

The Facts About The Arboretum Fee (April 2011)

ONLY \$59,243 OF INCOME AFTER 8 MONTHS

\$250,000 was promised for this year by RPD.

NON-RESIDENT ATTENDANCE LEVELS ARE DOWN 72%, RESIDENTS DOWN 41%

Compared to pre-fee estimates by SFBGS and used by RPD to justify fee to Supervisors.

SFBGS SUBSIDY USED TO SHORE-UP PROJECTONS IS UNSUSTAINABLE

RPD expects to receive \$104,000 from the SF Botanical Garden Society to avoid a budget imbalance.

RPD PROJECTIONS FOR NEXT YEAR UNREALISTICALLY ASSUMES 52% GROWTH IN VISITORS

Attendance Declines - Forecast vs. Actual

	Pre-Fee Estimate	Post-Fee Estimate	Actual/New Est.	vs. Pre Fee	vs. Post Fee
Non-Resident	215,600	107,800	60,042	-72%	-44%
Resident	224,400	224,400	132,033	-41%	n/a
Total	440,000	332,200	192,075	-56%	-42%

Pre and Post Fee Estimates refer to Dean-Runyon Study and reports from SFBGS

Actual/New Estimate based on actual information through March 2011

“The Budget and Finance Analyst finds that the non-S.F. visitor fee is very costly to administer...In the professional judgment of the Budget Analyst, SFBGS's and RPD's FY 2011-2012 revenue projection of \$542,055 is highly optimistic; A revenue shortfall could impact RPD's FY 2011-2012 General Fund budget”

Harvey M. Rose – S.F. Board of Supervisors Budget & Legislative Analyst

**TOO LITTLE INCOME IS GENERATED
TOO MANY PEOPLE ARE HARMED
RPD FORECASTS ARE UNRELIABLE**

IT'S TIME TO REMOVE THE FEE

RPD ARBORETUM FEE INCOME ANALYSIS FOR FY'10-11

(ALL NUMBERS ARE RPD NUMBERS OR ARE DERIVED DIRECTLY FROM Budget Analyst Harvey Rose's Report April, 2011)

	Revenue	Expenses	Income Including \$104,066 SFBGS Subsidy	Income without \$104,066 SFBGS Subsidy
Actual Information				
Aug. 7, 2010 – Mar. 28, 2011	\$231,064	\$171,821	\$59,243	\$59,243
Average/month (8 months)	\$28,883/mo.	\$21,478/mo.	\$7,405/mo.	\$7,405/mo.
RPD Forecast for next 3 months				
Apr. 1, 2011 – Jun. 30, 2011	\$124,928	\$38,237	\$86,691	\$190,757
Average/month (4 months)	\$48,210/mo.	\$18,045/mo.	\$28,897/mo. ←3.9x increase	\$63,586/mo. ←8.6x increase

*Source: S.F. Board of Supervisors Budget & Legislative Analyst

Key Concerns:

- **PROJECTED MONTHLY INCOME UNREALISTICALLY JUMPS TO 4x** of what actual monthly income has averaged so far.
- **SFBGS IS PROVIDING \$104,066 IN A ONE-TIME UNSUSTAINABLE SUBSIDY** to reach the budgeted forecast income.
- **THIS YEAR'S RPD FORECASTS HAVE BEEN DOWNGRADED TWICE IN TWO MONTHS** and still appear overly optimistic.
- **FY'12 FORECAST'S 52% INCREASE IN VISITORS IS NOT BELIEVABLE** while costs are projected to decline compared to this year.

**RPD FORECASTS DON'T AGREE WITH ACTUAL REPORTED FACT AND
PROJECTED ESTIMATES CANNOT BE RELIED UPON**

Items 1 & 2 Files 11-0225 & 11-0113	Department Recreation and Park Department (RPD)
EXECUTIVE SUMMARY	

Legislative Objectives

- File 11-0225 would amend San Francisco Park Code Section 12.46 to (1) extend admission fees to the Botanical Garden for non-San Francisco residents beyond June 30, 2011; (2) authorize free admission for San Francisco Botanical Society members and members of reciprocating horticultural nonprofits; (3) eliminate the provision in the Park Code that cancels the Botanical Garden admission fee if the Recreation and Park Department's (RPD) receives revenue from a new tax that can be used for Botanical Garden operating and maintenance costs, and (4) make environmental findings.
- File 11-0113 would rescind the Botanical Garden non-San Francisco resident visitor fee and appropriate \$195,176 from the General Fund Reserve to RPD's FY 2010-2011 budget.

Key Points

- The Botanical Garden non-San Francisco resident visitor fee was approved by Supervisors on June 22, 2010 and went into effect on August 7, 2010. The resident visitor fee expires on June 30, 2011.
- The two proposed ordinances would have an opposite impact on the non-San Francisco resident visitor fee. File 11-0225 would indefinitely extend the non-San Francisco resident visitor fee. By contrast, File 11-0113 would immediately eliminate the non-San Francisco resident visitor fee.
- The San Francisco Botanical Garden Society (SFBGS) originally projected that the non-San Francisco resident visitor fee would generate \$650,000 in FY 2010-2011. Due to lower-than-expected revenues and delayed implementation, SFBGS reduced that projection to \$402,401. However, after inquiries made by the Budget and Legislative Analyst's Office, SFBGS has since further reduced the projection to \$355,992.
- An existing MOU between RPD and SFBGS does not address the non-San Francisco resident visitor fee. On July 27, 2010, RPD and SFBGS entered into a new MOU. SFBGS's role in administering the non-San Francisco resident visitor fee and administrative costs are budgeted at \$210,058 in FY 2010-2011.
- SFBGS has verbally pledged a subsidy of at least \$104,066 to help offset the cost of implementing the non-San Francisco resident visitor fee in FY 2010-2011 and to ensure RPD receives net revenues totaling \$250,000 from the non-San Francisco resident visitor fee. According to RPD, if the Board of Supervisors eliminates the non-San Francisco resident visitor fee, per File 11-0113, SFBGS would withdraw its \$104,066 verbally pledged subsidy.
- The Budget and Legislative Analyst finds that the non-San Francisco resident visitor fee is very costly to administer. Such administration is projected to cost \$0.59 for every dollar of visitor fee revenue in FY 2010-2011. If the fee were continued into FY 2011-2012, the actual cost of administering the non-San Francisco resident visitor fee and the ratio of visitor fee cost to revenue is projected to decline to \$0.38 for every dollar, although that reduced relative administrative cost

Projections downgraded once in February and again in March. Originally promised \$650,000 to BoS to get fee approved.

SF Botanical Society strongly wants the permanent gates and non-resident fee no matter how fiscally weak the case because it is the only stepping stone to fees for residents.

Despite this, we believe SFBGS is still under-reporting costs to make fee appear more viable.

SFBGS using pre-existing membership fees as ticket sales - note also the decline in paid memberships. We believe in protest for the fee implementation.

Visitor Fee Revenue to Date

SFBGS originally provided RPD with an estimate of projected gross revenues from the non-San Francisco resident visitor fee totaling \$650,000 for the 12 month period from July 1, 2010 through June 30, 2011 in FY 2010-2011. However, due to both the delayed implementation as well as lower-than-expected revenues from the non-San Francisco resident visitor fee, SFBGS revised its gross revenue projection downward to \$402,401 for the period from August 7, 2010, when the non-San Francisco resident visitor fee was first charged, through June 30, 2011, including \$8,099 in revenue from annual memberships. After inquiries by the Budget and Legislative Analyst's Office, SFBGS provided further revised gross revenue projections of \$355,992 for the period from August 7, 2010 through June 30, 2011, including a reduced projection of \$5,139 in revenue from annual memberships.

As shown in Table 4 below, actual visitor fee revenue has totaled \$231,064 from August 7, 2010 through March 28, 2011. Based on an analysis conducted by the Budget and Legislative Analyst, Table 4 below includes descriptive statistics related to the projected and actual visitor fee revenue for FY 2010-2011.

After 8 months only 36% of promised amount generated.

Table 4: Botanical Garden Visitor Fee Revenue and Descriptive Statistics

Revenue Statistic	Amount
Visitor fee revenue, 8/7/10 through 3/28/11	\$231,064
Week with greatest fee revenue (August 17-23, 2010)	\$12,935
Week with least fee revenue (December 14-20, 2010)	\$2,277
Average weekly fee revenue through 3/28/11	\$6,843
Median weekly fee revenue through 3/28/11	\$7,097
Average weekly fee revenue in best two month period (8/10/10 to 10/11/10)	\$9,514
Median weekly fee revenue in best two month period (8/10/10 to 10/11/10)	\$8,640
Average fee revenue per week, from 3/29/11 through 6/30/11,* needed to reach SFBGS's revised reduced projected fee revenue of \$355,992 (including \$5,139 in membership fees)	\$8,921
Number of weeks in which fee revenue equaled or exceeded \$8,921, to date	4
* There are 13 ³ / ₇ weeks between March 29 and June 30, 2011	

Figure 1 below, is a line chart illustrating the weekly visitor fee revenues from August 7, 2010 through March 28, 2011. The first plateau represents an average of actual revenue for the first four weeks of March, 2011. The second plateau at the right side of the chart reflects the \$8,921 average weekly revenue that the non-San Francisco resident visitor fee would need to generate from March 29, 2011 through June 30, 2011 to achieve SFBGS's revised reduced visitor fee projection amount of \$355,992 for FY 2010-2011.

Figure 1: Botanical Garden Visitor Fee Revenue, 8/07/10 through 3/28/11 and Visitor Fee Revenue Level Needed to Achieve SFBGS Projection, 3/29/11 through 6/30/11

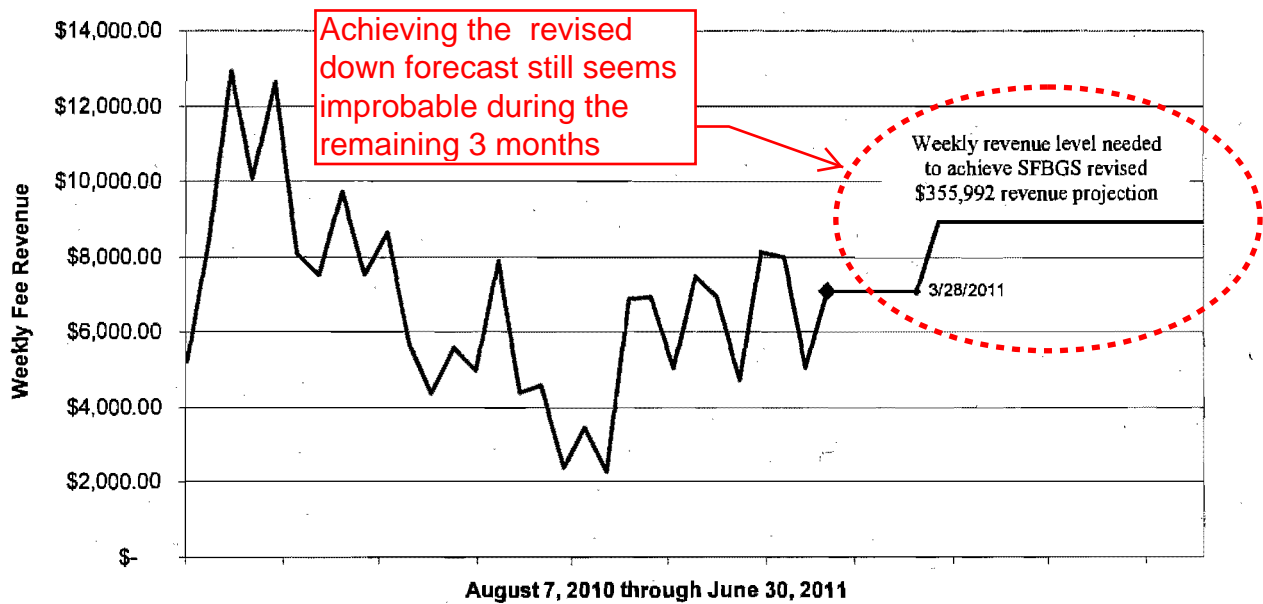
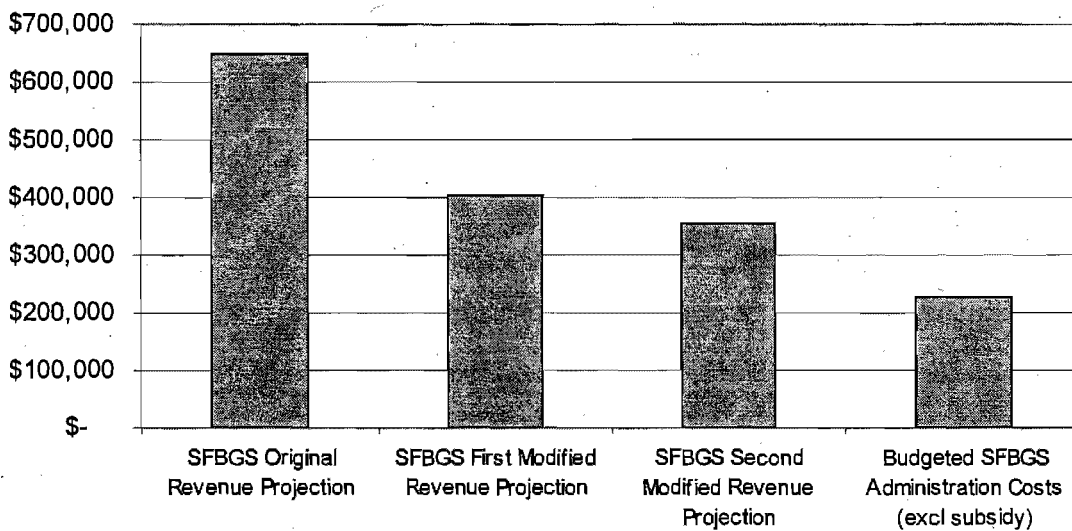


Figure 2 below, compares the different FY 2010-2011 projected amounts, including the projected SFBGS administrative costs described above.

Figure 2: A Comparison of Botanical Garden Visitor Fee Revenue Projections and Anticipated SFBGS Administrative Costs for FY 2010-2011



If the non-San Francisco resident visitor fee was extended through FY 2011-2012, SFBGS projects that the non-San Francisco resident visitor fee would generate \$542,055 in revenue in FY 2011-2012.

SFBGS Made a Verbal Pledge to RPD to Absorb Some Visitor Fee Administrative Costs

According to Ms. Petrucione, SFBGS agreed to absorb some of the first year and startup costs of the non-San Francisco resident visitor fee in FY 2010-2011, by verbally agreeing to guarantee RPD up to \$250,000 of revenue from the non-San Francisco resident visitor fee in FY 2010-2011. Based on the Budget and Legislative Analyst's analysis of SFBGS's budgeted costs and projected revenues, SFBGS would need to subsidize the RPD with approximately \$104,066 of revenue to offset SFBGS's administrative costs, as shown in Table 5 below.

Table 5: Projected Visitor Fee Revenue, Costs, and Subsidy for FY 2010-2011

Projected Visitor Fee Revenue	\$355,992
Net Visitor Fee Revenue to RPD	250,000
<u>Net to be Paid by RPD to SFBGS for Administration of Visitor Fee</u>	<u>\$105,992</u>
SFBGS Administration Costs Budgeted for 8/7/10 through 6/30/11	210,058
Subsidy of Administration Costs Verbally Pledged by SFBGS	(104,066)

However, according to Ms. Petrucione, SFBGS has indicated to RPD that if the City rescinds the non-San Francisco resident visitor fee in FY 2010-2011, then SFBGS would not provide any subsidy to RPD.

However, Ms. Petrucione added that SFBGS pledged that if the non-San Francisco resident visitor fee is extended into FY 2011-2012, and in the unlikely event that gross visitor fee revenue was less than SFBGS's costs of administering the fee, SFBGS would subsidize the difference between gross visitor fee revenue and administrative costs.

San Francisco Real Property Transfer Tax, Proposition N

San Francisco voters approved Proposition N, pertaining to the City's Real Property Transfer Tax, on November 2, 2010. Proposition N amended the San Francisco Business and Tax Regulations Code by amending Section 1102 of Article 12-C – Real Property Transfer Tax to increase the City's Real Property Transfer Tax rate (a) from 1.5 percent to 2.0 percent for sales and long-term leases of real property valued at \$5,000,000 to \$10,000,000 and (b) from 1.5 percent to 2.5 percent for sales and long-term leases of real property valued at \$10,000,000 or more. According to the November 2, 2010 San Francisco Voters Information Pamphlet, proceeds from the tax would accrue to the City's General Fund. The Controller's statement on Proposition N noted, "Should the proposed ordinance be approved by the voters, in my opinion, it will generate additional tax revenue for the City that can be used for any public purpose."

SFBGS's subsidy). In other words, as shown in Table 7 below, in FY 2010-2011 it will cost more than \$0.59 in administrative expenditures to earn each \$1.00 of non-San Francisco resident visitor fee revenue.

Table 7: Ratio of Visitor Fee Revenue to Cost

Year	Projected Administration Cost	Projected Revenue	Net Revenue, Excluding SFBGS Subsidy	Cost per \$1.00 of Revenue
FY 2010-2011 (With rejection of File 11-0113)	\$210,058	\$355,992	\$145,934	\$0.590
FY 2011-2012 (With rejection of File 11-0113 and approval of File 11-0225)	\$204,836	\$542,055	\$337,219	\$0.378

If the Board of Supervisors approves File 11-0225 and extends the non-San Francisco resident visitor fees beyond June 30, 2011, this ratio of administrative costs to revenues is expected to decrease. With startup costs already having been paid in FY 2010-2011, SFBGS's administrative costs are estimated to decrease from \$210,058 in FY 2010-2011 to \$204,836 in FY 2011-2012. With a full 12 months of revenue and increased advertising, programming and attendance, RPD and SFBGS are projecting FY 2011-2012 revenue would be \$542,055. Based on these projections, the ratio of cost to revenue would decrease from 59.0 percent in FY 2010-2011 to 37.8 percent in FY 2011-2012, as shown in Table 7 above. Therefore, it will cost \$0.378 in administrative expenditures to earn each \$1.00 of non-San Francisco resident visitor fee revenue in FY 2011-2012.

The Budget and Legislative Analyst notes that the costs of administering the non-San Francisco resident visitor fee are relatively fixed, while the revenue is dependent on attendance. Therefore, if actual non-San Francisco resident visitor fee revenue falls below SFBGS's projections, the ratio of cost to revenue will increase.

In the professional judgment of the Budget and Legislative Analyst, SFBGS's FY 2011-2012 non-San Francisco resident visitor fee revenue projection of \$542,055, an increase of \$186,063 or 52.3 percent over the \$355,992 revised reduced revenue projection for FY 2010-2011 is highly optimistic. If such revenues fall short of the projection, SFBGS's administrative costs would exceed 37.8 percent of the FY 2011-2012 revenue.

In the Professional Judgment of the Budget Analyst, SFBGS's and RPD's FY 2011-2012 Revenue Projection of \$542,055 is Highly Optimistic; A Revenue Shortfall Could Impact RPD's FY 2011-2012 General Fund Budget

After inquiries made by the Budget and Legislative Analyst, on March 30, 2011, SFBGS through RPD provided the Budget and Legislative Analyst with a revised reduced non-San Francisco resident visitor fee projection of \$355,992 for FY 2010-2011. However, SFBGS and RPD are not revising their projection that the non-San Francisco resident visitor fee would generate \$542,055 in FY 2011-2012. This projection would be an increase of \$186,063, or 52.3 percent over SFBGS's revised reduced revenue projection of \$355,992 for FY 2010-2011. Ms. Petrucione

Highly improbable that non-visitor numbers increase so sharply - actual figures for this year show a 72% decline compared to pre-fee estimates from the SFBGS used to justify the fee to BoS.

Such an effort would entail costs that are not factored into the projections for F'11-12. This would impact profitability and make the forecasts for next year even more unrealistic.

notes that if the non-San Francisco resident visitor fee is extended, the non-San Francisco resident visitor fee would be in place for an entire 12 months, instead of approximately 11 months in FY 2010-2011, and RPD and SFBGS would engage in a "robust marketing campaign" including work with local hotels, the San Francisco Convention and Visitors Bureau, and bolster programming to increase attendance.

In the professional judgment of the Budget and Legislative Analyst, a 52.3 percent increase in revenue is highly optimistic.

Despite this optimism, the Budget and Legislative Analyst notes that SFBGS has not pledged to subsidize the administrative costs of the non-San Francisco resident visitor fee in FY 2011-2012. If revenues increase in an amount less than the projected 52.3 percent in FY 2011-2012, RPD's FY 2011-2012 General Fund could be impacted.

RPD Should Discontinue the Practice of Entering Into Verbal Unwritten Agreements

RPD and SFBGS are administering the non-San Francisco resident visitor fee under a Grant Agreement entered into by both parties on July 27, 2010. As noted in the Background section above, the Grant Agreement between RPD and SFBGS did not require Board of Supervisors approval. As discussed above, RPD and SFBGS are administering the non-San Francisco resident visitor fee based in part on verbal agreements between SFBGS and RPD, including: (1) RPD has agreed to reimburse SFBGS for the cost of 4.6 FTEs, shown in Table 2 above, and (2) SFBGS has agreed to subsidize the cost of administering the visitor fee in FY 2010-2011 in the amount of \$104,066 (see Table 5 above). Although these two verbal agreements are not included in the Grant Agreement, both of these verbal agreements impact the net revenue associated with the non-San Francisco resident visitor fee.

The Grant Agreement between RPD and SFBGS expires on June 30, 2011. According to Ms. Petrucione, if the Board of Supervisors disapproves File 11-0113 to rescind the non-San Francisco resident visitor fee and approves File 11-0225, extending the non-San Francisco resident visitor fee beyond June 30, 2011, RPD and SFBGS would amend their Grant Agreement, as described in the Background section above. Ms. Petrucione adds that RPD and SFBGS would then work to amend the current MOU between RPD and SFBGS in order to include provisions related to the administration of the non-San Francisco resident visitor fee. Ms. Petrucione anticipates that this revised MOU would be submitted to the Board of Supervisors for approval.

The Expiration Date for the Botanical Garden Visitor Fee in File 11-0113 Has Elapsed and Should be Revised

File 11-0113, Section 3 begins "As of March 17, 2011, the Botanical Garden entrance fee shall expire ..." Because March 17, 2011 has already elapsed, if the Board of Supervisors approves this proposed ordinance, Section 3 of the ordinance should be revised to begin "As of the effective date of this ordinance, the Botanical Garden entrance fee shall expire ..."



*** Press Release ***

Performance of Botanical Garden Fee Supports Continuation of Admissions Program

Revenue from Non-Resident Fee on Pace to Bring \$500K to Help Support Recreation and Parks

For Immediate Release

February 23, 2011

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SAN FRANCISCO-- The newly instituted entrance fee paid by non-city resident visitors to San Francisco Botanical Garden is on pace to bring a half million dollars a year to the city's Recreation and Park Department, General Manager Phil Ginsburg announced today.

The non-resident fee for visitors to the Golden Gate Park attraction was initiated last summer as a pilot project to protect city general fund-supported recreation programs such as after school and senior programs and general fund support for workers who staff recreation centers and maintain city park property.

"Given the fiscal challenges faced by our city, the Recreation and Park Department is committed to doing everything it can to protect recreational programs, parks and recreation centers so critical to the quality of life of all San Franciscans," Ginsburg said.

Ginsburg asked for a review of receipts and of projections for the Botanical Garden as the Board of Supervisors prepares to entertain legislation introduced by Mayor Edwin Lee to make permanent the \$7 fee for non-resident visitors. **Admission for San Francisco residents would remain free.**

Competing legislation being authored by Supervisor John Avalos would end the program. The supervisor said he would replace the lost funding in the upcoming fiscal year by tapping revenue from an increase in city real estate transfer taxes, however, his proposal is a one-time only solution and does not address funding for subsequent years.

Vince Courtney, business agent for the Laborers Union Local 261, which represents Recreation and Park gardeners, encouraged Avalos to give the pilot project more time and not to unnecessarily take new tax dollars away from other essential city services.

"The reality of the times we are in is that city governments are going to have to be creative and look for ways to leverage private sources of funding where appropriate and practical to protect scarce public dollars," said Courtney, who also is a member of the San Francisco Public Utilities Commission.

According to the review ordered by Ginsburg, Recreation and Park Department receipts from the non-resident Botanical Garden fee raised \$209,561 between August 7 and February 28, 2011.

For the fiscal year ending June 30, receipts are on track to reach \$402,401. For fiscal year 2011-2012, which would be the first full year of the program, the Department estimates revenue at \$542,055. To illustrate the potential of the non-resident fee, the neighboring Japanese Tea Garden currently generates \$2 million in non-resident admission fees each year.

In charging \$7 for non-residents, San Francisco Botanical Garden joins other comparable botanical gardens in the nation that charge an admission fee, although most charge for both residents and non-residents (including New York and Denver). Of the 14 comparable botanical gardens in the US, only two do not charge admission fees (Seattle and Chicago); however, the Chicago Botanic Garden charges \$20 for parking. The average admission charge - including the two that charge no fees - is \$9.28 for adults. San Francisco charges only \$7 for adults.

San Francisco Botanical Garden is a specialty garden that occupies 55 acres within Golden Gate Park and requires 11 fulltime gardeners for upkeep. By comparison, McLaren Park is 317 acres and has only four gardeners. At a time when the Department remains nearly 200 gardeners short of where it should be, revenue from the non-resident fee will help subsidize staffing costs at the garden, freeing up funding for neighborhood park maintenance.

The San Francisco Botanical Garden Society has helped the city administer this new non-resident fee and has invested \$74,515 in start up costs for the program. The Botanical Garden Society has enjoyed a 55-year partnership with the city maintaining, promoting, preserving and enhancing the Garden. They have historically contributed financial, programmatic, managerial, staff time, and expertise to support San Francisco Botanical Garden.

2/28/2011 (to date)
10 mo/ 3wks (thru June)
2011-2012 Projections

RPD INCOME

Admission Ticket Sales

\$ 206,684.30

\$ 394,302.00

\$ 535,139.00

Non-Resident Members

\$ 2,877.00

\$ 8,099.00

\$ 6,916.00

Total Income

\$ 209,561.30

\$ 402,401.00

\$ 542,055.00

RPD EXPENSES

\$ (154,737.00)

\$ (226,916.87)

\$ (283,479.79)

NET INCOME

\$ 54,824.30

\$ 175,484.13

\$ 258,575.21

SFBGS START UP COSTS

-

\$ 74,515.87

NET INCOME

-

\$ 250,000.00

\$ 258,575.21

Forward **email**

This revenue forecast for this fiscal year has now been downgraded to \$355,000 as of late March upon the BoS Budget Analyst's inquiry.

Actual income after 7 months of operation - updated number for March is \$59,000 after 8 months.

Subsidy by S.F. Botanical Society to make-up the shortfall to promised \$250,000 (increased to \$104,000 to make up for bigger shortfall and likely to go up again from here - see page 2 of this report about risk to the projections for the final 3 months of the year).

This income forecast for next year (F'12) assumes a 50% increase in visitation - RPD has now increased this to \$337,000 even as they reported their latest downgrade to this year's projections last week.

Current Admission Figures
August 7, 2010 through February 28, 2011

**EXHIBIT 4 - RPD Presentation at
 PROSAC meeting March 2011**

Type	Number	Percentage	Revenue	Revenue Per Day
Resident	81,065	59.5%	\$0	\$0
Non-Resident	32,520	40.5%	\$209,561	\$1,027
Total	113,585	100%	\$209,561	\$1,027

Projected Admission Figures
FY 2011-2012

Type	Number	Percentage	Revenue	Revenue Per Day
Resident	88,410	51%	\$0	\$0
Non-Resident	84,943	49%	\$535,139	\$1,549
Total	173,353	100%	\$535,139	\$1,549

FY'12 Forecast assumes 50% higher revenue per day than actually experienced so far.

Projection Explanation

In the first month of operation, attendance at the Botanical Garden was 61% resident and 39% non-resident. The number of non-residents on average per day has been steadily increasing since then. In the month of February, attendance was 52% resident and 48% non-resident. With increased marketing and outreach to tourist organizations, as well as the approach of the busy, warm summer months, we expect that trend to continue. Hence, the conservative projection of 51% free and 49% paid for next year.

1 st Month of Operation (September 2010)		7 th Month of Operation (February 2011)	
Type	Percentage	Type	Percentage
Resident	59.5%	Resident	52%
Non-Resident	40.5%	Non-Resident	48%
Total	100%	Total	100%

**SF Botanical Gardens Admissions
Income Statement
Projection June 30, 2011**

RPD counting pre-existing membership dues as ticket sales

	10 mo/3 wks	12 months
RPD REVENUE INCOME		
Admission Ticket Sales	\$ 394,202.00	\$ 463,689.00
Non-Resident Members	\$ 8,099.00	\$ 8,848.00
Total Income	\$ 402,401.00	\$ 472,537.00
SFBG Society EXPENSE PAYROLL EXPENSE		
Salaries	\$ 151,064.87	\$ 166,425.47
Taxes/Benefits	\$ 29,912.26	\$ 31,825.86
Total Payroll Expense*	\$ 180,977.13	\$ 198,251.33
START-UP COSTS		
Hiring/Recruitment Costs	\$ 1,775.00	\$ 1,775.00
Admission Prep	\$ 1,200.00	\$ 1,200.00
Total Start-up Costs	\$ 2,975.00	\$ 2,975.00
EXPENSES		
Supplies	\$ 2,735.83	\$ 2,984.54
Printing	\$ 9,142.48	\$ 9,973.61
Telephone	\$ 9,558.00	\$ 9,705.00
Security	\$ 15,266.76	\$ 15,266.76
Bank Fees	\$ 551.93	\$ 569.73
Credit Card Fees	\$ 4,260.02	\$ 4,330.91
Payroll Services	\$ 1,449.72	\$ 1,606.44
Total Expenses	\$ 42,964.74	\$ 44,436.99
RPD Net Revenue	\$ 250,000.00	\$ 250,000.00
Net Income/Expense	\$ (74,515.87)	\$ (23,126.32)
SFBG Society Investment	\$ 74,515.87	\$ 23,126.32

S.F. Botanical Garden Society Subsidy to make the RPD forecast balance out. This has now been upped to \$106,066 after the second downward revenue revision in March

SF Botanical Gardens Admissions
Income Statement
Projection July 2011 - June 2012

2011-2012 Projections

Assumes 50% increase in paying visitation and counts existing membership dues as ticket sales

RPD REVENUE INCOME	
Admission Ticket Sales	\$ 535,139.00
Non-Resident Members	\$ 6,916.00
Total Income	\$ 542,055.00
SFBG Society EXPENSE PAYROLL EXPENSE	
Salaries	\$ 218,180.34
Taxes/Benefits	\$ 42,537.83
Total Payroll Expense	\$ 260,718.17
EXPENSES	
Supplies	\$ 2,984.54
Printing	\$ 9,973.61
Telephone	\$ 1,764.00
Bank Fees	\$ 602.11
Credit Card Fees	\$ 5,400.00
Payroll Services	\$ 2,037.36
Total Expenses	\$ 22,761.62
RPD Net Revenue	\$ 250,000.00
Net Income/Expense	\$ 8,575.21