

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

| Category | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | 2023/2022 Variance |
|--------------------------------|---------------------|----------------------|---------------------|---------------------|--------------------|
| Expenditures | | | | | |
| Personnel Costs | \$7,372,826 | \$7,940,562 | \$9,097,134 | \$9,555,359 | \$458,225 |
| Operation Costs | \$4,349,705 | \$5,490,720 | \$8,395,562 | \$8,799,403 | \$403,841 |
| Debt & Depreciation | \$0 | \$0 | \$0 | \$0 | \$ 0 |
| Capital Outlay | \$241,201 | \$407,622 | \$401,501 | \$558,655 | \$157,154 |
| Interdepartmental | \$330,875 | \$506,854 | \$717,097 | \$747,397 | \$30,300 |
| Total Expenditures | \$12,294,607 | \$14,345,758 | \$18,611,294 | \$19,660,814 | \$1,049,520 |
| Revenues | | | | | |
| Direct Revenue | \$6,424,771 | \$15,137,935 | \$19,404,089 | \$20,469,837 | 1,065,748 |
| Intergovernmental | \$0 | \$6,358,372 | \$0 | \$0 | \$ 0 |
| Indirect Revenue | \$0 | \$0 | \$0 | \$0 | \$ 0 |
| Total Revenues | \$6,424,771 | \$21,496,307 | \$19,404,089 | \$20,469,837 | \$1,065,748 |
| Tax Levy | \$5,869,836 | (\$7,150,549) | (\$792,795) | (\$809,023) | (\$16,228) |
| Personnel | | | | | |
| Full-Time Pos. (FTE) | 151.5 | 151.5 | 156.1 | 161.10 | 5.0 |
| Seasonal/Hourly/Pool \$ | \$504,507 | \$661,715 | \$1,251,257 | \$1,421,766 | \$170,509 |
| Overtime \$ | \$61,944 | \$81,505 | \$295,052 | \$257,563 | (\$37,489) |

Department Mission:

The Milwaukee County Zoo inspires 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 five divisions that provide services in support of Wisconsin's largest zoo: Administration & Finance, Marketing & Communications, Maintenance & Facilities, Animal Management & Health and Operations.

Major Changes in FY 2023

The 2023 budget continues to set the Zoo in the best position to increase attendance and revenues in admissions, society memberships, group sales, revenue share contracts/leases, special exhibits, and special events while providing excellent animal care for the Zoo's collection.

The budget incorporates the County's strategic focus areas of Bridging the Gap, Investing in Equity and Creating Intentional Inclusion by the following:

- **Bridging the Gap in health disparities:** The top annual exit survey response for the question "why you visit the Zoo" is: "To be with family and friends". This Zoo offers a safe, family atmosphere and will continue to provide excellent customer service to its guests.
- **Investing in Equity:** The budget includes revenue-generating events and education programs, including a partnership with the Zoological Society to serve children and families experiencing high-economic need. The short summary below provides general information. Additional details can be found under the appropriate division sections.
- **Creating Intentional Inclusion:** The internship programs continue in 2023 in the Animal Management & Health and Administration & Finance divisions to provide opportunities for job training and interest in Zoo jobs. The goal is to expand this program to include the other three strategic program areas in 2023. The strategic pricing model (now referred to as Flex pricing) continues to incorporate affordability, more accessibility and adjusting the marketing strategy to focus on broader, more diverse audiences. The Zoo is also working with the Zoological Society of Milwaukee (ZSM) to expand the joint Accessibility Program.

In partnership with the Zoological Society of Milwaukee, an enterprise-wide strategic plan is in the process of being developed. The plan will be a holistic look at the shared vision and commitment to the Zoo and the community while honoring the respective roles and governance models of each organization. It will be used to guide the strategic direction over the next seven to ten years. The project will include the completion of a strategic plan, a refresh of the existing master plan (facilities plan) and a business plan which will align to the County-wide strategic focus areas of inclusion, influence, and integrity, with a goal of completing the plan for inclusion in the 2024 budget.

To properly staff year-round operations, the positions of Seasonal Workers 2-6 are allocated to a new job classification of Zoo Worker 2-6 Hourly. The new classification provides the same flexibility as the seasonal Zoo Worker positions but allows the employees to work year-round. Additional Zoo Worker 2-6 hourly slots are created in each area to better align to the needs of the organization.

The special exhibit will be an *Ice Age* outdoor experience. See the Operations Division section for details.

The 2023 Budget reflects the change from offering a 4D theater to a virtual Gorilla Trek experience. Additional details can be found under the Operations division.

Milwaukee County Zoo continues to focus on updating exhibits to address U.S. Department of Agriculture, Animal and Plant Health Inspection Services and Association of Zoos and Aquariums (AZA) standards and to enhance the guest experience. The next AZA accreditation inspection process will be in 2024.

Strategic Program Area 1: Administration & Finance

Service Provision: Discretionary

| How We Do It: Program Budget Summary | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|---------------------------|
| Category | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | 2023/2022 Variance |
| Expenditures | \$2,901,535 | \$3,307,801 | \$3,425,727 | \$3,020,782 | (\$404,945) |
| Revenues | \$485,703 | \$6,589,505 | \$844,965 | \$319,000 | (\$525,965) |
| Tax Levy | \$2,415,832 | (\$3,281,704) | \$2,580,762 | \$2,701,782 | \$121,020 |
| FTE Positions | 12.0 | 12.0 | 12.6 | 11.6 | (-1.0) |

| What We Do With It: Activity Data | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Activity | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| Zoo attendance | 519,633 | 1,092,122 | 1,351,500 | 1,351,500 |
| Accessibility days* | N/A | N/A | 139 | 139 |
| Accessibility programs* | N/A | N/A | 9 | 9 |

* New activity tracking beginning in 2022

| How Well We Do It: Performance Measures | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Performance Measure | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| Average visitor spending* | \$6.30 | \$13.95 | \$14.36 | \$15.15 |
| AZA accreditation status | Accredited | Accredited | Accredited | Accredited |

* Average visitor spending = total revenue/total attendance

Strategic Overview:

The Administration & Finance strategic program area provides effective leadership for all Zoo functions and responsibilities including strategic goals for the Zoo. Also, Administration and Finance provides direct oversight. Including accreditation standards, business analytics, cash management, financial and capital project planning, accounts payable receivable, personnel and payroll, information technology, contract review, program evaluations, performance measures/strategic goals, oversight of the Guest Experience Committee and Diversity, Equity, Accessibility and Inclusion program, managing school field trips, overseeing the partnership with the Zoological Society of Milwaukee and other general office services. All Zoo pricing is determined by this division.

Strategic Implementation:

In 2022, due to all the new revenue programs and level of responsibility, the Operations Division was created as a separate division. The 2023 budget reflects this change. In addition, the Safety and Special Exhibit sections were moved to the Operations division. This is the main reason for the reduction in expenditures, revenues, and tax levy.

The Milwaukee County Zoo partners with the Zoological Society of Milwaukee Education Department to provide four programs serving children and their families attending schools with high economic need. In 2021, nearly fifty thousand students were served from Milwaukee Public Schools, non- MPS schools in Milwaukee County, and various other public and private schools. This partnership continues in 2023.

Seasonal Zoo Worker funds have been converted to Hourly Zoo Worker hours for the Business Intern Program. The hours were increased to reflect the contract with MPS requiring a school year schedule.

Utility costs increased to reflect actual year-to-date for 2022.

In April of 2022, the Zoo implemented a strategic pricing plan (now called Flex Pricing). Results through June support an increase in general admission revenues. Group Sales revenues decrease due to the lingering impacts of the pandemic on corporate and individual rentals.

Family Free Days (one Saturday in the months of October to March), Special Events (Mother’s Day free for moms, Father Day’s free for dads, Military Day, etc.), Frosty Free week (last week in December), and Promotional Price Days (\$4 on the 4th of July) has not and will not be affected.

Milwaukee County Residents will continue to receive reduced admission prices on Wednesdays. The rates are \$10.50 for adults/seniors and \$8.00 for children. Reducing the weekday rates as compared to the weekend rates is intended to give guests more flexibility by choosing the rate they prefer to pay. Additionally, this may accommodate those who cannot afford the weekend rates. In relation, the Zoo will offer the same rate that is offered on Wednesdays on one Sunday each month in April, May and September.

Pricing strategy for 2023.

| Milwaukee County Admission Rates | | | |
|---|--------------------|------------------------|-------------------|
| Category | Peak Season | Shoulder Season | Off Season |
| Adult | \$10.50 - \$18.00 | \$10.50 - \$17.00 | \$10.50 - \$12.50 |
| Child | \$8.00 - \$15.00 | \$8.00 - \$14.00 | \$8.00 - \$9.50 |
| Senior | \$10.50 - \$17.00 | \$10.50 - \$16.00 | \$10.00 - \$11.50 |

| Non-County Admission Rates | | | |
|-----------------------------------|--------------------|------------------------|-------------------|
| Category | Peak Season | Shoulder Season | Off Season |
| Adult | \$13.75 - \$19.75 | \$13.75 - \$18.75 | \$12.75 - \$14.25 |
| Child | \$10.75 - \$16.75 | \$10.75 - \$15.75 | \$9.75 - \$11.25 |
| Senior | \$12.75 - \$18.75 | \$12.75 - \$17.75 | \$11.75 - \$13.25 |

The Zoo Director or designee maintains authority to discount or waive fees and provide one or more free admission days during the months of January, February, March, October, November, and December.

The Zoo is authorized to enter the following Professional Service Contracts in 2023. 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 |
|--|--|--|
| \$345,000 plus shipping costs (less deposit of \$25K needed in 2022) | 2023 Special Exhibit – Ice Age – Animals of North America | Dino Don, Inc. |
| \$200,000 | Lighting contractor for Wild Lights Event | RWS Entertainment Group |
| \$25,000 | Zoo Librarian/Research Services | MEK Consulting LLC |
| \$111,000 | Bird show contract | World Bird Sanctuary |
| \$13,402 | Co-funding of Zoological Vet Residency position | UW Madison |
| \$250,000 | A la Carte Entertainment Consulting | Robert Zigman Marketing, Inc. |
| \$80,000 | Advertising | 2-Story Creative Ltd |
| \$15,000 | Elephant care consulting | McClure International Consulting LLC |
| \$55,000 | Revenue share contract for Sea Lion Show | Ocean Connections |
| \$55,000 | Revenue share contract for strollers and wheelchairs | Scooterbug Inc. |
| \$130,000 | Revenue share contract for Mold-a-Rama | Mold-a-Rama, Inc. |
| \$36,200 | Revenue share contract for pony rides | Patch 22 |
| \$35,000 | Revenue share contract for photo booths | DNP Imagingcomm America Corp dba Innovative Foto |
| \$10,000 | Exclusivity contract for tenting & rental services | JK Rentals |
| \$50,000 | Revenue share contract for entrance photography services | Personality Portraits, Inc. |
| \$70,000 | Revenue share contract for face painting, caricatures, henna tattoos, airbrush tattoos | Personality Portraits, Inc. |
| \$4,000 | Revenue share contract for hurricane machine | O8O Leasing |
| \$32,000 | Revenue share contract for penny press, footsies, medallions | CTM Group |

Strategic Program Area 2: Marketing & Communications

Service Provision: Discretionary

| How We Do It: Program Budget Summary | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|---------------------------|
| Category | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | 2023/2022 Variance |
| Expenditures | \$1,133,441 | \$1,941,724 | \$3,553,246 | \$3,403,658 | (\$149,588) |
| Revenues | \$628,249 | \$1,989,645 | \$5,061,783 | \$4,693,028 | (\$368,755) |
| Tax Levy | \$505,192 | (\$47,921) | (\$1,508,537) | (\$1,289,370) | \$219,167 |
| FTE Positions | 9.8 | 9.75 | 10.75 | 10.75 | 0.0 |

| What We Do With It: Activity Data | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Activity | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| Advertising expenditures | \$300,053 | \$488,003 | \$630,000 | \$715,500 |
| Group sales revenue | \$352,969 | \$1,109,250 | \$1,985,500 | \$1,663,620 |
| # of public special events | 8 | 17 | 25 | 25 |
| Social Media followers | 216,636 | 231,911 | 232,000 | 275,000 |
| # of sponsorships | 9 | 24 | 30 | 30 |

| How Well We Do It: Performance Measures | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Performance Measure | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| Guest experience survey: Extremely or Very Satisfied* | 88% | 97% | 90% | 90% |
| Guest educational value survey: Extremely or Very Educational* | 88% | 90% | 90% | 90% |
| Attendance at public special events | 69,782 | 125,029 | 333,858 | 306,276 |
| Attendance for special exhibit | 95,410 | 73,642 | 215,000 | 162,460 |
| Sponsorship revenue | \$126,148 | \$229,099 | \$505,000 | \$421,500 |

* Annual Exit Survey Results

Strategic Overview:

The Marketing & Communications (M&C) strategic program area oversees Zoo programs and materials that market the Zoo. M&C markets the Zoo by general advertising, public engagement, media relations, social media marketing, promotional activities, sponsorship, public special events and private event rentals. 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.

Strategic Implementation:

M&C has reclassified the position of Marketing and Communications Coordinator to a manager role. This position change takes effect in 2023.

Commodities and new equipment accounts are adjusted to accommodate for the Wild Lights event held for 25 nights in December.

Revenues are reduced mainly due to the lingering impact from the pandemic on group sales rentals.

The 2023 budget continues to shift the marketing strategy. This includes advertising, social media, and public relations to a broader and more diverse audience to help foster a more inclusive community.

The Milwaukee County Zoo continues to position itself as a top entertainment choice for families.

Strategic Program Area 3: Maintenance & Facilities

Service Provision: Discretionary

| How We Do It: Program Budget Summary | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|---------------------------|
| Category | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | 2023/2022 Variance |
| Expenditures | \$3,047,476 | \$3,207,392 | \$4,773,226 | \$4,735,918 | (\$37,308) |
| Revenues | \$57,165 | \$56,706 | \$65,700 | \$65,700 | \$0 |
| Tax Levy | \$2,990,311 | \$3,150,686 | \$4,707,526 | \$4,670,218 | (\$37,308) |
| FTE Positions | 45.0 | 45.0 | 45.0 | 48.0 | 3.0 |

| What We Do With It: Activity Data | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Activity | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| Number of work orders completed | 798 | 783 | 1,100 | 1,100 |
| Dollars spent on asset maintenance | \$410,572 | \$481,778 | \$844,975 | \$874,081 |
| Number of energy savings projects | 5 | 8 | 5 | 5 |

| How Well We Do It: Performance Measures | | | | |
|---|---|---|--------------------|--------------------|
| Performance Measure | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| Guest Survey: Excellent or Very Good Cleanliness* | 95% | 96% | 90% | 90% |
| Work Orders completed in a timely manner | 89% | 94% | 90% | 90% |
| Energy Usage Reduction | Natural Gas -6% Electricity -1% Water -3% | Natural Gas .87% Electricity 3.56% Water 11.22% | -5% | -5% |

* Annual Exit Survey Results

Strategic Overview:

The Maintenance & Facilities (M&F) strategic program area provides maintenance, improvements, and overall grooming of the Zoo grounds. The state of the grounds is critical to visitor satisfaction and return visits. Included in this program area are mechanical and preventative maintenance programs for equipment, ventilation, air-conditioning, heating systems, minor electrical and plumbing repairs, housekeeping, and general cleaning of the Zoo. Along with the 197 acres of Zoo grounds, there are 48 buildings requiring HVAC care and an additional 81 buildings to maintain. This division also partners with Teens Grow Greens to connect the Zoo with the community.

Strategic Implementation:

One goal of the M&F strategic program area is to have a successful preventative maintenance program to establish consistent practices designed to improve the performance and safety of the buildings and equipment on Zoo grounds. M&F extends the useful life of assets, decreasing the need for capital replacements, enhances the efficiency of equipment, and enhances the performance of assets by increasing uptime.

The Maintenance and Facilities strategic program area is restructured to better align to the needs of the division and provide the most cost-effective way to deliver services. Changes are as followed:

- The maintenance section of the Zoo has 2.0 FTE Maintenance Workers and an Assistant Maintenance Worker. These three positions cover a seven day a week operation, which sometimes requires working more than one shift. To better cover the needs of the Zoo campus, the budget abolishes a vacant Carpenter position and a Systems Control Coordinator and creates four additional Maintenance Workers.
- A new position of Grounds Supervisor is created to improve operational efficiencies by providing an assistant for the Grounds Manager to help train and assign jobs for over 40 staff members. The Grounds area operates seven days a week and, at times, requires multiple shifts.
- The 2023 budget includes funding to reclassify 2.0 FTE Horticulturist Assistants to Horticulturists and abolishes two vacant FTE Horticulturist Assistant positions to create two Horticulturist. These actions align the pay scale to similar positions within Milwaukee County.
- One FTE Forestry Supervisor is created to better manage the Zoo's forest and develop a forest management program.

1.0 FTE Life Support Technician is transferred to the Animal Management and Health Division to follow best practices in providing life support functions for the animal collection.

Strategic Program Area 4: Animal Management & Health

Service Provision: Discretionary

| How We Do It: Program Budget Summary | | | | | |
|--------------------------------------|-------------|-------------|-------------|-------------|--------------------|
| Category | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | 2023/2022 Variance |
| Expenditures | \$4,575,950 | \$4,968,911 | \$5,241,433 | \$5,602,954 | \$361,521 |
| Revenues | \$78,255 | \$132,085 | \$195,113 | \$181,363 | (\$13,750) |
| Tax Levy | \$4,497,695 | \$4,836,826 | \$5,046,320 | \$5,421,591 | \$375,271 |
| FTE Positions | 75.8 | 75.8 | 75.8 | 77.8 | 2.0 |

| What We Do With It: Activity Data | | | | |
|---|-------------|-------------|--------------|--------------|
| Activity | 2020 Actual | 2021 Actual | 2022 Target* | 2023 Target* |
| # of species in collection | 352 | 330 | 345 | 350 |
| # of specimens in collection | 2,222 | 2,110 | 2,216 | 2,225 |
| Value of staff time on conservation messages* | \$83,929 | \$73,734 | \$128,000 | \$233,432 |
| Dollars towards conservation/research* | \$615,128 | \$195,900 | \$206,990 | \$322,359 |

* Combined Zoo and Society. Through the Covid pandemic, many of the opportunities utilized by the Zoo to meet these targets were not feasible. Travel to assist in field conservation programs, Zoo public programs and special events, and Zoo classes were cancelled through large portions of 2020 and 2021. Those cancellations affected Zoo's staff ability to achieve these targets. The 2020 "dollars towards conservation/research" includes a one-time payout by the ZSM to World Wildlife Fund as part of the transition of a field program to their oversight.

| How Well We Do It: Performance Measures | | | | |
|--|-------------|-------------|-------------|-------------|
| Performance Measure | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| Participation in AZA species survival plans | Yes | Yes | Yes | Yes |
| Reduce the number of exhibits that appear empty with no reason | 10.7% | 18.4% | 10.5% | 10.5% |
| Percentage of budget towards conservation and research | 4.5% | 0% | 3% | 3% |

Strategic Overview:

The Animal Management & Health strategic 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 340 species of 2,200 mammals, birds, fish, amphibians, reptiles, and invertebrates represented. Animal habitats 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.

Strategic Implementation:

Since its implementation in 2021, the Milwaukee County Zoo created a partnership with Vincent High School Agriculture Program to provide students the unique opportunity that includes summer employment in the Family Farm and exposure to Zoo careers. This successful partnership continues.

The Large Mammal section is the largest unit of the Animal Division, including five sub-units of animal care professionals responsible for some of the largest and most dangerous species. With the capacity of this subdivision and the Large Mammal Curator's involvement in many of the recent and future capital projects, additional leadership support is necessary to insure operational oversight, efficiency, safety, and accountability. To provide this leadership, 1.0 FTE Assistant Curator Large Mammals is created.

The Heritage Family Farm has historically been operated by animal care professionals under the title of Family Farm Attendants. 5.0 FTE Family Farm Attendants perform the same responsibilities under the same animal care standards as positions titled Zookeeper. The primary difference in the two roles is the Family Farm predominantly represents domestic animal species rather than exotics. The 2023 budget converts the Heritage Farm Attendants to Zookeepers for consistency and provide more diverse opportunities for Zookeeper recruitments.

The Zoo has a goal of contributing the equivalent of 3% of its budget to conservation and research efforts through field conservation, education, staff programs and training, green practices, and contributions.

1.0 FTE Life Support Technician is transferred from the Grounds, Maintenance and EVS Division to follow best practices in providing life support functions for the animal collection.

Strategic Program Area 5: Operations

Service Provision: Discretionary

| How We Do It: Program Budget Summary | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|---------------------------|
| Category | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | 2023/2022 Variance |
| Expenditures | \$636,205 | \$919,930 | \$1,617,662 | \$2,897,502 | \$1,279,840 |
| Revenues | \$5,175,399 | \$12,728,367 | \$13,236,528 | \$15,210,746 | \$1,974,218 |
| Tax Levy | (\$4,539,194) | (\$11,808,437) | (\$11,618,866) | (\$12,313,244) | (\$694,378) |
| FTE Positions | 0.0 | 0.0 | 11.0 | 12.0 | 1.0 |

| What We Do With It: Activity Data | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Activity | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| General admission revenue | \$1,851,550 | \$6,480,003 | \$7,829,044 | \$7,829,045 |
| Zoo rides revenue | \$334,993 | \$1,149,344 | \$1,521,840 | \$1,775,586 |
| Revenue partner commissions | \$947,563 | \$2,178,129 | \$3,000,041 | \$2,969,082 |
| Society Membership revenue | \$2,012,402 | \$3,267,163 | \$3,356,554 | \$3,356,554 |

| How Well We Do It: Performance Measures | | | | |
|---|--------------------|--------------------|--------------------|--------------------|
| | 2020 Actual | 2021 Actual | 2022 Target | 2023 Target |
| Guest Survey: Excellent or Very Good Food Service* | 71% | 81% | 90% | 90% |
| Guest Survey: Excellent or Very Good Service at Retail Outlets* | 87% | 91% | 90% | 90% |
| Guest Survey: Excellent or Very Good Service at Ride Locations* | 96% | 94% | 90% | 90% |
| Guest Survey: Excellent or Very Good Service at Gates/Admissions* | 99% | 6% | 90% | 90% |

* Annual Exit Survey Results

Strategic Overview: Organization

The Operations strategic program area provides effective leadership for reception, radio dispatch, safety and security services, contract review, oversight of the Safety Committee and management of major revenue sources, such as admissions, parking, miniature train, zoo expeditions, carousel, special exhibits, Virtual Reality Gorilla Experience, skyride, zip line, and ropes course. Staff from this strategic program area oversee revenue-generating contracts and leases with outside vendors.

Strategic Implementation:

In 2022, due to all the new revenue programs and level of responsibility, the Operations strategic program area was created as a separate strategic program area. The 2023 budget reflects this change. In addition, the Safety and Special Exhibit sections were also moved to the Operations strategic program area.

The 2022 Budget included funds for a 4D theater experience. After further research, it was determined a virtual reality experience would better maximize revenue while also providing an immersive animal educational experience. The impact to the 2023 budget for the change to the new Gorilla Trek Virtual Reality (VR) experience increases expenditures by \$444,984 and revenues by \$798,418 for a net profit increase over the 2022 budget of \$353,434. The operational costs for the VR theater \$723,197 with \$1,158,258 in revenues are projected for a net projected profit of \$435,061.

In 2023, the Milwaukee County Zoo is introducing a new shuttle service to transport guests throughout the Zoo. Three vehicles will be purchased out of the Zoo's Railroad Trust fund budget.

The guest giraffe feeding program was changed in 2022 to an all-day feeding. The 2023 budget reflects the additional expenses related to this new feature including an additional Zoo Worker 3 seasonal hours. New revenues from the all-day feeding program support the Zoo's conservation efforts and covers the cost of the new Assistant Curator Large Mammal position in the Animal Management and Health Division.

The direct service cross charge from the Office of Emergency Management (OEM) for guest medical services increased due to OEM's standards change requiring two EMTs instead of one.

In 2023, an Ice Age special exhibit will be featured. Admission to the exhibit is \$4 per person and runs from Memorial Day weekend through Labor Day. Results are projected to be profitable.

The SkyGlide ride was purchased by the Zoo in 2022 and is operated by Zoo staff. For 2023, expenditures increase and includes the creation a Zoo Worker 3 hours to operate the ride.

The 2023 budget changes Security staff from Zoo Worker Seasonal positions to Zoo Security Worker hourly to provide year-round coverage. The change to hourly provides flexibility in staffing and allows for year-round coverage.

Specimen Expendable Trust Fund (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 |
|-------------|----------|----------|
| \$46,000 | \$46,000 | \$0 |

Railroad Expendable Trust Account (Org. 0321)

The Railroad Trust 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 |
|-------------|-------------|-------------|
| \$1,158,593 | \$1,410,350 | (\$251,757) |

The Railroad Trust Fund includes \$404,850 in expenditures for the purchase of three electric vehicles to provide a new Shuttle revenue program. Operating expenditures and revenues are highlighted under the Operations Strategic Program Area.

Zoo Zoomobile Trust Fund (Org. 0322)

The Zoomobile is used to take guests on a narrated vehicle tour of the Zoo on an open-air tram. The ride generates revenue and the funds remain in the fund to offset labor, pay off the Zoomobile debt and equipment costs and repairs.

| Expenditure | Revenue | Tax Levy |
|-------------|-----------|----------|
| \$138,615 | \$111,000 | \$27,615 |

Zoo Conservation Trust Fund (Org. 0323)

The Zoo’s mission is to 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. As an accredited Zoo, the Zoo must participate in conservation initiatives. The Zoo has a goal of contributing the equivalent of 3% of its budget to conservation and research efforts through field conservation, education staff programs and training, green practices and contributions.

| Expenditure | Revenue | Tax Levy |
|-------------|---------|----------|
| \$40,000 | \$0 | \$40,000 |

Zoo Library Trust Fund (Org. 0324)

The funds are used to pay for librarian support for research and etc. The library is full of information about animal nutrition, animal management, zoological science and other zoo information and is used by Zoo staff.

| Expenditure | Revenue | Tax Levy |
|-------------|---------|----------|
| \$38,650 | \$0 | \$38,650 |

Zoo Travel Trust Fund (Org. 0325)

As part of being an accredited Zoo, staff are required to participate in Species Survival Plans (SSPs) and in other animal workgroups. These groups join scientists and collaborating experts to develop breeding and management plans to help protect the welfare and genetic variation of species in human care. These plans improve the survival of SSP-managed species at the Milwaukee County Zoo and in the wild. We also participate in collaborative programs with other countries to assist with wildlife conservation. Staff are also required to travel for continuing education (i.e. vets). Funds are also used to attend annual AZA conferences.

| Expenditure | Revenue | Tax Levy |
|-------------|----------|-----------|
| \$147,450 | \$24,958 | \$122,492 |

Zoo Animal Acquisition Trust Fund (Org. 0326)

Funds in this account are used to purchase animals when needed. Accredited zoos do not charge each other for animals and loan out their collection. At times, the Zoo does purchase animals from non-accredited organizations.

| Expenditure | Revenue | Tax Levy |
|-------------|---------|----------|
| \$23,000 | \$0 | \$23,000 |

Zoo Grant Tree Conservation Trust Fund (Org. 0328)

This fund helps support the Zoo's forest by allocating \$5,000 in tree replacement funds. On occasion, outside donations are received.

| Expenditure | Revenue | Tax Levy |
|-------------|---------|----------|
| \$5,000 | \$5,000 | \$0 |

Conservation/Research Program Trust Account (Org. 0331)

A Conservation/Research Program Trust was created in 2017 to record donations and contributions supporting conservation, research, and green practices. The account allows for expenditure authority to support these functions in addition to supporting other expenses for the benefit or improvement of the Zoo and the Zoo's mission.

| Expenditure | Revenue | Tax Levy |
|-------------|-----------|----------|
| \$182,506 | \$182,506 | \$0 |