

## ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500  
FUND: General - 0001**Budget Summary**

| Category                     | 2012 Budget         | 2012 Actual         | 2013 Budget         | 2014 Budget         | 2014/2013 Variance |
|------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Expenditures</b>          |                     |                     |                     |                     |                    |
| Personnel Costs              | \$13,399,759        | \$12,582,528        | \$13,530,344        | \$13,425,695        | (\$104,649)        |
| Operation Costs              | \$9,407,081         | \$8,141,999         | \$8,997,429         | \$9,641,788         | \$644,359          |
| Debt & Depreciation          | \$0                 | \$0                 | \$0                 | \$0                 | \$0                |
| Capital Outlay               | \$534,688           | \$350,896           | \$520,688           | \$524,179           | \$3,491            |
| Interdept. Charges           | \$1,741,332         | \$1,651,070         | \$1,555,095         | \$1,678,994         | \$123,899          |
| <b>Total Expenditures</b>    | <b>\$25,082,860</b> | <b>\$22,726,493</b> | <b>\$24,603,556</b> | <b>\$25,270,656</b> | <b>\$667,100</b>   |
| <b>Revenues</b>              |                     |                     |                     |                     |                    |
| Direct Revenue               | \$19,683,056        | \$17,363,908        | \$19,684,801        | \$19,826,372        | \$141,571          |
| Intergov Revenue             | \$0                 | \$0                 | \$0                 | \$0                 | \$0                |
| Indirect Revenue             | \$0                 | \$0                 | \$0                 | \$0                 | \$0                |
| <b>Total Revenues</b>        | <b>\$19,683,056</b> | <b>\$17,363,908</b> | <b>\$19,684,801</b> | <b>\$19,826,372</b> | <b>\$141,571</b>   |
| <b>Tax Levy</b>              |                     |                     |                     |                     |                    |
| <b>Tax Levy</b>              | <b>\$5,399,804</b>  | <b>\$5,362,585</b>  | <b>\$4,918,755</b>  | <b>\$5,444,284</b>  | <b>\$525,529</b>   |
| <b>Personnel</b>             |                     |                     |                     |                     |                    |
| <b>Full-Time Pos. (FTE)</b>  | 123.8               | 123.8               | 125.8               | 125.8               | 0                  |
| <b>Seas/Hourly/Pool Pos.</b> | 129                 | 129                 | 129                 | 126.9               | -2.1               |
| <b>Overtime \$</b>           | \$393,024           | \$217,209           | \$398,544           | \$295,644           | (\$102,900)        |

**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 provide an environment for personal renewal and enjoyment for guests.

**Department Description:** The Milwaukee County Zoo includes five sections that provide services in support of Wisconsin's largest zoo: Administration and Finance is responsible for general oversight of all Zoo functions; Public Affairs & Services increases public use, enjoyment, and awareness of the Zoo facility; Operations includes business and concession functions managing the Zoo's major revenue sources; Maintenance & Facilities provides for the maintenance, improvement, and overall grooming of the Zoo Grounds; Animal Management & Health cares for and manages the Zoo's animal collection to allow for conservation, propagation, and display.

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### Strategic Program Area 1: Administration & Finance

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

| What We Do: Activity Data |             |             |             |
|---------------------------|-------------|-------------|-------------|
| Activity                  | 2012 Actual | 2013 Budget | 2014 Budget |
| Zoo Attendance            | 1,332,395   | 1,350,000   | 1,309,500   |

| How We Do It: Program Budget Summary |             |             |             |             |               |
|--------------------------------------|-------------|-------------|-------------|-------------|---------------|
| Category                             | 2012 Budget | 2012 Actual | 2013 Budget | 2014 Budget | 2014/2013 Var |
| Expenditures                         | \$6,025,306 | \$4,852,578 | \$5,773,208 | \$5,939,111 | \$165,903     |
| Revenues                             | \$1,736,500 | \$1,355,683 | \$1,698,125 | \$4,108,002 | \$2,409,877   |
| Tax Levy                             | \$4,288,806 | \$3,496,895 | \$4,075,083 | \$1,831,109 | (\$2,243,974) |
| FTE Positions                        | 16.5        | 16.5        | 17.5        | 17.5        | 0             |

| How Well We Do It: Performance Measures |             |             |             |
|---|-------------|-------------|-------------|
| Performance Measure                     | 2012 Actual | 2013 Budget | 2014 Budget |
| Net Levy cost per Visitor               | \$4.23      | \$3.64      | \$4.50      |
| Average visitor spending                | \$13.03     | \$14.58     | \$13.04     |
| AZA Accreditation Status                | Accredited  | Accredited  | Accredited  |
| Zoo Sustainability Ratio*               | 76.4%       | 80.0%       | 76.8%       |

\*Program revenues divided by program expenditures

#### Strategic Implementation:

This program area includes cash management, financial and capital project planning, accounts payable and receivable, personnel and payroll, reception, radio dispatch, information technology, safety and security services, contract review, program evaluations, oversight of Zoo's Green, Guest Services and Safety committees and other general office services. The 2014 staffing level includes 17.5 FTE positions and is unchanged from the 2013 Adopted Budget. Tax Levy decreases significantly due to a shift of Zoo Society revenue to the Operations program area. The overall Zoo Society cash contribution to the Zoo increases \$2,344,114 to \$3,176,554 in 2014. The increase is partially offset by a reduction of \$1,794,656 in parking pass contributions from the Zoo Society (see program area three) for a net increase of \$549,458. The projected average visitor spending of \$13.04 is the amount needed for the Zoo to meet its overall tax levy target based on the projected attendance of 1,309,500. The attendance target decreases in 2014 based on actual experience and potential disruptions related to Zoo Interchange construction.

The Zoo will continue to have the flexibility to reallocate major maintenance projects and equipment purchases while remaining within the total appropriation. The Zoo Director's authorization is continued to discount or waive admission fees and to provide one free admission day per month from November through April.

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The Zoo is also authorized to enter into the following Professional Service Contracts in 2014. 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             |
|-----------------|------------------|----------------------|
| \$176,700       | Sea Lion Show    | Oceans of Fun, Inc.  |
| \$103,107       | Mold-a-Ramas     | William A. Jones Co. |
| \$90,000        | Raptor Bird Show | World Bird Sanctuary |

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### Strategic Program Area 2: Public Affairs & Services

Service Provision: Discretionary

Strategic Outcome: Quality of Life

| What We Do: Activity Data |             |             |             |
|---------------------------|-------------|-------------|-------------|
| Activity                  | 2012 Actual | 2013 Budget | 2014 Budget |
| Advertising Expenditures  | \$530,118   | \$441,000   | \$481,000   |
| Group Sales Revenue       | \$1,904,958 | \$2,492,343 | \$2,360,222 |

| How We Do It: Program Budget Summary |               |             |             |             |               |
|--------------------------------------|---------------|-------------|-------------|-------------|---------------|
| Category                             | 2012 Budget   | 2012 Actual | 2013 Budget | 2014 Budget | 2014/2013 Var |
| Expenditures                         | \$2,829,106   | \$2,665,009 | \$2,932,388 | \$2,909,722 | (\$22,666)    |
| Revenues                             | \$3,865,337   | \$3,354,605 | \$3,863,487 | \$3,749,716 | (\$113,771)   |
| Tax Levy                             | (\$1,036,231) | (\$689,596) | (\$931,099) | (\$839,994) | \$91,105      |
| FTE Positions                        | 19.6          | 19.6        | 19.6        | 19.6        | 0             |

| How Well We Do It: Performance Measures                        |             |             |             |
|--|-------------|-------------|-------------|
| Performance Measure  | 2012 Actual | 2013 Budget | 2014 Budget |
| Guest experience survey: Extremely or Very Satisfied           | 96%         | 96%         | 96%         |
| Guest educational value survey "Extremely or Very Educational" | 94%         | 94%         | 94%         |

#### Strategic Implementation:

This program area is responsible for public relations, promotional activities, special events and programs, group sales and entertainment program development to increase public use, enjoyment and awareness of the Zoo facility. This division consolidates efforts and activities of marketing, special programs, and group sales rentals into a single division for improved coordination of promotional efforts. The 2014 staffing level includes 19.6 FTEs and is unchanged from the 2013 Adopted Budget. Expenditures are largely unchanged. Tax Levy increases by \$91,105 mainly due to a projected decrease in group sales based on actual experience and potential disruptions related to Zoo Interchange construction.

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### Strategic Program Area 3: Operations Division

Service Provision: Discretionary

Strategic Outcome: Quality of Life

| What We Do: Activity Data   |             |             |             |
|-----------------------------|-------------|-------------|-------------|
| Item                        | 2012 Actual | 2013 Budget | 2014 Budget |
| General Admission Revenue   | \$3,638,927 | \$4,399,932 | \$5,994,735 |
| Concession/Catering Revenue | \$3,307,524 | \$3,796,201 | \$4,163,968 |
| Novelty Revenue             | \$1,837,718 | \$1,747,508 | \$1,747,508 |
| Rides Revenue               | \$1,120,928 | \$1,383,159 | \$1,359,989 |

| How We Do It: Program Budget Summary |               |               |               |               |               |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Category                             | 2012 Budget   | 2012 Actual   | 2013 Budget   | 2014 Budget   | 2014/2013 Var |
| Expenditures                         | \$4,563,807   | \$4,469,167   | \$4,643,676   | \$4,813,596   | \$169,920     |
| Revenues                             | \$14,030,219  | \$12,614,959  | \$14,072,189  | \$11,917,654  | (\$2,154,535) |
| Tax Levy                             | (\$9,466,412) | (\$8,145,792) | (\$9,428,513) | (\$7,104,058) | \$2,324,455   |
| FTE Positions                        | 83.9          | 83.9          | 84.9          | 84            | -0.9          |

| How Well We Do It: Performance Measures                        |             |             |             |
|--|-------------|-------------|-------------|
| Performance Measure  | 2012 Actual | 2013 Budget | 2014 Budget |
| Guest Survey: Excellent or Very Good Food Service              | 86%         | 86%         | 88%         |
| Guest Survey: Excellent or Very Good Merchandize Service       | 91%         | 91%         | 91%         |
| Guest Survey: Excellent or Very Good Service at Ride Locations | 94%         | 94%         | 94%         |

#### Strategic Implementation:

This program area includes business and concessions functions related to the Zoo's major revenue sources such as admissions, parking, two restaurants with a patio complex, three major food concession facilities and various food stands, gift, novelty and souvenir stores, a miniature train ride, a Zoomobile ride and a carousel ride. Staff from this service area also oversees revenue generating contracts with outside vendors. The 2014 staffing level includes 84.0 FTE positions and is largely unchanged from the 2013 Adopted Budget. Tax Levy increases significantly due to a shift of Zoo Society revenue to the Administration program area to this program area. The overall Zoo Society cash contribution to the Zoo increases \$2,344,114 to \$3,176,554 in 2014 (see program area one). The increase is partially offset by a reduction of \$1,794,656 in parking pass contributions from the Zoo Society for a net increase of \$549,458. Other major changes include a \$48,000 increase in capital outlay and a \$85,624 increase in crosscharges. Admission revenues decrease \$367,879 due to a projected decrease in attendance based on actual experience and potential disruptions related to Zoo Interchange construction.

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### Strategic Program Area 4: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

| What We Do: Activity Data       |             |             |             |
|---------------------------------|-------------|-------------|-------------|
| Item                            | 2012 Actual | 2013 Budget | 2014 Budget |
| Number of Work Orders Completed | 1,076       | 1,350       | 1,100       |

| How We Do It: Program Budget Summary |             |             |             |             |               |
|--------------------------------------|-------------|-------------|-------------|-------------|---------------|
| Category                             | 2012 Budget | 2012 Actual | 2013 Budget | 2014 Budget | 2014/2013 Var |
| Expenditures                         | \$4,328,236 | \$3,861,413 | \$4,430,680 | \$4,326,360 | (\$104,320)   |
| Revenues                             | \$0         | \$1,479     | \$0         | \$0         | \$0           |
| Tax Levy                             | \$4,328,236 | \$3,859,934 | \$4,430,680 | \$4,326,360 | (\$104,320)   |
| FTE Positions                        | 58.7        | 58.7        | 58.7        | 58.7        | 0             |

| How Well We Do It: Performance Measures          |             |             |             |
|--|-------------|-------------|-------------|
| Performance Measure                              | 2012 Actual | 2013 Budget | 2014 Budget |
| Guest Survey: Excellent or Very Good Cleanliness | 96%         | 96%         | 98%         |
| Work Orders completed in a timely manner         | 86%         | 86%         | 88%         |

#### Strategic Implementation:

This program area provides for the maintenance, improvement and overall grooming of the grounds which are critical to visitor satisfaction and return visits. Also included are mechanical and preventative maintenance programs for equipment, ventilating, air-conditioning and heating systems and minor electrical and plumbing repairs and housekeeping and general cleaning of the entire Zoo. There are 17 buildings requiring HVAC care and an additional 20 buildings to maintain along with the 200 acres of zoo grounds. The 2014 staffing level includes 58.7 FTE positions and is unchanged from the 2013 Adopted Budget. Tax Levy decreases \$104,320 mainly due to decreased operating costs for minor building repairs and decreased capital outlay costs for equipment replacement and purchase.

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### Strategic Program Area 5: Animal Management & Health

Service Provision: Discretionary

Strategic Outcome: Quality of Life

| What We Do: Activity Data    |             |             |             |
|------------------------------|-------------|-------------|-------------|
| Item                         | 2012 Actual | 2013 Budget | 2014 Budget |
| # of Species in collection   | 336         | 424         | 435         |
| # of Specimens in collection | 2,583       | 3,107       | 3,200       |

| How We Do It: Program Budget Summary |             |             |             |             |               |
|--------------------------------------|-------------|-------------|-------------|-------------|---------------|
| Category                             | 2012 Budget | 2012 Actual | 2013 Budget | 2014 Budget | 2014/2013 Var |
| Expenditures                         | \$7,336,405 | \$6,878,326 | \$6,823,604 | \$7,281,867 | \$458,263     |
| Revenues                             | \$51,000    | \$37,182    | \$51,000    | \$51,000    | \$0           |
| Tax Levy                             | \$7,285,405 | \$6,841,144 | \$6,772,604 | \$7,230,867 | \$458,263     |
| FTE Positions                        | 74.2        | 74.2        | 74.2        | 74.2        | 0             |

| How Well We Do It: Performance Measures     |             |             |             |
|---|-------------|-------------|-------------|
| Performance Measure                         | 2012 Actual | 2013 Budget | 2014 Budget |
| Participation in AZA Species Survival Plans | Yes         | Yes         | Yes         |
| % of time Animals are displayed to public   | n/a         | n/a         | n/a*        |

\*Zoo staff will track this performance measure in 2014 to set a benchmark level. In future years, the Zoo will strive to increase the amount of time animals are displayed to the public.

#### Strategic Implementation:

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 3,200 mammals, birds, fish, amphibians, reptiles and invertebrates with 435 species represented. The animal facilities are designed and programs presented to provide educational and entertaining experiences for the visitors. This division is also responsible for developing and managing local, regional, national, and international conservation and research programs to help protect and preserve animal species in their native habitats. Tax Levy support increases \$458,263 mainly due to the elimination of a \$553,329 cost abatement in anticipation of increased contributions from the Zoo Society that were included in the 2013 budget. In 2013, the Zoo Society raised membership rates and contributed an additional \$500,000 to the Zoo. Based on increased membership rates and contributions from the Society, the cost abatement is eliminated in 2014.

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| Zoo Budgeted Positions      |             |             |                    |             |
|-----------------------------|-------------|-------------|--------------------|-------------|
| Title Code                  | 2013 Budget | 2014 Budget | 2014/2013 Variance | Explanation |
| Accountant 1                | 1           | 1           | 0                  |             |
| Accountant 2- Zoo           | 1           | 1           | 0                  |             |
| Accting Manager Zoo         | 1           | 1           | 0                  |             |
| Admin Spec - Zoo            | 1           | 1           | 0                  |             |
| Admissions And Transp Sup   | 1           | 1           | 0                  |             |
| Animal Division Coord       | 1           | 1           | 0                  |             |
| Asst Concessions Coord      | 1           | 1           | 0                  |             |
| Asst Group Sales Coord      | 1           | 1           | 0                  |             |
| Asst Zoo Maint-Grds Coord   | 1           | 1           | 0                  |             |
| Audiovisual Coord-Zoo       | 1           | 1           | 0                  |             |
| Clerical Asst 1 Nr          | 1           | 1           | 0                  |             |
| Clerical Spec Zoo           | 1.8         | 1.8         | 0                  |             |
| Clerk Receptionist Zoo      | 1           | 1           | 0                  |             |
| Concession & Merch Coord    | 1           | 1           | 0                  |             |
| Coord Spec Events           | 1           | 1           | 0                  |             |
| Coord Zoo Oper And Mtce     | 1           | 1           | 0                  |             |
| Curator of Birds            | 1           | 1           | 0                  |             |
| Curator of Large Mammals    | 1           | 1           | 0                  |             |
| Curator Prim Sm Mammals     | 1           | 1           | 0                  |             |
| Curator Rept & Aquar        | 1           | 1           | 0                  |             |
| Custodial Wrkr 2            | 6           | 6           | 0                  |             |
| Custodial Wrkr Asst Sup     | 2           | 2           | 0                  |             |
| Electrical Mech Permits     | 1           | 1           | 0                  |             |
| Exdir2-Dep Zoo Dir Ad F     | 1           | 1           | 0                  |             |
| Exdir2-Dep Zoo Dir Am And H | 1           | 1           | 0                  |             |
| Exdir3-Zoological Dir       | 1           | 1           | 0                  |             |
| Executive Assistant Zoo     | 1           | 1           | 0                  |             |
| Exhibits Registrar          | 1           | 1           | 0                  |             |
| Facilities Supv             | 1           | 1           | 0                  |             |
| Fiscal Asst 1               | 2           | 2           | 0                  |             |
| Fiscal Asst 2               | 1           | 1           | 0                  |             |
| Forestry Worker (Zoo)       | 1           | 1           | 0                  |             |
| Group Sales Coord           | 1           | 1           | 0                  |             |
| Group Sales Specialist      | 1           | 1           | 0                  |             |
| Guest Services Supv         | 1           | 1           | 0                  |             |
| Heating And Vent Mech 1-2   | 2           | 2           | 0                  |             |
| Heritage Farm Attdt         | 3           | 3           | 0                  |             |
| Heritage Farm Attdt Sea     | 4.4         | 4.4         | 0                  |             |
| Heritage Farm Supv          | 1           | 1           | 0                  |             |
| Horticulturist 2            | 2           | 2           | 0                  |             |
| Locomotive Engr Zoo         | 2           | 2           | 0                  |             |
| Locomotive Engr Zoo Sea     | 0.6         | 0           | -0.6               | Unfund      |
| Mach Operator Eng Welder    | 1           | 1           | 0                  |             |
| Maintenance Supv            | 1           | 1           | 0                  |             |
| Merchandise Sales Coord     | 1           | 1           | 0                  |             |
| Office Supp Asst 1          | 1           | 1           | 0                  |             |
| Overtime                    | 12.1        | 8.9         | -3.2               |             |



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|                           |              |              |             |        |
|---------------------------|--------------|--------------|-------------|--------|
| Plumber Permits           | 1            | 1            | 0           |        |
| Prog/Audience Eval Spec   | 1            | 1            | 0           |        |
| Public Affairs Servs Di   | 1            | 1            | 0           |        |
| Public Relats Coord       | 1            | 1            | 0           |        |
| Safety and Train Spec Zoo | 1            | 1            | 0           |        |
| Secretarial Asst          | 1            | 1            | 0           |        |
| Senior Staff Veterinarian | 1            | 1            | 0           |        |
| Shift Differential        | 1.2          | 1.2          | 0           |        |
| Special Premium           | 0.8          | 0.8          | 0           |        |
| Special Programs Coord    | 1            | 1            | 0           |        |
| Staff Veterinarian        | 1            | 1            | 0           |        |
| Stores Clerk 3            | 1            | 1            | 0           |        |
| Vacancy & Turnover        | -13.9        | -12          | 1.9         |        |
| Veterinary Tech           | 3            | 3            | 0           |        |
| Zoo Area Supv             | 11           | 11           | 0           |        |
| Zoo Maintenance Worker    | 2            | 2            | 0           |        |
| Zoo Vehic Mach Oper       | 5            | 5            | 0           |        |
| Zoo Worker 1-6 Seas       | 121.1        | 120.8        | -.3         | Unfund |
| Zookeeper                 | 41           | 41           | 0           |        |
| <b>TOTAL</b>              | <b>254.8</b> | <b>252.7</b> | <b>-2.1</b> |        |

### Legacy Health Care and Pension Expenditures

| 2012 Budget | 2012 Actual | 2013 Budget | 2014 Budget | 2014/2013 Variance |
|-------------|-------------|-------------|-------------|--------------------|
| \$2,126,047 | \$2,343,495 | \$2,404,359 | \$2,766,435 | \$362,076          |

## 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 |
|-------------|-----------|----------|
| \$906,558   | \$906,558 | \$0      |

## SPECIMEN EXPENDABLE TRUST ACCOUNT (Org. 0319)

The Specimen Fund exists for the purpose of recording receipts from the sale of animals. Disbursements are to be made for the purchase of animals and related expenditures such as freight and express charges on the shipment of animals.

| Expenditure | Revenue  | Tax Levy |
|-------------|----------|----------|
| \$48,044    | \$48,044 | \$0      |