraumatic Stress Disorder), early onset dementia, and similar conditions. To this end, the Milwaukee County Zoo and Zoological Society are partnering with KultureCity, a non-profit who specializes in sensory inclusion to implement a new program in 2020. KultureCity will provide Zoo staff with professional training and the materials needed to better accommodate guests with sensory needs.

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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	2017 Actual	2018 Actual	2019 Target	2020 Target
Zoo Attendance	1,199,903	1,146,045	1,351,500	1,351,500
General Admission Rev	\$5,000,801	\$5,015,335	\$6,441,666	\$6,723,014
Zoo Rides Revenue	\$1,015,494	\$919,527	\$1,109,203	\$1,109,203
Vendor Revenues	\$2,064,124	\$2,577,127	2,825,519	\$2,912,319
Society Membership Rev	\$3,120,613	\$3,195,655	\$3,306,554	\$3,356,554

How We Do It: Program Budget Summary					
Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Var
Expenditures	\$6,916,713	\$4,205,370	\$4,813,723	\$4,930,874	\$117,151
Revenues	\$13,407,873	\$11,618,014	\$13,292,489	\$13,826,011	\$533,522
Tax Levy	(\$6,491,160)	(\$7,412,643)	(\$8,478,766)	(\$8,895,137)	(\$416,371)
FTE Positions	101.6	44.3	46.4	50.5	(1.8)

How Well We Do It: Performance Measures				
Performance Measure	2017 Actual	2018 Actual	2019 Target	2020 Target
Average visitor spending*	\$12.85	\$12.67	\$12.91	\$13.25
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Guest Survey: Excellent or Very Good Food Service**	90.3%	85.1%	90%	90%
Guest Survey: Excellent or Very Good Service at Retail Outlets**	95.1%	87.8%	90%	90%
Guest Survey: Excellent or Very Good Service at Ride Locations**	95.1%	90.6%	90%	90%
Guest Survey: Excellent or Very Good Service at Gates/Admissions*	94.1%	93.7%	90%	90%

*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:

The 2020 Capital Budget includes a radio project to replace the current obsolete analog radio system. A new system will provide 1) Zoo-wide communication for safety needs for staff; 2) reduced funds being spent on an obsolete/analog system with radios that are aged out with parts no longer available; 3) a fourth radio channel; 4) better control and a replacement plan; 5) update to the main communication switchboard radio system allowing for the Zoo operator to have increased functionality and removes the need for three different radio units within the workspace and; 6) warranty and support to the Zoo.

New in 2020 the Zoo will be using a turnkey full-service RFID-based digital ticketing system for food tickets for the four-day a la Carte event. This software enhances efficiency and operational simplicity by using modern technology over manual processes. The system provides improved data and analytics, reduces theft, decreases costs, increases productivity and provides real-time visibility into operations which results in better management decisions. The budget includes \$30,000 in system rental fees along with offsetting revenues.

Revenues increase \$533,522 due primarily to the 2020 Dinosaur Special Exhibit, the admission fee increase, and commission increases from revenue share partners.

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 2020. 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
\$50,000	Sea Lion Show	Oceans Connections
\$55,000	Strollers and Wheelchairs	Scooterbug Inc.
\$103,107	Mold-a-Ramas	William A. Jones Co.
\$106,000	Raptor Bird Show	World Bird Sanctuary
\$33,000	Pony Rides	Patch 22

Strategic Program Area 2: Marketing and Communications

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	2017 Actual	2018 Actual	2019 Target	2020 Target
Advertising Expenditures	\$619,689	\$566,588	\$602,500	\$598,000
Group Sales Revenue	\$676,466	\$1,733,848	\$2,210,976	\$2,246,344
# of Public Special Events	19	24	20	25
Social Media Followers	95,000	134,532	125,000	165,000
# of Sponsorships	25	30	30	32

How We Do It: Program Budget Summary					
Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Var
Expenditures	\$2,552,376	\$2,253,380	\$2,561,920	\$2,535,882	(\$26,038)
Revenues	\$1,942,157	\$2,810,530	\$3,634,730	\$3,823,502	188,772
Tax Levy	\$610,219	(\$557,150)	(\$1,072,810)	(\$1,287,620)	(\$214,810)
FTE Positions	21.7	20.1	19.9	16.0	(3.9)

How Well We Do It: Performance Measures				
Performance Measure	2017 Actual	2018 Actual	2019 Target	2020 Target
Guest experience survey: Extremely or Very Satisfied*	98%	98.3%	90.0%	90.0%
Guest educational value survey Extremely or Very Educational*	96.1%	95.4%	90.0%	90.0%
Attendance at Public Special Events	238,035	221,995	308,060	308,060
Attendance for Special Exhibit	52,929	214,549	147,234	215,034
Sponsorship Revenue	\$333,981	\$278,051	\$408,000	\$345,000

* 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:

The 2020 Budget includes an increase of \$60,000 in entertainment expenditures for the Zoo's four-day a la Carte event. This budget has not been increased for many years. In addition to the normal increase of the cost of doing business, entertainment costs have risen due to competition in the market from venues such as Pottawatomini Casino, Turner Hall and the Admirals. An increase in expenditures will allow the Zoo to book higher profile national entertainment, as well as add higher profile local bands, thus increasing attendance. It is estimated that 10,000 additional guests will attend the event generating \$120,000 in additional revenues for a net tax levy savings of \$60,000.

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Strategic Program Area 3: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data				
Activity	2017 Actual	2018 Actual	2019 Target	2020 Target
Number of Work Orders Completed	2,176	2,925	2,500	2,500
Dollars Spent on Asset Maintenance	\$1,128,451	\$959,139	\$913,235	\$873,585
Number of Energy Savings Projects	10	6	12	12

How We Do It: Program Budget Summary					
Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Var
Expenditures	\$3,628,685	\$3,881,431	\$4,257,590	\$4,451,164	\$193,574
Revenues	\$3,416	\$1,642	\$101,000	\$58,000	(\$43,000)
Tax Levy	\$3,625,269	\$3,879,789	\$4,156,590	\$4,393,164	\$236,574
FTE Positions	54.4	60.0	57.6	58.0	0.4

How Well We Do It: Performance Measures				
Performance Measure	2017 Actual	2018 Actual	2019 Target	2020 Target
Guest Survey: Excellent or Very Good Cleanliness*	96.1%	96.4%	90.0%	90.0%
Work Orders completed in a timely manner	85.0%	87.0%	90.0%	90.0%
Energy Usage Reduction	Natural Gas .85% Electricity (3.8%) Water (8.7%)	Natural Gas 4.7% Electricity 1.7% Water (8.7%)	-5.0%	-5.0%

* Annual Exit Survey Results

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:

The 2020 Capital Budget Request includes critical projects to maintain Zoo assets. These include the following:

- Zoo Aviary Air Conditioning Replacement – The air conditioning system in the Aviary is beyond its useful life and needs to be replaced. The AC is critical to the animal collection due to the air exchange and climate for the exhibits.
- Zoo Parking Lot #4 Replacement – Replacement of the lot will improve storm water drainage, update the lot with the latest ADA codes and eliminate potential safety issues with the condition of the pavement. This lot is located by three heavily used picnic areas that generate over \$1M in revenues annually.
- Zoo Administration Building Roof Replacement – This project will re-roof the Administrative/Gift Shop wing at the Zoo's main entrance building. The Zoo's concessionaire partner SSA, invested over \$900,000 to renovate the Gift Shop. The Administrative section includes offices, a cash room with a vault and storage for point-of-sale registers and other computer equipment.

Commodities and Services accounts increase \$83,140 to align the budget close to actual experience for building and roadway materials.

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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	2017 Actual	2018 Actual	2019 Target	2020 Target
# of Species in collection	396	326	400	400
# of Specimens in collection	2,272	2,447	3,000	2,800
Value of staff time on conservation messages*	\$94,781	\$122,514	\$149,712	\$153,252
Dollars towards conservation/research*	\$728,209	\$815,022	\$679,386	\$698,146

*Combined Zoo and Society

How We Do It: Program Budget Summary					
Category	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2020/2019 Var
Expenditures	\$4,970,767	\$4,823,753	\$4,948,723	\$5,122,817	\$174,094
Revenues	\$70,065	\$91,990	\$218,760	\$197,545	(\$21,215)
Tax Levy	\$4,900,702	\$4,731,763	\$4,729,963	\$4,925,272	195,309
FTE Positions	76.4	78.2	79.2	79.7	0.5

How Well We Do It: Performance Measures				
Performance Measure	2017 Actual	2018 Actual	2019 Target	2020 Target
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Reduce the number of exhibits that appear empty with no reason	NA	7.6%	10.5%	10.5%
Percentage of budget towards conservation and research	4.5%	6.1%	5.0%	5.0%

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 400 species of 2,800 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

The 2020 Capital Budget includes \$37,211 for a complete structural analysis, design and construction documents necessary to address any structural, safety or code issues in the Aquatic Reptile Center.

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 2020, that goal is \$851,399.

GENERAL ZOO VISITOR FEE SCHEDULE			
	2019	2020	
	Rate	Rate	Change
<u>Admissions</u>			\$ -
Adult Summer-County	\$ 14.50	\$ 15.00	\$ 0.50
Junior Summer-County	\$ 11.50	\$ 12.00	\$ 0.50
Senior Summer-County	\$ 13.50		\$ (13.50)
Adult Summer-Non-County	\$ 16.25	\$ 16.75	\$ 0.50
Junior Summer-Non-County	\$ 13.25	\$ 13.75	\$ 0.50
Senior Summer-Non-County	\$ 15.25	\$ 15.75	\$ 0.50
Adult Winter-County	\$ 12.00	\$ 12.50	\$ 0.50
Junior Winter-County	\$ 9.00	\$ 9.50	\$ 0.50
Senior Winter-County	\$ 10.50	\$ 11.00	\$ 0.50
Adult Winter-Non-County	\$ 13.75	\$ 14.25	\$ 0.50
Junior Winter-Non-County	\$ 10.75	\$ 11.25	\$ 0.50
Senior Winter-non-County	\$ 12.25	\$ 12.75	\$ 0.50
Adult Discount Day	\$ 9.25	\$ 9.75	\$ 0.50
Junior Discount Day	\$ 6.75	\$ 7.25	\$ 0.50
Adult Education-County	\$ 10.00	\$ 10.50	\$ 0.50
Junior Education-County	\$ 7.50	\$ 8.00	\$ 0.50
Adult Education-Non-County	\$ 12.25	\$ 12.75	\$ 0.50
Junior Education-Non-County	\$ 9.25	\$ 9.75	\$ 0.50
Adult Group	\$ 12.25	\$ 12.75	\$ 0.50
Junior Group	\$ 9.25	\$ 9.75	\$ 0.50
<u>Parking Fees</u>			
Cars	\$ 12.00	\$ 12.00	\$ -
Buses	\$ 16.00	\$ 16.00	\$ -

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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
\$944,952	\$944,952	\$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
\$55,570	\$55,570	\$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
\$105,000	\$105,000	\$0