


David Whitaker, Esq.
Director
Irvin Corley, Jr.
Executive Policy Manager
Marcell R. Todd, Jr.
Director, City Planning
Commission
Janese Chapman
Director, Historic Designation
Advisory Board

John Alexander
LaKisha Barclift, Esq.
Paige Blessman
M. Rory Bolger, Ph.D., FAICP
Victory Corley
Lisa DiChiera
Eric Fazzini, AICP
Willene Green
Christopher Gulock, AICP
Marcel Hurt, Esq.
Sandra Jeffers

City of Detroit
CITY COUNCIL
LEGISLATIVE POLICY DIVISION
208 Coleman A. Young Municipal Center
Detroit, Michigan 48226
Phone: (313) 224-4946 Fax: (313) 224-4336

Kimani Jeffrey
Anthony W. L. Johnson
Phillip Keller, Esq.
Edward King
Kelsey Maas
Jamie Murphy
Dolores Perales
Analine Powers, Ph.D.
W. Akilah Redmond
Rebecca Savage
Sabrina Shockley
Renee Short
Floyd Stanley
Thomas Stephens, Esq.
Timarie Szwed
Theresa Thomas
Janice Tillmon
Ian Tomashik
Emberly Vick
Ashley A. Wilson

TO: Dr. Hayley W. Murphy, Executive Director & CEO
Detroit Zoological Society

FROM: David Whitaker, Director 
Legislative Policy Division

DATE: March 10, 2025

RE: 2025-2026 Budget Analysis

Attached is our budget analysis regarding your agency's budget for the 2025-2026 Fiscal Year.

Please be prepared to respond to the issues/questions raised in our analysis during your scheduled hearing on **Wednesday, March 12, 2025, at 2:00 p.m.** We would then appreciate a written response to the issues/questions at your earliest convenience before or after your budget hearing. Please forward a copy of your responses to the Council Members, the City Clerk's Office, and the Legislative Policy Division. Please contact us if you have any questions regarding our budget analysis.

Thank you for your cooperation in this matter.

Attachments:
Issues and Questions
Agency Plan: Mission, Goals and Activity Summary
Budget Summary/Appropriation and Cost Center Expenditures Positions

cc: Councilmembers
Auditor General's Office
Jay Rising, Chief Financial Officer
Tanya Stoudemire, Chief Deputy CFO-Policy & Administration Director /Interim Budget Director
Donnie Johnson, Deputy Budget Director
Andre Blair, Agency CFO
Doug Ortiz, Budget Analyst
Malik Washington, Mayor's Office

Detroit Zoological Society
FY 2025-2026 Budget Analysis by the Legislative Policy Division

The Detroit Zoological Institute is the charter-mandated entity responsible for the operation of the Detroit Zoo and the Belle Isle Nature Center. The vision is “The DZS will be a force for positive change in a world where animals and nature are valued, understood, and protected by all people.” The mission of the DZS is to create meaningful connections between people, animals and the natural world so all can thrive.

The Detroit Zoological Society is a tax-exempt charitable organization. The Society’s mission is “celebrating and saving wildlife” through excellence in animal management, educational programs, and community activities while providing the Society’s visitors and members with an enjoyable, recreational, family-oriented experience.

The Society entered into a Memorandum of Agreement (the City Agreement) with the City of Detroit (the City), acting through the Detroit Zoological Society, whereby the Society agreed to take full responsibility for the governance, operations, and management of the assets of the Detroit Zoo and the Belle Isle Nature Center (collectively, the Zoo), including identifying and securing sustainable non-City sources of revenue. The effective date of the City Agreement was May 25, 2006, and continues through June 30, 2030. There is an option to renew for ten-year terms, unless either party provides five years’ written notice of its intent not to renew. As part of the City Agreement, the City retains ownership of all animals, buildings, grounds, collections, artifacts, exhibits, and selected furnishings.

In the event the Society determines it is not economically feasible to continue its operation of the Zoo, the Society may request an early termination of the City Agreement with a one-year notice of its intention to exercise early termination.

The current FY 2025 Adopted Budget includes \$2,436,000 in General Fund contribution to DZS consisting of recurring expenditure of \$1,200,000 and a one-time appropriation authorized by City Council of \$1,236,000 for security, insurance and senior transportation (budgeted in Non-Departmental, appropriation **26350 - Cultural Institutions Support**, cost center **350095 - Zoo Operations** (pg. B35-16). The FY 2026 Proposed Budget continues \$1,200,000 for DZS security and insurance costs.

The Non-Departmental budget provides funds for activities which are not the responsibility of any other single agency. Non-Departmental is also the depository agency for General Fund contributions to enterprise activities and for a wide variety of General Fund revenues that cannot be credited to any specific department.

Issues and Questions

1. Please briefly explain any new expense initiatives, operational reform and savings proposals, and new revenue initiatives/proposals to be implemented by the Detroit Zoological Society in FY 2026.
2. Please provide any requests to the city for capital funding DZS is planning to pursue in FY 2026.
 - a. What infrastructure projects are a priority in 2025 and 2026?
 - b. Are there any funding opportunities available for DZS infrastructure capital projects from other sources?
 - c. DZS was recommended for a \$7 million infrastructure grant from the State of MI in FY 2025; please discuss if the grant was received and how it was utilized.

3. In the FY 2026 -2030 Proposed Capital Agenda, DZS outlined as a top priority capital plans for Major Capital Projects with an estimated cost of \$20 million and an estimated completion date of 2025 -2026. Please elaborate on the projects contained in this category including the funding sources utilized.
4. Please provide an update on the following DZS capital improvements.
 - a. In FY 2024, the City Council added \$1,000,000 for the Detroit Zoo infrastructure (water mains) project. Briefly describe the status of this project.
 - b. Belle Isle Nature Center renovations of animal habitats and educational facilities.
 - c. Please discuss how the solar pavilion funded in partnership with DTE in 2020 contributes to a reduction in utility operating costs, if any.
5. Please provide the amount expended for security and insurance for the previous year.
 - a. What are the expected cost increases for security and insurance, if any, for 2025- 2026?
 - b. How did DZS utilize the additional \$1.2 million approved by City Council for FY 2025?
6. Please provide the Detroit Zoological Society's annual financial statements as of December 31, 2024.
7. Please provide the Detroit Zoological Society's operational and capital budgets for 2025 and 2026.
8. Please provide the number of budgeted positions for 2025 and estimated positions for 2026. Indicate the number of vacancies the Society had as of February 28, 2025. Briefly explain the difficulty, if any of filling the vacancies and DZS strategy to fill these vacant positions.
9. What were the attendance levels for 2024 for the Detroit Zoo and the Belle Isle Nature Center and did they meet expectations? If not, please explain why and what changes will be made to increase attendance in the next year.
 - a. What are the attendance goals for 2025 and 2026?
 - b. Are there any new policies/programs to be implemented to increase attendance?

**CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
DEPARTMENT 35 - NON-DEPARTMENTAL**

Department # - Department Name						
Fund # - Fund Name		FY2025	FY2026	FY2027	FY2028	
Appropriation # - Appropriation Name		Adopted	Mayor Proposed	Forecast	Forecast	
Cost Center # - Cost Center Name					Forecast	
35 - Non-Departmental		198,484,062	248,249,628	209,566,662	218,915,212	229,392,010
1000 - General Fund		183,962,521	242,983,628	204,184,662	214,337,212	223,675,010
25350 - Board of Police Commissioners		4,581,541	4,046,753	4,117,038	4,188,675	4,261,690
350002 - Board of Police Commissioners		4,581,541	4,046,753	4,117,038	4,188,675	4,261,690
26350 - Cultural Institutions Support		6,586,000	5,100,000	5,151,000	5,202,510	5,254,535
350093 - Detroit Historical Museum		1,000,000	1,000,000	1,010,000	1,020,100	1,030,301
350095 - Zoo Operations		2,436,000	1,200,000	1,212,000	1,224,120	1,236,361
350097 - Eastern Market Corporation		550,000	300,000	303,000	306,030	309,090
350290 - Charles H. Wright Museum of African American History		2,600,000	2,600,000	2,626,000	2,652,260	2,678,783
26351 - Blight Remediation Projects.		10,500,000	5,000,000	5,000,000	7,000,000	9,000,000
350014 - Land Bank Operations		10,500,000	5,000,000	5,000,000	7,000,000	9,000,000
26352 - Solid Waste Services Support		3,388,315	17,074,650	19,274,014	20,137,415	21,011,862
350079 - Solid Waste Contribution for Operations		3,388,315	17,074,650	19,274,014	20,137,415	21,011,862
27350 - Special Services		1,633,775	1,564,640	1,583,469	1,602,652	1,622,196
350370 - Project Clean Slate Operations		1,567,775	1,564,640	1,583,469	1,602,652	1,622,196
350372 - Reparations Task Force		66,000	-	-	-	-
27351 - Transportation Services Support		90,726,203	111,044,567	108,600,642	110,184,735	111,797,854
350040 - DTC Contribution for Operations		6,500,000	7,450,000	6,565,000	6,630,650	6,696,957
350080 - DDOT Contribution for Operations		78,523,185	97,906,791	96,290,988	97,751,985	99,240,777
350081 - DDOT Contribution for Legacy Debt		1,363,410	1,346,476	1,359,941	1,373,540	1,387,275
350090 - Airport Contribution for Operations		4,039,608	4,041,300	4,081,713	4,122,530	4,163,755
350140 - Detroit Port Authority		300,000	300,000	303,000	306,030	309,090
27352 - Community Programs Support		1,000,000	500,000	505,000	510,050	515,151
350230 - Childhood Education & Enrichment Support		1,000,000	500,000	505,000	510,050	515,151
28351 - Board of Ethics		682,960	591,195	601,233	611,458	621,874
350165 - Board of Ethics		682,960	591,195	601,233	611,458	621,874

**CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
DEPARTMENT 35 - NON-DEPARTMENTAL**

Department # - Department Name	FY2025	FY2026	FY2027	FY2028	FY2029
Fund # - Fund Name	Adopted	Mayor Proposed	Forecast	Forecast	Forecast
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
28352 - Media Services & Communications	1,559,418	1,572,674	1,601,784	1,631,470	1,661,742
350325 - Communications Services	736,132	-	-	-	-
350326 - Media Services	823,286	1,572,674	1,601,784	1,631,470	1,661,742
28354 - Elected Officials Compensation	1,645,427	1,708,315	1,740,617	1,773,566	1,807,174
350007 - Elected Officials' Compensation	1,645,427	1,708,315	1,740,617	1,773,566	1,807,174
29350 - Citywide Overhead	61,658,882	94,780,834	56,009,865	61,494,681	66,120,932
350020 - Dues & Memberships	400,660	400,660	404,667	408,714	412,801
350220 - Claims Fund (Insurance Premiums)	12,100,000	42,100,000	12,100,000	12,100,000	12,100,000
350310 - Detroit Building Authority	1,284,075	1,530,563	1,558,516	1,587,016	1,616,074
350800 - Centralized Payments	30,411,327	35,749,611	31,560,297	31,874,054	32,190,910
350980 - Workforce Investments	17,462,820	15,000,000	10,386,385	15,524,897	19,801,147
29351 - Pension-Related Payments	-	-	-	-	-
350015 - Pension Benefits Administration	-	-	-	-	-
3921 - Other Special Revenue Fund	3,321,541	5,266,000	5,382,000	4,578,000	5,717,000
21243 - Opioid Settlement Proceeds	1,240,541	3,143,000	3,217,000	2,370,000	3,509,000
350030 - Other Operations Services	1,240,541	3,143,000	3,217,000	2,370,000	3,509,000
28353 - Cable TV	2,081,000	2,123,000	2,165,000	2,208,000	2,208,000
350324 - P.E.G. Fees	2,081,000	2,123,000	2,165,000	2,208,000	2,208,000
4533 - City of Detroit Capital Projects	11,200,000	-	-	-	-
20507 - CoD Capital Projects	11,200,000	-	-	-	-
350093 - Detroit Historical Museum	1,000,000	-	-	-	-
350095 - Zoo Operations	2,000,000	-	-	-	-
350097 - Eastern Market Corporation	1,750,000	-	-	-	-
350290 - Charles H. Wright Museum of African American Histor	3,400,000	-	-	-	-
358047 - Capital Restructuring Initiative - GSD	3,050,000	-	-	-	-
Grand Total	198,484,062	248,249,628	209,566,662	218,915,212	229,392,010