

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General – 0001

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 | \$533,951 | (\$64,104) |
| Total Expenditures | \$18,068,540 | \$15,163,934 | \$16,581,956 | \$17,028,092 | \$446,136 |
| 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) | (\$876,966) | (\$211,943) |
| Effective Tax Levy* | \$434,108 | | (\$1,263,068) | | |
| 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 |

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

**The 2019 FTEs includes Vacancy & Turnover & Overtime & Premiums.

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 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.

- The 2020 Capital Budget includes \$902,100 for planning funds for the final phase of Adventure Africa -

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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.
- Personnel costs increase \$194,373 to reflect the 2020 mid-year 1% wage increase, annualization of 2019 DOSAA funds, the extra eight hours for leap-year, full-year funding of 2019 new positions and 2020 DOSAA funds.

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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 | \$4,785,498 | (\$28,225) |
| 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) | (\$9,040,513) | (\$561,747) |
| FTE Positions | 101.6 | 44.3 | 46.4 | 44.6 | -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% |

*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

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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:

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 |

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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 | 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 | \$2,681,258 | \$119,338 |
| Revenues | \$1,942,157 | \$2,810,530 | \$3,634,730 | \$3,823,502 | 188,772 |
| Tax Levy | \$610,219 | (\$557,150) | (\$1,072,810) | (\$1,142,244) | (\$69,434) |
| FTE Positions | 21.7 | 20.1 | 19.9 | 19.9 | 0 |

| 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% | 90% |
| Guest educational value survey Extremely or Very Educational* | 96.1% | 95.4% | 90% | 90% |
| 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 | \$4,438,519 | \$180,929 |
| Revenues | \$3,416 | \$1,642 | \$101,000 | \$58,000 | (\$43,000) |
| Tax Levy | \$3,625,269 | \$3,879,789 | \$4,156,590 | \$4,380,519 | \$223,929 |
| FTE Positions | 54.4 | 60.0 | 57.6 | 58.0 | .38 |

| 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% | 90% |
| Work Orders completed in a timely manner | 85% | 87% | 90% | 90% |
| Energy Usage Reduction | Natural Gas .85% Electricity (3.8%) Water (8.7%) | Natural Gas 4.7% Electricity 1.7% 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:

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 cashroom 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 | 0.53 |

| 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% | 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 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.

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| 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 |