

BUDGET SUMMARY

Category	2021 Actual	2022 Actual	2023 Budget	2024 Recommended Budget	2023/2024 Variance
Expenditures					
Personnel Costs	7,940,562	8,444,110	9,667,762	10,573,099	905,337
Operations Costs	5,490,720	6,994,568	8,806,903	9,186,453	379,550
Debt & Depreciation	0	0	0	0	0
Capital Outlay	407,622	3,132,214	558,655	488,355	(70,300)
Interdepartmental Charges	506,854	683,530	747,397	437,305	(310,092)
Total Expenditures	\$14,345,758	\$19,254,422	\$19,780,717	\$20,685,212	\$904,495
Revenues					
Other Direct Revenue	15,137,935	17,313,670	20,469,837	20,849,738	379,901
State & Federal Revenue	6,358,372	0	0	0	0
Total Revenues	\$21,496,308	\$17,313,670	\$20,469,837	\$20,849,738	\$379,901
Tax Levy	(\$7,150,550)	\$1,940,752	(\$689,120)	(\$164,526)	\$524,594
Personnel					
Full Time Pos (FTE)	154.50	156.10	162.10	165.10	3.00
Overtime \$	81,505	103,872	319,527	303,016	(16,511)
Seasonal/Hourly/Pool	661,715	1,251,257	1,421,766	1,469,799	48,033

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 provides an environment for personal renewal and enjoyment for guests by contributing to worldwide animal management, conservation and research efforts; fostering sound physical, psychological and social development for the animal groups in the Zoo’s care; sharing our knowledge with the intent to reinforce the human-animal-earth bond; improving the quality of our professional development, administration and operating environment; striving for the financial self-sufficiency of the organization and continuing the public-private partnership with the Zoological Society of Milwaukee.

Department Vision:

The Milwaukee County Zoo is renowned with a reputation as a leader in animal management, conservation, research and education within a wholesome recreational environment enjoying the admiration of the citizens of Milwaukee County as well as all zoo guests and other zoos of the world.

Department Description:

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

Major Changes

- The 2024 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 animal population.
- In partnership with the Zoological Society of Milwaukee, an enterprise-wide strategic plan is in the process of being completed. The plan is a holistic look at the shared vision and commitment to the Zoo, Society 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 proj-

ect will include the completion of a strategic plan, refresh the existing master (facilities) plan, a business plan, and will align to the County-wide strategic focus areas of inclusion, influence and integrity. It will be completed by the end of 2023 and included in the 2025 budget.

- 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". The 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 of Milwaukee to serve children and families experiencing high-economic need. Additional details can be found under the appropriate Strategic Program Areas.
- Creating Intentional Inclusion: The internship programs continue in 2024 in the Animal Management and Health and the 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 2024. The Flex Pricing Plan continues to incorporate affordability and more accessibility. The budget also assists in fostering a more inclusive community by strategically marketing to broader and diverse audiences. The Zoo is also working with the Zoological Society of Milwaukee to expand the joint Accessibility Program titled Access MKE Zoo.
- The special exhibit for 2024 will be a Dinosaur outdoor experience. See Program Area Operations for details.
- Focus is continued on updating habitats 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.
- There are Capital budget funds included in the 2024 budget. The funds are needed to renovate the rhino habitat as the final phase of Adventure Africa. The project includes enclosing the space between Pachyderm East and West to create an indoor habitat for rhinos, hippos, and hoof- stock animals. The project also includes renovating the current rhino, the old elephant yards, and the warthog habitat. The Zoo Society has raised over \$6 million for the project with the remaining funds coming from the County. This project concludes the Adventure Africa campaign.
- Staffing Level Changes:
 - Create 1.0 FTE Administrative Assistant
 - Create 2.0 FTE Associate Veterinarian

The following contracts are included in the 2024 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Vendor	Contract Description	Contract Amount
Billings Productions	2024 Special Dinosaur Exhibit	\$376,000
Scooterbug Inc.	Revenue Share Contract for Strollers, Wheelchairs and Scooterpals	\$55,000
DNP Imagingcomm America Corp dba Innovative Foto	Revenue Share Contract for Photo Booths	\$35,000
JK Rentals	Exclusivity Revenue Contract for Tenting and Rental Services	\$10,000
Mold-a-Rama, Inc.	Revenue Share Contract for Mold-a-Ramas	\$130,000
Personality Portraits, Inc.	Revenue Share Contract for Entrance Photography Services	\$25,000
Personality Portraits, Inc.	Revenue Share Contract for Face Painting, Caricatures, Henna and Airbrush Tattoos	\$105,000
O80 Leasing	Revenue Share Contract for Hurricane Machine	\$4,000
CTM Group	Revenue Share Contract for Penny Press, Footsies and Medallions	\$32,000
Cedar Crest	Exclusivity Revenue Contract for Scooped Ice Cream	\$11,000
Traditions LLC	Lighting Contractor for Wild Lights Event	\$300,000
MEK Consulting LLC	Zoo Librarian/Research Services	\$25,000

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and approval from the County Board during the fiscal year:**

Vendor	Contract Description	Contract Amount
UW Madison	Co-funding of Zoological Vet Residency Position	\$14,000
Robert Zigman Marketing Inc.	A la Carte Entertainment Consulting	\$300,000
2-Story Creative Ltd	Zoo Advertising Services	\$80,000
2-Story Creative Ltd	Website Hosting and Maintenance	\$20,000
McClure International Consulting LLC	Elephant Care Consulting	\$21,000
Oceans Connections	Exit Contract - Revenue for Reimbursement Costs	\$15,000

Strategic Program Area: Administration & Finance

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,307,801	5,750,570	3,140,685	3,769,948	629,263
Revenues	6,589,505	441,381	319,000	312,000	(7,000)
Tax Levy	(3,281,704)	5,309,189	2,821,685	3,457,948	636,263
Full Time Pos (FTE)	14.00	13.60	12.60	12.60	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Accessibility Days	0	151	139	139
Accessibility Programs	0	25	9	9
Zoo Attendance	1,092,122	1,130,515	1,351,500	1,250,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Average Visitor Spending (Total Revenue/Total Attendance)	\$13.95	\$15.31	\$15.15	\$16.68
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited

Strategic Overview:

The Administration and Finance strategic program area provides effective leadership for all Zoo functions and responsibilities including strategic goals for the Zoo. 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, oversight of the Operations Division, Guest Experience Committee and the Diversity, Equity, Accessibility and Inclusion program, management of school field trips, oversight of partnership with the Zoological Society of Milwaukee, process improvements, and other general office services. All Zoo pricing is determined by this division.

Strategic Implementation:

The Milwaukee County Zoo partners with the Zoological Society of Milwaukee’s Education Department to provide seven programs serving children and their families attending schools with high economic need. In 2022, 38,582 students were served from Milwaukee Public Schools, non-MPS schools in Milwaukee County and various other public and private schools. This partnership continues in 2024.

Flex Pricing, which began in April of 2022, has been a successful tool in generating additional admission revenues and allowing guests the opportunity to visit the Zoo on a day that best fits both their budget and schedule. The flexibility has also given the Zoo the ability to react to the market and outside factors by adjusting daily prices up or down.

For 2024, the following top rates are established for the peak season of April 1 to October 31: Adult Non-Resident \$22.75, Adult MC Resident \$21; Child Non-Resident \$19.75, Child Resident \$18; and Senior Non-Resident \$21.75, MC Senior \$20. The top rates for the non-peak season of November 1 to March 31 are as follows: Adult Non-Resident \$16.25, Adult MC Resident \$14.50; Child Non-Resident \$13.25, Child MC Resident \$11.50; and Senior Non-Resident \$15.25, Senior MC Resident \$13.50. This is a \$3 increase from the top 2023 rates. The Zoo has the ability to lower rates at any time to react to market and outside factors.

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 Days (\$4 on the 4th of July) are not affected.

Milwaukee County residents will continue to receive reduced admission prices on Wednesdays. The rates are \$11.50 for adults/seniors and \$9 for Children, which is a \$1 increase over 2023. To provide Milwaukee County residents with the flexibility to visit on a weekend at a larger discount, the Wednesday rate will be offered one Sunday each month in April, May and September.

School field trip admission fees increase \$1 across all categories.

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

Strategic Program Area: Marketing and Communications

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	1,941,724	3,067,712	3,403,658	3,514,462	110,804
Revenues	1,989,645	3,591,086	4,693,028	4,539,492	(153,536)
Tax Levy	(47,921)	(523,375)	(1,289,370)	(1,025,030)	264,340
Full Time Pos (FTE)	9.75	10.75	10.75	10.75	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Advertising Expenditures	\$488,003	\$788,486	\$715,500	\$715,500
Group Sales Revenue	1,109,250	1,659,724	1,663,620	1,768,800
Number of Public Special Events	17	25	25	25
Number of Sponsorships	24	31	30	30
Social Media Followers	231,911	273,431	275,000	365,000

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Attendance at Public Special Events	125,029	204,092	306,276	299,869
Attendance for Special Exhibit	73,642	143,168	162,460	215,034
Guest Educational Value Survey - Extremely or Very Educational	90%	94%	90%	90%
Guest Experience Survey - Extremely or Very Satisfied	97%	98%	90%	90%
Sponsorship Revenue	\$229,099	\$395,645	\$421,500	\$444,000

Strategic Overview:

The Marketing and Communications (M&C) strategic program area oversees Zoo programs and materials that market the Zoo. By general advertising, public engagement, community events, 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:

The budget assists in fostering a more inclusive community by strategically marketing to a broader more diverse audience. Advertising, social media and public relations efforts are included in the marketing strategy.

The Milwaukee County Zoo strives to position itself as a top entertainment choice locally and regionally. Revenue-generating targeted and diverse events and programs continue to meet this need.

Strategic Program Area: Facilities

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	3,207,392	3,667,854	4,735,918	4,807,222	71,304
Revenues	56,706	59,550	65,700	228,430	162,730
Tax Levy	3,150,686	3,608,304	4,670,218	4,578,792	(91,426)
Full Time Pos (FTE)	45.00	45.00	48.00	48.00	0.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Dollars Spent on Asset Maintenance	\$481,778	\$3,557,203	\$874,081	\$876,581
Number of Energy Savings Projects	8	4	5	5
Number of Work Orders Completed	783	731	1,100	1,300

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Electricity Usage Reduction	4.80%	-6.50%	-5.00%	-5.00%
Guest Survey - Excellent or Very Good Cleanliness	96%	99%	90%	90%
Natural Gas Usage Reduction	1%	6%	-5%	-5%
Water Usage Reduction	11.20%	-13.80%	-5.00%	-5.00%
Work Orders Completed in a Timely Manner	94%	89%	90%	90%

Strategic Overview:

The Facilities strategic program area maintains the grounds, buildings, and cleanliness of the Zoo. 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, horticultural services, forestry management 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. Several volunteer groups are coordinated through this division from area businesses, giving volunteers a way to give back to the community as well as help the Zoo improve.

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

Operations Costs and Capital Outlay expenditures increased due to the impact of inflation on supplies and repair costs. The increase is due to moving the signature authority for the Zoo’s preventative maintenance of systems contract from the Zoological Society of Milwaukee to the Zoo. This expense is completely offset with revenues from the Society.

Strategic Program Area: Animal Management & Health

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	4,968,911	5,418,542	5,602,954	6,001,112	398,158
Revenues	132,085	126,775	181,363	175,363	(6,000)
Tax Levy	4,836,826	5,291,766	5,421,591	5,825,749	404,158
Full Time Pos (FTE)	76.75	75.75	78.75	80.75	2.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
Dollars towards Conservation/Research	\$195,900	\$0	\$322,359	\$355,563
Number of Species in Collection	330	314	350	320
Number of Specimens in Collection	2,110	2,180	2,225	2,200
Value of Staff Time on Conservation Messages	\$73,734	\$0	\$233,432	\$257,476

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
Percentage of Budget towards Conservation and Research	2%	0%	3%	3%
Reduce the Number of Exhibits that Appear Empty with No Reason	18%	18%	11%	11%

Strategic Overview:

The Animal Management and Health strategic program area is responsible for the care and management of the Zoo’s extensive animal population. This includes monitoring and maintaining the animals’ well-being by providing safe and enriching environments, species-appropriate nutritious diets, and high-quality preventive and clinical veterinary care for more than 2,100 mammals, birds, fish, amphibians, reptiles, and invertebrates of more than 310 species. Animal habitats are designed and programs are presented to provide memorable educational and engaging experiences that connect Zoo guests with wildlife. This division also evaluates and facilitates approved requests from local, regional, national, and international scientists seeking to collaborate on behavioral, cognitive, or physiological studies with the animal population.

Strategic Implementation:

1.0 FTE Zoo Area Supervisor is abolished upon vacancy and a new Commissary/Animal Nutrition Coordinator is created to improve animal nutrition in light of advancing animal nutritional standards.

The Zoo has a goal of contributing the equivalent of three percent of its budget to conservation and research efforts. This is realized through dollars expended and in-kind value of participation in field conservation, education, staff programs and training, green practices, scientific research and contributions. For 2024, the goal is \$613,039.

Additional Program Details:

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. For 2024, expenditures and revenues total \$38,996.

Conservation/Research Program Trust Account (Org. 0330). The Conservation/Research Trust account was created 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. For 2024, expenditures and revenues total \$238,500.

Staffing Level Changes:

Create 2.0 FTE Associate Veterinarian

Strategic Program Area: Zoo Operations

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2023/2024 Variance
Expenditures	919,930	1,349,744	2,897,502	2,592,468	(305,034)
Revenues	12,728,367	13,094,877	15,210,746	15,594,453	383,707
Tax Levy	(11,808,437)	(11,745,133)	(12,313,244)	(13,001,985)	(688,741)
Full Time Pos (FTE)	9.00	11.00	12.00	13.00	1.00

What We Do With It: Activity Data

Activity	2021 Actual	2022 Actual	2023 Target	2024 Target
General Admission Revenue	\$6,480,003	\$6,904,157	\$7,829,045	\$8,720,081
Revenue Partner Commissions	\$2,178,129	\$2,493,255	\$3,034,082	\$2,976,482
Society Membership Revenue	\$3,267,163	\$3,338,205	\$3,356,554	\$3,400,000
Zoo Rides Revenue	\$1,149,344	\$1,933,339	\$1,775,586	\$2,037,437

How Well We Do It: Performance Measures

Performance Measure	2021 Actual	2022 Actual	2023 Target	2024 Target
Guest Survey - Excellent or Very Good Food Service	81%	84%	90%	90%
Guest Survey - Excellent or Very Good Service at Gates/Admissions	96%	95%	90%	90%
Guest Survey - Excellent or Very Good Service at Retail Outlets	91%	95%	90%	90%
Guest Survey - Excellent or Very Good Service at Ride Locations	94%	95%	90%	90%

Strategic Overview:

The Operations strategic program area provides leadership for customer service, reception, radio dispatch, safety and security services, revenue contract review, and oversight of the Safety Committee. Operations effectively leads the Zoo’s revenue generation including admissions, parking, miniature train, Zoo expeditions, carousel, special exhibits, Gorilla Trek Virtual Reality experience, skyride, zip line and ropes course. The Operations Division oversees all revenue-generating contracts and leases with third party vendors.

Strategic Implementation:

1.0 FTE Administrative Assistant (Safety and Security) is created to provide administrative support to the Security Section of the Operations Division.

In 2024, a Dinosaur exhibit returns: Admission to the exhibit is \$4 per person and runs from Memorial Day weekend through Labor Day. Admission fees increase \$3 to the top admission rates and \$1 for school field trip admissions.

Additional Program Details:

Railroad Expendable Trust Fund (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 for the benefit or improvement of the Zoo and to support the Zoo’s mission.