

ADOPTED 2006 BUDGET

DEPT: ZOOLOGICAL DEPARTMENT

UNIT NO. 9500
FUND: General - 0001

OPERATING AUTHORITY & PURPOSE

The Zoological Department is charged with the general management of the Zoo facility. Included are business operations, management of the animal collection, maintenance of buildings and grounds, visitor services, education, planning/oversight of construction related to the capital master plan and marketing of the Zoo.

The Zoo originally opened in the 1890s as an animal and bird display in Washington Park. It was

acquired by the County in 1937 and operated under the Park Commission until 1981 when it became an independent department. The Zoo moved to its present 200-acre site in 1960. The Zoo's animal collection and exhibits are acquired with the assistance of private funding. There are presently 16 animal groupings at the Zoo, including the Reptile and Aquarium group, Australian group, Asiatic group and the Heritage Farm.

BUDGET SUMMARY				
Account Summary	2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Personal Services	\$ 7,444,975	\$ 7,691,125	\$ 7,740,989	\$ 49,864
Employee Fringe Benefits	2,863,887	3,241,311	3,386,078	144,767
Services	4,629,108	4,781,506	5,278,813	497,307
Commodities	2,546,035	2,959,878	2,822,984	(136,894)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	47,660	221,878	214,939	(6,939)
Capital Contra	0	0	0	0
County Service Charges	1,778,642	1,971,871	2,116,218	144,347
Abatements	(923,998)	(1,076,002)	(1,187,956)	(111,954)
Total Expenditures	\$ 18,386,309	\$ 19,791,567	\$ 20,372,065	\$ 580,498
Direct Revenue	12,854,463	14,384,000	14,684,082	300,082
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 12,854,463	\$ 14,384,000	\$ 14,684,082	\$ 300,082
Direct Total Tax Levy	\$ 5,531,846	\$ 5,407,567	\$ 5,687,983	\$ 280,416

ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*				
Account Summary	2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Central Service Allocation	\$ 527,014	\$ 604,206	\$ 543,388	\$ (60,818)
Courthouse Space Rental	0	0	0	0
Document Services	3,124	17,598	0	(17,598)
Tech Support & Infrastructure	144,393	183,522	234,746	51,224
Distribution Services	5	0	6	6
Emergency Mgmt Services	0	0	0	0
Telecommunications	43,317	24,285	33,104	8,819
Record Center	36	26	21	(5)
Radio	502	694	715	21
Computer Charges	48,031	61,836	110,410	48,574
Applications Charges	137,576	183,835	265,566	81,731
Total Charges	\$ 903,998	\$ 1,076,002	\$ 1,187,956	\$ 111,954
Direct Property Tax Levy	\$ 5,531,846	\$ 5,407,567	\$ 5,687,983	\$ 280,416
Total Property Tax Levy	\$ 6,435,844	\$ 6,483,569	\$ 6,875,939	\$ 392,370

* These costs are included in other departmental and non-departmental budgets. They are reflected here to show the "total" amount of tax levy support for this Department.

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PERSONNEL SUMMARY				
	2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Personal Services (w/o EFB)	\$ 7,444,975	\$ 7,691,125	\$ 7,740,989	\$ 49,864
Employee Fringe Benefits (EFB)	\$ 2,863,887	\$ 3,241,311	\$ 3,386,078	\$ 144,767
Position Equivalent (Funded)*	257.1	250.4	253.1	2.7
% of Gross Wages Funded	97.0	95.9	96.0	.1
Overtime (Dollars)**	\$ 255,878	\$ 381,000	\$ 381,000	\$ 0
Overtime (Equivalent to Position)	8.9	13.4	12.5	(.9)

- * For 2004, the Position Equivalent is the budgeted amount.
- ** Delineated for information. (Also included in personal services.)

PERSONNEL CHANGES				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Zoo Worker 2	Create	1/.58	Operations	\$ 10,743
			TOTAL	\$ 10,743

ORGANIZATIONAL COST SUMMARY					
DIVISION		2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Animal Health and Management	Expenditure	\$ 5,317,514	\$ 5,694,811	\$ 5,772,822	\$ 78,011
	Abatement	(20,794)	(586)	(1)	585
	Revenue	76,215	51,000	81,000	30,000
	Tax Levy	\$ 5,220,505	\$ 5,643,225	\$ 5,691,821	\$ 48,596
Operations	Expenditure	\$ 6,702,979	\$ 7,321,459	\$ 7,510,914	\$ 189,455
	Abatement	(110)	(59)	0	59
	Revenue	9,293,028	10,355,000	10,460,282	105,282
	Tax Levy	\$ (2,590,159)	\$ (3,033,541)	\$ (2,949,368)	\$ 94,173
Administration and Finance	Expenditure	\$ 4,760,125	\$ 5,277,847	\$ 5,576,371	\$ 298,524
	Abatement	(901,633)	(1,058,743)	(1,186,750)	(128,007)
	Revenue	747,104	723,810	865,500	141,690
	Tax Levy	\$ 3,111,388	\$ 3,495,294	\$ 3,524,121	\$ 28,827
Public Affairs and Services	Expenditure	\$ 2,529,689	\$ 2,573,393	\$ 2,698,709	\$ 125,316
	Abatement	(1,461)	(16,614)	0	16,614
	Revenue	2,738,116	3,254,190	3,277,300	23,110
	Tax Levy	\$ (209,888)	\$ (697,411)	\$ (578,591)	\$ 118,820

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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 by:

- Contributing to world-wide animal management, conservation and research efforts;
- Fostering sound physical, psychological and social development for the animal groups in our 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;
- Continuing the public-private partnership with the Zoological Society of Milwaukee County.

DEPARTMENT DESCRIPTION

The Zoo's organizational structure is designed to maximize efficiency of operations, facilities, animal management and human resources. The Zoo includes four divisions: Animal Management and Health, Operations, Administration and Finance, and Public Affairs and Services. These divisions provide a work force organized to address the seasonal nature of operations, increase attendance and revenue-earning opportunities and provide optimum animal care.

The **Animal Management and Health Division** is responsible for the care and management of the extensive animal collection, which means maintaining the health of the fish, amphibians, reptiles, birds, mammals and invertebrates to allow their conservation, propagation and display. This includes providing a well-balanced, nutritious diet, a preventive medicine program and routine physical exam programs for such animals as the great apes and the large cats. Specialized medical health

services such as surgery, immunology, parasite control and drug and physical therapy are also performed. The animal facilities are designed and maintained to provide the proper environment for the animals and to provide an educational and entertaining experience to the visitor.

The **Operations Division** includes business and concessions functions related to the Zoo's major revenue sources such as admissions, parking lot, 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. In addition, this division provides for the maintenance, improvement and overall grooming of the grounds, which are critical to visitor satisfaction and return trade. Also included in this division are mechanical and preventive maintenance programs for equipment, ventilating, air-conditioning and heating systems, and minor electrical and plumbing repairs. The Operations Division is responsible for housekeeping and general cleaning of the entire Zoo.

The **Administration and Finance Division** support functions include cash management, financial and capital project planning and control, accounts payable and receivable, personnel and payroll, reception, switchboard, radio dispatch, other general office services and all clerical support. This division provides the Zoo with planning direction, goals for all divisions, and daily financial and administrative management oversight control.

The **Public Affairs and Services Division** 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 such as the sea lion and raptor shows and group sales rentals into a single division for improved coordination of promotional efforts. Through news releases, interviews and other promotional activities, the Zoo attempts to attract residents of major Wisconsin and northern Illinois markets. The Zoo engages in cross-promotions with other cultural and tourist attractions to increase attendance.

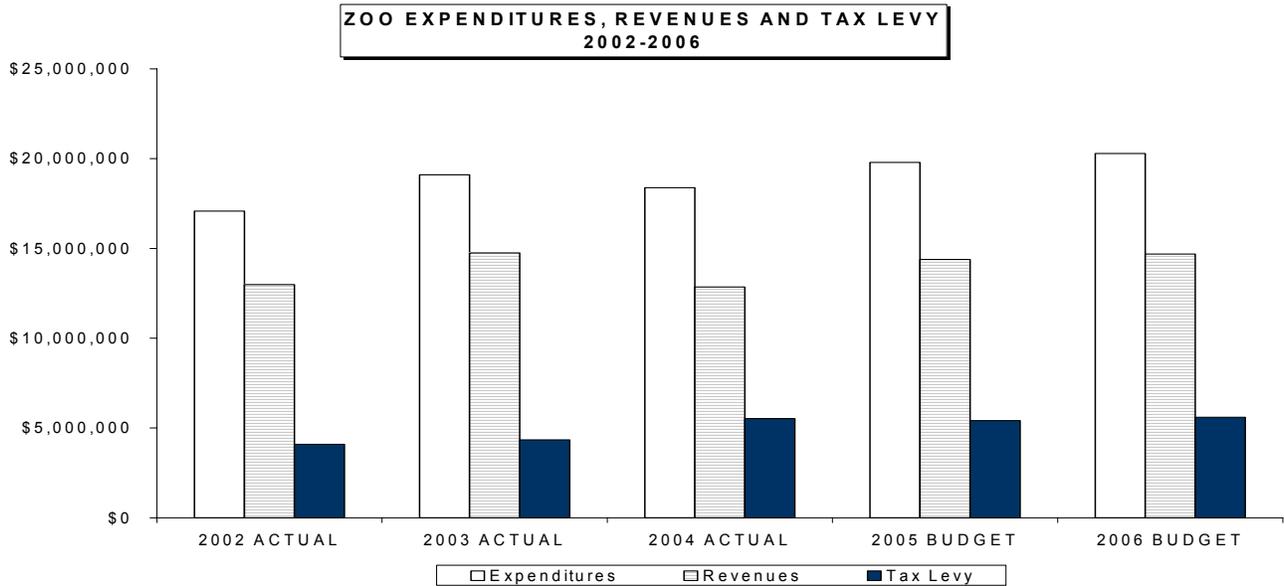
ADOPTED 2006 BUDGET

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UNIT NO. 9500
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Another function of the Public Affairs and Services Division is organizing annual special events activities held at the Zoo such as “Milwaukee a la Carte,” Sunset Zoofaris, Halloween Spooktacular,

Heritage Farm Weekend, Egg Days, Holiday Night Lights and the Samson Stomp.



BUDGET HIGHLIGHTS

- Personal Services expenditures without fringe benefits increase \$49,864, from \$7,691,125 to \$7,740,989. Funded positions increase 2.7 full-time equivalents, from 250.4 to 253.1. Of this increase, 2.0 full-time equivalents are due to reduction in vacant personnel lump-sum.
- Attendance is expected to be 1,350,000 visitors, as was projected in 2005. This includes both visitors paying gate admission and those entering “free” with Zoological Society membership.
- The special exhibit for 2006 features the Dinosaurs. Admission for the exhibit is \$2.50, a \$1.50 increase over the 2005 special exhibit. This is projected to generate an additional \$101,000 in admission revenue, over the 2005 special exhibit.
- A net profit of \$100,000 is expected from the recently installed SkyGlider ride. This includes projected revenues of \$400,000 and expenses of \$300,000 as contractually agreed with the vendor. In 2005, only revenue of \$100,000 was budgeted for this ride.
- An additional .58 FTE for Zoo Worker 2 is added for the operation of the SkyGlider. Funding for this position is completely offset with reimbursement revenue from the vendor.
- The following table identifies the net revenue of novelties and concessions based on the expense for the resale goods. The net does not depict profit as overhead costs such as labor are not included in the calculation.

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DEPT: ZOOLOGICAL DEPARTMENT

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Novelties and Concessions			
	2005	2006	2005/2006 Change
Novelties			
Expenditures	\$ 830,000	\$ 685,000	\$ (145,000)
Revenues	2,160,000	1,907,000	(253,000)
Net	\$ 1,330,000	\$ 1,222,000	\$ (108,000)
Concessions			
Expenditures	\$ 1,057,000	\$ 1,027,000	\$ (30,000)
Revenues	3,559,000	3,540,000	(19,000)
Net	\$ 2,502,000	\$ 2,513,000	\$ 11,000

- The Zoo will continue the following initiatives through 2006:

The flexibility to reallocate major maintenance projects and equipment purchases while remaining within the total appropriation;

Discounted admission fees of \$4.50 for adults and \$2.00 for juniors and school groups for Milwaukee County residents on Wednesdays;

The Zoo Director's authorization to discount or waive admission fees and to provide one free admission day per month during the months of January through April, and November and December.

- All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who

knowingly violates this subsection may be removed for cause."

ZOOLOGICAL SOCIETY SUPPORT

- The relationship between Milwaukee County and the Zoological Society began in 1910 when the Washington Park Zoological Society, now the Zoological Society of Milwaukee County, was organized to help raise funds for animal acquisition. The Society has functioned for many years for the purpose of aiding the County in the operation, maintenance and development of the Zoo and its animal collection. Its mission is to promote conservation, education, exhibition of animals, research and recreation through fundraising and volunteerism.
- In February, 1989, the relationship was formalized with a Memorandum of Understanding, thus forging a strong public/private partnership for the continuing support of the Milwaukee County Zoo. The Memorandum of Understanding was renewed in 1992 and again in 1997. The agreement provides office space for the Society on the Zoo grounds, including utilities, custodial and maintenance services and staff parking. To assure continued support for the Zoo, the County provides free admission for Society members throughout the term of the Memorandum of Understanding.
- The cost of the 2000-2008 Nine-year capital improvement campaign is \$29.6 million, which will be split equally between Milwaukee County and the Zoological Society.
- For 2006 the Zoological Society will offer \$438,000 in support to the Zoo through event sponsorship, ticket purchases and other miscellaneous support.

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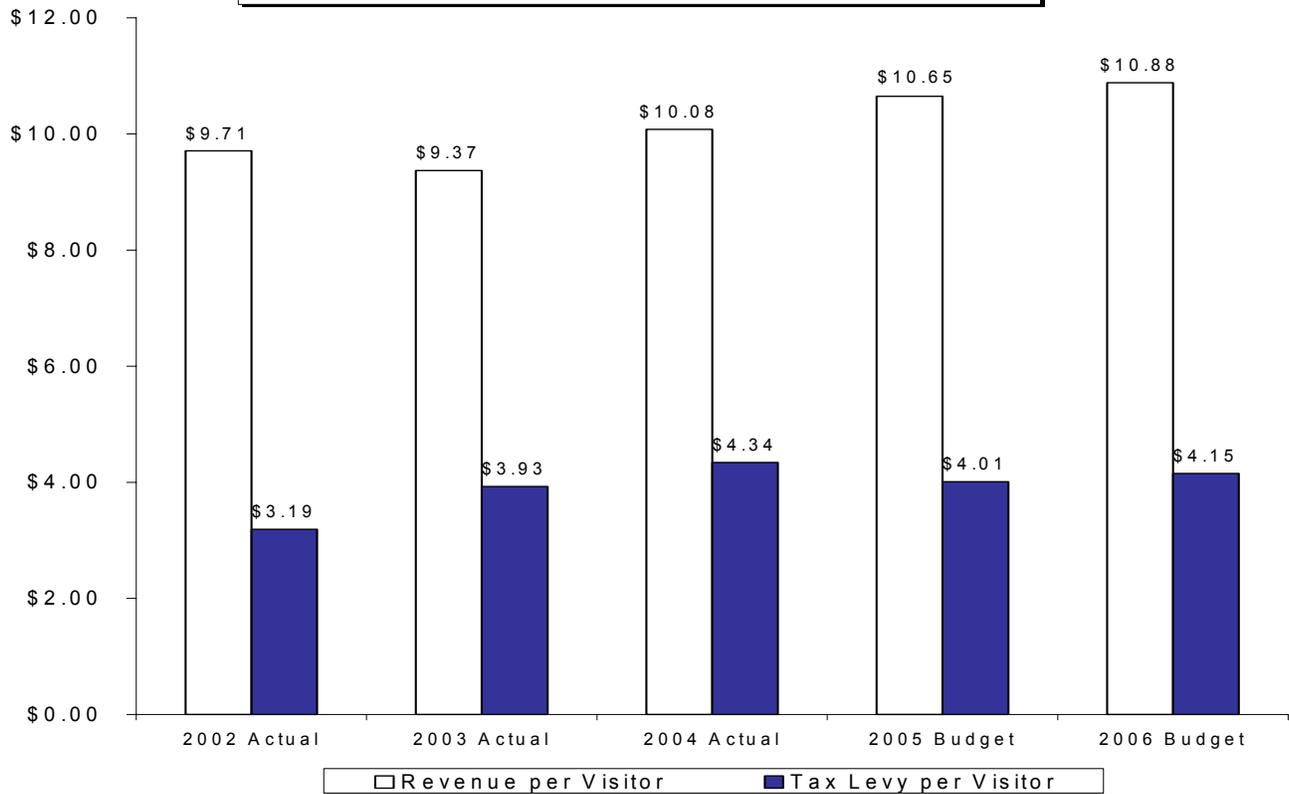
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ACTIVITY AND STATISTICAL SUMMARY				
	<u>2004 Budget</u>	<u>2004 Actual</u>	<u>2005 Budget</u>	<u>2006 Budget</u>
<u>Attendance</u>				
Paid Adult	474,330	439,278	467,809	465,245
Paid Junior	249,002	226,817	241,236	240,224
Free including Society Members	<u>626,668</u>	<u>608,559</u>	<u>640,955</u>	<u>644,531</u>
Total Attendance	1,350,000	1,274,654	1,350,000	1,350,000
<u>Activities - Revenues</u>				
Parking	\$ 1,650,000	\$ 1,594,084	\$ 1,885,000	\$ 1,946,000
Admission	\$ 4,620,000	\$ 4,016,929	\$ 4,520,000	\$ 4,621,000
Food Concession	\$ 3,661,000	\$ 3,373,464	\$ 3,559,000	\$ 3,540,000
Gift	\$ 2,267,000	\$ 1,845,822	\$ 2,160,000	\$ 1,907,000
Sea Lion Show	\$ 137,000	\$ 112,009	\$ 205,000	\$ 196,300
Carousel	\$ 132,000	\$ 145,277	\$ 250,000	\$ 255,539
Train Ride	\$ 510,000	\$ 561,290	\$ 610,000	\$ 732,000
Zoomobile Ride	\$ 100,000	\$ 31,522	\$ 75,000	\$ 88,000
SkyGlider	N/A	N/A	\$ 100,000	\$ 400,000

**ZOO VISITOR SPENDING AND COST PATTERNS
2002-2006**

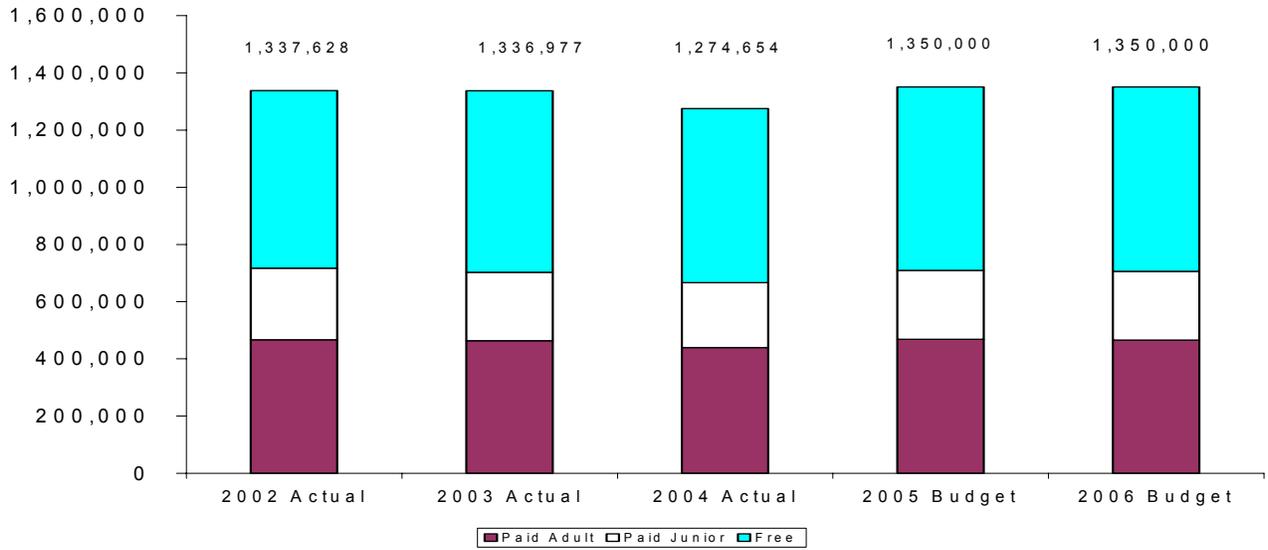


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**ZOO ATTENDANCE PATTERNS
2002 - 2006**



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GENERAL ZOO VISITOR FEE SCHEDULE			
	2005	2006	
	Rate	Rate	Change
<u>Admissions</u>			
Adult summer-County	\$8.00	\$8.00	\$0.00
Junior summer-County	\$5.00	\$5.00	\$0.00
Adult summer-Non-County	\$9.75	\$9.75	\$0.00
Junior summer-Non-County	\$6.75	\$6.75	\$0.00
Adult winter-County	\$6.50	\$6.50	\$0.00
Junior winter-County	\$3.50	\$3.50	\$0.00
Adult winter-Non-County	\$8.25	\$8.25	\$0.00
Junior winter-Non-County	\$5.25	\$5.25	\$0.00
Adult discount day	\$4.50	\$4.50	\$0.00
Junior discount day	\$2.00	\$2.00	\$0.00
Adult education-County	\$6.00	\$6.00	\$0.00
Junior education-County	\$3.00	\$3.00	\$0.00
Adult education-Non-County	\$7.75	\$7.75	\$0.00
Junior education-Non-County	\$4.75	\$4.75	\$0.00
Adult group-County	\$7.00	\$7.00	\$0.00
Junior group-County	\$4.00	\$4.00	\$0.00
Adult group-Non-County	\$8.75	\$8.75	\$0.00
Junior group-Non-County	\$5.75	\$5.75	\$0.00
Senior summer-County	\$7.00	\$7.00	\$0.00
Senior winter-County	\$5.00	\$5.00	\$0.00
Senior summer-Non-County	\$8.75	\$8.75	\$0.00
Senior winter-Non-County	\$6.75	\$6.75	\$0.00
<u>Attractions</u>			
Camel Ride*	\$3.00	\$3.00	\$0.00
Carousel	\$2.00	\$2.00	\$0.00
Pony Ride*	\$3.00	\$3.00	\$0.00
Sea Lion	\$2.00	\$2.00	\$0.00
SkyGlider*	\$3.00	\$3.00	\$0.00
Special Exhibit**	\$1.00	\$2.50	\$1.50
Train-Adult	\$2.50	\$2.50	\$0.00
Train-Child	\$1.50	\$1.50	\$0.00
Zoomobile-Adult	\$1.50	\$1.50	\$0.00
Zoomobile-Child	\$1.00	\$1.00	\$0.00
Zoomobile-Sr Citizen	\$1.25	\$1.25	\$0.00
<u>Parking Fees</u>			
Cars	\$8.00	\$8.00	\$0.00
Buses	\$13.00	\$13.00	\$0.00
<u>Other Fees</u>			
Stroller-Single*	\$6.00	\$6.00	\$0.00
Stroller-Double*	\$8.00	\$8.00	\$0.00

* Fee set by contract. Contracts for the Pony and Camel rides expire in 2006. Any fee changes will be brought to the County Board in the spring of 2006 for their review.

** Fee determined by type of special exhibit.

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**RAILROAD EXPENDABLE TRUST ACCOUNT
(Org. 0305)**

The Railroad Fund records the receipt of all revenue from the Zoo's miniature passenger railroad ride and expenses associated with operations as well as additional expenses that this trust fund allows.

Expenditure	Revenue	Tax Levy
\$932,666	\$932,666	\$ 0

Total 2006 expenditures and revenues for the Railroad Fund are \$932,666, an increase of \$3,516 over 2005. This includes the following:

Expenditures

- \$425,000 Personal Service charges for four Locomotive Engineers, eight Trackless Train Operators and various seasonal and other support staff.
- \$239,467 Operation and repair of locomotives, track, ties, coaches and Zoomobiles, as well as train or coach purchases and train station improvements.
- \$ 28,000 Animal purchases.
- \$240,199 Conservation programs and grants, library operators, staff training, travel and conference expenses and other commodities and supplies.

Revenue

- \$820,000 Operation of the train and Zoomobile.
- \$103,763 Gifts donations, conservation contributions and grants.
- \$8,903 Contributions from reserves, earnings on investments, minus payment for State sales tax on revenues.

**SPECIMEN EXPENDABLE TRUST ACCOUNT
(Org. 0306)**

The Specimen Fund records 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
\$ 59,485	\$ 59,485	\$ 0

Total 2006 expenditures and revenues for the Specimen Fund are \$59,485, a \$60 increase over 2005. This includes the following:

Expenditures

- \$ 44,485 Freight charges and travel expenses related to animal shipments.
- \$ 15,000 Animal replacement and miscellaneous commodity purchases.

Revenue

- \$ 59,485 Animal sales and miscellaneous investment earnings.