

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
Expenditures					
Personnel Costs	\$13,530,344	\$13,165,462	\$13,498,925	\$12,709,000	(\$789,925)
Operation Costs	\$8,997,429	\$8,415,759	\$9,641,788	\$7,332,669	(\$2,309,119)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$520,688	\$423,067	\$524,179	\$573,901	\$49,722
Interdept. Charges	\$1,555,095	\$1,493,271	\$1,676,864	\$2,182,656	\$505,792
Total Expenditures	\$24,603,556	\$23,497,559	\$25,341,756	\$22,798,226	(\$2,543,530)
<i>Legacy Healthcare/Pension</i>	<i>\$2,404,359</i>	<i>\$2,525,159</i>	<i>\$2,762,701</i>	<i>\$2,742,818</i>	<i>(\$19,883)</i>
Revenues					
Direct Revenue	\$19,684,801	\$17,605,497	\$19,826,372	\$15,204,245	(\$4,622,127)
Intergov Revenue	\$0	\$11,935	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$19,684,801	\$17,617,432	\$19,826,372	\$15,204,245	(\$4,622,127)
Tax Levy					
Tax Levy	\$4,918,755	\$5,880,127	\$5,515,384	\$7,593,981	\$2,078,597
Personnel					
Full-Time Pos. (FTE)	125.8	123.8	125.8	127.8	2
Seas/Hourly/Pool Pos.	129	129	128.1	77.3	-50.8
Overtime \$	\$398,544	\$372,265	\$295,644	\$301,560	\$5,916

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 management of 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.



Photo courtesy of the Milwaukee County Zoo

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Strategic Program Area 1: Administration & Finance

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Zoo Attendance	1,332,395	1,309,500	1,309,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$5,773,208	\$4,953,688	\$5,946,176	\$6,317,207	\$371,031
Revenues	\$1,698,125	\$1,452,227	\$4,108,002	\$3,828,390	(\$279,612)
Tax Levy	\$4,075,083	\$3,501,461	\$1,838,174	\$2,488,817	\$650,643
FTE Positions	16.5	16.5	17.5	16.5	-1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Net Levy cost per Visitor	\$3.64	\$4.77	\$4.21	\$6.34
Average visitor spending	\$14.58	\$14.29	\$15.14	\$14.70
AZA Accreditation Status	Accredited	Accredited	Accredited	Accredited
Zoo Sustainability Ratio	80%	75%	78.3%	70%

Strategic Implementation:

This program area includes cash management, financial and capital project planning including facilities design and construction management, accounts payable and receivable, personnel and payroll, reception, radio dispatch, information technology, safety and security services, employee training, contract review, program and audience evaluation and research services, oversight of Zoo's Green, Guest Services and Safety committees and other general office services.

The State of Wisconsin Department of Transportation (WIDOT) Zoo Interchange project continues into 2015 creating navigation challenges for Zoo guests. In addition to on/off ramp freeway closings and closure of parts of the freeway, the Bluemound and Wisconsin Avenue bridges will be down at different times for reconstruction in 2015. In light of this, gate admission fees and parking remain unchanged at the 2014 levels. Both Zoo and WIDOT staff are working together to publicize the best routes to arrive at the Zoo, which also includes signage.

In 2014, the Zoo received \$8.5 million from the WIDOT for land acquisition. To alleviate parking issues from the loss of parking spaces in the main lot, the Zoo will construct in 2015 a new West parking lot and new entrance along with amenities to create a "sense of arrival" similar to the main parking lot. This project is fully funded by revenues from WIDOT.

Staffing reflects a decrease of one position due to the contracting of services for concessions, catering, novelties and warehouse operations. The tax levy increase is mainly due to increased central services cross charges and to better reflect realistic revenue projections. Rental revenue is now included in the commission payment from Service Systems Associates, which is recorded in the Operations program area. The Zoo will continue to have the flexibility to reallocate major maintenance projects and equipment purchases while remaining within the total appropriation

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The Zoo Director's maintains authority to discount or waive admission fees and to provide one free admission day during the months of January, February, March, October, November and December. The April free day was replaced with the month of October due to capacity issues in the main parking lot while the West parking lot is being built. The West parking lot will open for Memorial Day weekend.

The Zoo is also authorized to enter into the following Professional Service Contracts in 2015. 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.
\$315,000	Dinosaur Exhibit	Billings Productions
\$0*	Retail, Catering & Concessions	Service Systems Associates
\$92,000	Raptor Bird Show	World Bird Sanctuary

*Contract amount is \$0 because the contract is contingency based, with a guaranteed minimum revenue amount plus a percentage of excess revenues.

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Strategic Program Area 2: Public Affairs & Services

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Advertising Expenditures	\$499,883	\$481,000	\$481,000
Group Sales Revenue	\$1,768,591	\$2,360,222	\$2,357,222

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,932,388	\$2,687,888	\$2,915,034	\$2,816,345	(\$98,689)
Revenues	\$3,863,487	\$3,463,291	\$3,749,716	\$3,118,712	(\$631,004)
Tax Levy	(\$931,099)	(\$775,403)	(\$834,682)	(\$302,367)	\$532,315
FTE Positions	19.6	19.6	19.6	19.7	0.1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Guest experience survey: Extremely or Very Satisfied	96%	98%	96%	96%
Guest educational value survey "Extremely or Very Educational"	94%	96%	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.

There are no staffing changes in the 2015 budget. The tax levy increased to better reflect realistic revenue projections. Event revenue is now included in the commission payment from Service Systems Associates, which is recorded in the Operations program area.



Photo courtesy of the Milwaukee County Zoo

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Strategic Program Area 3: Operations Division

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
General Admission Revenue	\$3,660,459	\$4,032,053	\$4,032,053
Concession/Catering Revenue	\$3,186,823	\$3,796,201	\$3,819,353
Novelty Revenue	\$1,749,558	\$1,747,508	\$1,645,149
Rides Revenue	\$1,080,667	\$1,359,989	\$1,308,143

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,643,676	\$4,522,594	\$4,811,638	\$1,537,297	(\$3,274,341)
Revenues	\$14,072,189	\$12,650,624	\$11,917,654	\$8,206,143	(\$3,711,511)
Tax Levy	(\$9,428,513)	(\$8,128,031)	(\$7,106,016)	(\$6,668,846)	\$437,170
FTE Positions	84.9	84.9	84	34	-50

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Guest Survey: Excellent or Very Good Food Service	86%	84%	88%	88%
Guest Survey: Excellent or Very Good at Retail Outlets	91%	87%	91%	91%
Guest Survey: Excellent or Very Good Service at Ride Locations	94%	92%	94%	94%
Guest Survey: Excellent or Very Good Service at Gates/Admissions	88%	88%	88%	90%

Note: Operational revenues in this section do not include admissions and other revenue accounts generated from other divisions.

Strategic Implementation:

This program area includes business functions related to the Zoo's major revenue sources such as admissions, parking, 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 Zoo will enter into a contract with Service Systems Associates (SSA) to operate concessions, catering, novelties sales, catering and warehouse operations for a five year period, 2015-2019. This contract includes an investment, from SSA, of up to \$3,000,000 in capital improvements and \$150,000 in marketing promotions during the contract period. The projected commission in 2015 is \$1,700,000, of which \$1,450,000 is guaranteed and included in the 2015 budget. The projected commission of \$1,700,000 is comparable to the 2012 and 2013 net operation results for retails and concession sales. Zoo attendees will still have the option to bring in their own food.

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Staffing reflects a net decrease of 50 FTE, mainly seasonal positions, due to the contracting of services for concessions, catering, novelties sales and warehouse operations. One new position is being added to manage the contract and Visitors Services section.

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Strategic Program Area 4: Maintenance & Facilities

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2013 Actual	2014 Budget	2015 Budget
Number of Work Orders Completed	1,235	1,100	1,100

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$4,430,680	\$4,105,170	\$4,334,251	\$4,635,895	\$301,644
Revenues	\$0	\$10,882	\$0	\$0	\$0
Tax Levy	\$4,430,680	\$4,105,170	\$4,334,251	\$4,635,895	\$301,644
FTE Positions	58.7	58.7	58.7	59.7	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Guest Survey: Excellent or Very Good Cleanliness	86%	"A" Priority = 95% All Others = 90%	88%	88%
Work Orders completed in a timely manner	96%	94%	96%	96%

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.

Staffing reflects a net increase of one position, which includes the abolishment of one position and the creation of another and the addition of one new position to assist with the contracting of services for concessions, catering, novelties sales and warehouse operations. The tax levy increase is mainly due to an increase in personnel cost and Fleet Management cross charges.

In 2015, the Zoo will work with the University of Wisconsin Stevens Point Waste Management Intern Program to examine the Zoo's waste stream and the costs associated with both the Zoo's recycling and waste disposal in an effort to find operational and cost efficiencies.

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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	2013 Actual	2014 Budget	2015 Budget
# of Species in collection	372	435	435
# of Specimens in collection	2,724	3,200	3,200

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$6,823,604	\$7,228,239	\$7,334,657	\$7,491,482	\$156,825
Revenues	\$51,000	\$40,408	\$51,000	\$51,000	\$0
Tax Levy	\$6,772,604	\$7,187,831	\$7,283,657	\$7,440,482	\$156,825
FTE Positions	74.2	74.2	74.2	75.2	1

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Participation in AZA Species Survival Plans	Yes	Yes	Yes	Yes
% of time Animals are displayed to public	N/A	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:



Photo courtesy of the Milwaukee County Zoo

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 19 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.

One new position is created that specializes in elephant care. The tax levy increase is mainly due to an increase in personnel cost and a projected increase in animal food cost, which is based on 2013 experience.

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RAILROAD EXPENDABLE TRUST ACCOUNT (Org. 0320)

The Railroad Fund exists for the purpose of recording the receipt of all revenue derived from the operation of the Zoo's miniature passenger railroad. Expenditures include personnel costs for engineers and operators, repair and maintenance of locomotives, and other commodities and supplies.

Expenditure	Revenue	Tax Levy
\$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