

## 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
<b>Expenditures</b>					
<b>Personnel Costs</b>	\$7,372,826	\$7,940,562	\$9,097,134	\$9,689,747	\$592,613
<b>Operation Costs</b>	\$4,349,705	\$5,490,720	\$8,395,562	\$8,792,852	\$397,290
<b>Debt &amp; Depreciation</b>	\$0	\$0	\$0	\$0	\$ 0
<b>Capital Outlay</b>	\$241,201	\$407,622	\$401,501	\$558,655	\$157,154
<b>Interdepartmental.</b>	\$330,875	\$506,854	\$717,097	\$753,948	\$36,851
<b>Total Expenditures</b>	<b>\$12,294,607</b>	<b>\$14,345,7588</b>	<b>\$18,611,294</b>	<b>\$19,795,202</b>	<b>\$1,183,908</b>
<b>Revenues</b>					
<b>Direct Revenue</b>	\$6,424,771	\$15,137,935	\$19,404,089	\$20,469,837	1,065,748
<b>Intergovernmental</b>	\$0	\$6,358,372	\$0	\$0	\$ 0
<b>Indirect Revenue</b>	\$0	\$0	\$0	\$0	\$ 0
<b>Total Revenues*</b>	<b>\$6,424,771</b>	<b>\$21,496,307</b>	<b>\$19,404,089</b>	<b>\$20,469,837</b>	<b>\$1,065,748</b>
<b>Tax Levy*</b>	<b>\$5,869,836</b>	<b>\$121,961,281</b>	<b>(\$792,795)</b>	<b>(\$674,635)</b>	<b>\$118,160</b>
<b>Personnel</b>					
<b>Full-Time Pos. (FTE)</b>	151.5	151.5	156.1	161.1	5
<b>Seasonal/Hourly/Pool \$</b>	\$504,507	\$0	\$1,251,257	\$1,393,883	\$142,626
<b>Overtime \$</b>	\$61,944	\$0	\$295,052	\$289,361	(\$5,691)

\* In 2021, the Zoo received \$6.8M in Shuttered Venue Operators Grant funds from the Small Business Administration. These funds were allocated to salaries which in turn freed up funds to support the Zoo. Funds of \$6.2M were carried over into 2022 and for a more accurate fiscal presentation, 2021 revenues should be adjusted by (\$6,257,814) for a net amount of \$15,238,493 and net Tax levy should be (\$892,735).

### 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 five divisions that provide services in support of Wisconsin's largest zoo: Administration & Finance, Marketing and Communications, Maintenance, Grounds & Environmental Services, and 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 Creating Intentional Inclusion, Bridging the Gap, and Investing in Equity 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 and Health and Administration and 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 divisions in 2023. The strategic pricing model (now referred to as Flex pricing) continues to incorporate affordability and more accessibility and adjusting the marketing strategy to focus more on broader and 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 and 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, refresh the existing master plan (facilities plan) and a business plan and will align to the County-wide strategic focus areas of inclusion, influence and integrity. The goal is to complete it in time to be reflected in the 2024 Budget.

The Zoo budget is heavily based on generating revenue to support its operation, animal collection and wildlife conservation. In 2022, a new pricing strategy was implemented on April 1, 2022. Results through June of 2022 support increasing general admission revenues by \$354,681 offset with a reduction to Group Sales Admissions for a zero net tax levy impact. The reduction in Admissions for Group Sales is due to the lingering impact of the pandemic and allows time to regain lost business. Further details can be found in the Operations and Marketing and Communications divisions.

In order to properly staff year around operations, some seasonal Worker 2-6 dollars are allocated to a new classification of Zoo Worker 2-6 Hourly. The new classification still provides the same flexibility as the seasonal Zoo Worker positions but allows the employees to work year-round. This change has a cost of \$16,996 due to society security being calculated at the full rate of 7.65%. 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.

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

Design funds are requested in the Capital Budget to reconfigure the main entrance/admissions (\$925,012). The current layout regularly causes traffic congestion on Bluemound Road and backups on the surrounding freeways. To minimize long wait times, traffic issues and a negative start to Zoo visits, a more efficient entry process is required. Under the

current design, it is operationally impossible for Zoo staff to spend the time necessary to sell Zoo memberships, special experiences or even take the time to answer guest questions. Additional capital requests include \$1,647,950 to replace the Aviary air conditioning system, \$279,000 to replace the skylights in the Bonobo habitat, \$355,620 to renovate the Zoofari Conference Center and \$398,620 to renovate the Bonobo Outdoor Habitat.

**Strategic Program Area 1: Administration & Finance**

**Service Provision: Discretionary**

<b>How We Do It: Program Budget Summary</b>					
<b>Category</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2023/2022 Variance</b>
Expenditures	\$2,905,481	\$3,308,325	\$3,426,168	\$3,196,514	(\$229,654)
Revenues	\$485,703	\$6,589,505	\$844,965	\$319,000	\$(525,965)
Tax Levy	\$2,419,778	(\$3,281,180)	\$2,581,203	\$2,877,514	(\$296,311)
FTE Positions	12.0	12.0	12.6	12.6	0.0

<b>What We Do With It: Activity Data</b>				
<b>Activity</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Target</b>	<b>2023 Target</b>
Zoo Attendance	519,633	1,092,122	1,351,500	1,351,500
Accessibility Days*	NA	NA	139	139
Accessibility Programs*	NA	NA	9	9

\* New activity tracking beginning in 2022

<b>How Well We Do It: Performance Measures</b>				
<b>Performance Measure</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Target</b>	<b>2023 Target</b>
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:**

Administration and Finance Division provides effective leadership for all Zoo functions and responsibilities including strategic goals for the Zoo. Direct oversight includes Accreditation Standards, business analytics, cash management, financial and capital project planning, accounts payable and receivable, personnel and payroll, information technology, contract review, program evaluations, performance measures/strategic goals, oversight of Guest Experience Committee and Diversity, Equity, Accessibility and Inclusion program, and manages school field trips, other general office services, and oversee the partnership with the Zoological Society of Milwaukee. 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 also 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, 48,301 students and 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 are converted to Hourly Zoo Worker hours for the Business Intern Program at a cost of \$8,202. The hours were also increased to reflect the contract with MPS requiring a school year schedule.

Utility costs increase \$257,282 to reflect year-to-date 2022 experience.

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 of \$354,681 offset with a reduction in Group Sales admissions for a zero net tax levy impact. The decrease in Group Sales is 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 4<sup>th</sup> of July) would not be affected.

Milwaukee County Residents will continue to receive reduced admission prices on Wednesdays. The rates are \$10.50 for Adult/Senior 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 rather pay. Additionally, this may accommodate those that 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.

There are no changes to the below pricing strategy for 2023.

<b>Milwaukee County Admission Rates</b>			
<b>Category</b>	<b>Peak Season</b>	<b>Shoulder Season</b>	<b>Off Season</b>
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
Seniors	\$10.50 - \$17.00	\$10.50 - \$16.00	\$10.00 - \$11.50

<b>Non-County Admission Rates</b>			
<b>Category</b>	<b>Peak Season</b>	<b>Shoulder Season</b>	<b>Off Season</b>
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
Seniors	\$12.75 - \$18.75	\$12.75 - \$17.75	\$11.75 - \$13.25

The vacancy and turnover reduction for the Zoo is budgeted at \$410,468. Of that amount, a reduction of \$148,506 is budgeted in this division but will be spread out to all Zoo divisions in 2023.

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.

**ZOO (9500) BUDGET****UNIT NO. 9500****Department: Zoo****FUND: General — 0001**

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.

<b>Contract Amount</b>	<b>Description</b>	<b>Provider</b>
\$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	Scoterbug Inc.
\$130,000	Revenue Share Contract for Mold-a-Ramas	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 and Communications**

**Service Provision: Discretionary**

<b>How We Do It: Program Budget Summary</b>					
<b>Category</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2023/2022 Variance</b>
<b>Expenditures</b>	\$1,133,441	\$1,941,724	\$3,553,246	\$3,386,704	(\$166,542)
<b>Revenues</b>	\$628,249	\$1,989,645	\$5,061,783	\$4,693,028	(\$368,755)
<b>Tax Levy</b>	\$505,192	(\$47,921)	(\$1,508,537)	(\$1,306,324)	\$202,213
<b>FTE Positions</b>	9.8	9.75	10.75	10.75	0.0

<b>What We Do With It: Activity Data</b>				
<b>Activity</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Target</b>	<b>2023 Target</b>
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

<b>How Well We Do It: Performance Measures</b>				
<b>Performance Measure</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Target</b>	<b>2023 Target</b>
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 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, 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:**

Funding is included in the budget to reclass one position of Marketing and Communications Coordinator to a manager role. The request will be submitted for the January 2023 County Board cycle.

Commodities are reduced by \$175,000 and new equipment is increased by the same amount for the Wild Lights event held for 25 nights in December. This aligns the accounts to the proper account series.

Revenues in the Marketing and Communications Division are reduced \$368,755 mainly due to the lingering impact from the pandemic on Group Sales rentals.

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

The Milwaukee County Zoo must continue to position itself as a top entertainment choice for families. To meet this need, revenue-generating programs and events have grown substantially in recent years.

**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
<b>Expenditures</b>	\$3,047,476	\$3,207,392	\$4,773,226	\$4,831,931	\$58,705
<b>Revenues</b>	\$57,165	\$56,706	\$65,700	\$65,700	\$0
<b>Tax Levy</b>	\$2,990,311	\$3,150,686	\$4,707,526	\$4,766,231	\$58,705
<b>FTE Positions</b>	45.0	.45	45.0	48	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:**

This program area provides maintenance, improvement, and overall grooming of the grounds. The state of the grounds is 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 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 of the goals of this division 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. This program



extends the useful lifecycle of assets decreasing the need for capital replacements, enhances the efficiency of equipment keeping them running more efficiently and lowering power expenses, and enhances the performance of assets by increasing uptime.

The Maintenance, Grounds and Environmental Services Division is restructured to better align to the needs of the division and provide the most cost-effective way to deliver services. The total amount of these changes has a \$16,940 net tax levy impact. Below are the changes:

- The Maintenance Section of the Zoo has two positions of Maintenance Worker and one 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 entire Zoo campus, the budget abolishes a vacant Carpenter position and creates two 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, assign jobs for over 40 staff members. The Grounds area operates seven days a week and at times requires multiple shifts.
- The budget includes funding to reclass two Horticulturist Assistants to Horticulturist and abolishes two vacant Horticulturist Assistant positions and creates two Horticulturist. These actions align the pay scale to similar positions within Milwaukee County. The reclass requests will be submitted for the January 2023 County Board cycle.
- One position of Forestry Supervisor is created to better manage the Zoo's Forest and develop a forest management program.
- Vacancy and turnover is increased by (\$78,245) and \$44,383 in seasonal labor hours are eliminated to help fund the division reorganization.

One position of 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	\$5,515,710	274,277
Revenues	\$78,255	\$132,085	\$195,113	\$181,363	(\$13,750)
Tax Levy	\$4,497,694	\$4,836,826	\$5,046,320	\$5,334,347	\$288,027
FTE Positions	75.8	75.8	75.8	76.8	1.0

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 usually used 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 parts of 2020 and 2021. Those cancellations affected Zoo staff ability to achieve these targets. The 2020 "dollars towards conservation/research" includes a one-time payout by the ZSM to WWF 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:**

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 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:**

The 2021 Budget 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. Year 2023 continues this successful partnership.

The Large Mammal section is the largest unit of the of the Animal Division, including five sub-units of animal care professionals responsible for some of the Zoo's 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, one position of Assistant Curator Large Mammals is created at a cost of \$56,856, which is offset with revenues in the Operations Division's from changes in the Guest Giraffe Feeding Program. For more information, see the Operations Division.

The Heritage Family Farm has historically been operated by animal care professionals under the title of Family Farm Attendants. These Family Farm Attendants (five positions) perform the same responsibilities under the same animal care standards as those under the title of Zookeeper. The primary difference in the two roles is that the Family Farm predominantly represents domestic animal species rather than exotics. The 2023 Budget converts the Heritage Farm Attendant titles to Zookeeper to be consistent and thus provide more diverse opportunities for Zookeeper recruitment. The net cost of this change is \$26,761.

The Zoo has a goal of contributing the equivalent of three percent of its budget to conservation and research efforts through field conservation, education, staff programs and training, green practices, and contributions. For 2023, that goal is \$593,856.

One position of 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**

<b>How We Do It: Program Budget Summary</b>					
<b>Category</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2023/2022 Variance</b>
Expenditures	\$632,259	\$919,405	\$1,617,221	\$2,864,343	1,247,122
Revenues	\$5,175,399	\$12,728,367	\$13,236,528	\$15,210,746	1,974,218
Tax Levy	(\$4,543,140)	(\$11,808,962)	(\$11,619,307)	(\$12,346,403)	(\$727,096)
FTE Positions	NA	NA	12.0	12.0	0.0

<b>What We Do With It: Activity Data</b>				
<b>Activity</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Target</b>	<b>2023 Target</b>
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

<b>How Well We Do It: Performance Measures</b>				
	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Target</b>	<b>2023 Target</b>
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 (To be edited)**

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

**Strategic Implementation: Organization (To be edited)**

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 also moved to the Operations division.

The 2022 Budget included funds for a 4D theater experience. After further research it was determined that a virtual reality experience would better maximize revenue while also providing an immersive animal educational experience. The impact to the 2023 budget of the change to the new Gorilla Trek 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 cost for the VR theater totals \$723,197 with \$1,158,258 in revenues for a net projected profit of \$435,061.

New for 2023 is a shuttle service to transport guests throughout the Zoo. Expenses total \$70,081 including \$48,081 in new Zoo Worker 4 hours and is estimated to generate \$123,397 in net revenues for a profit of \$53,316. The cost of \$404,850 for three vehicles will be purchased out of the Zoo's Train Trust fund budget.

The guest Giraffe feeding program was changed in 2022 to an all-day feeding. The 2023 Budget reflects the additional expenses of \$47,488 including \$26,738 of additional Zoo Worker 3 Seasonal hours and recognizes \$152,000 in new revenues of which \$52,256 supports the Zoo's conservation efforts. These funds cover the cost of the new Assistant Curator Large Mammal position in the Animal Management and Health Division.

The direct service crosscharge from the Office of Emergency Management for guest medical services increases \$26,628 to \$79,300 due to OEM's standard change to require 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. Expenditure's total \$468,800 and revenues \$534,906 for a net profit of \$66,106.

The SkyGlide ride was purchased by the Zoo in 2022 and is run by Zoo staff. For 2023, expenditures increase by \$75,063 including the creation of \$49,798 in Zoo Worker 3 hours to operate the ride which is more than offset with a \$116,500 reduction in vendor payments.

The 2023 Budget changes the Security staff from Zoo Worker Seasonal positions to Zoo Security Worker hourly to provide year-round coverage. The change to hourly still provides the flexibility in staffing as needed similar to a seasonal position but allows the employees to work year-round. The switch to hourly does increase social security costs by \$7,674 and requires \$7,921 more in Zoo Security Worker hours to cover off time benefits that are accrued after working 500 hours.

In order to properly staff year around operations, some seasonal Worker 2-6 dollars are allocated to a new classification of Zoo Worker 2-6 Hourly. The new classification still provides the same flexibility as the seasonal Zoo Worker positions but allows the employees to work year-round. This change has a cost of \$16,996 due to society security being calculated at the full rate of 7.65%. Additional Zoo Worker 2-6 hourly slots are created to better align to the needs of the organization.

**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
\$1,551,308	\$1,551,308	\$0

The Train 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.

**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
\$46,000	\$46,000	\$0

**CONSERVATION/RESEARCH PROGRAM TRUST ACCOUNT (Org. 0330)**

A Conservation/Research Program Trust was created in 2017 to record donations and contributions that support 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 to support the Zoo's mission.

Expenditure	Revenue	Tax Levy
\$172,506	\$172,506	\$0