Fort Worth Botanic Garden
Task Force Report

Park & Recreation Advisory Board Work Session
September 26, 2018, 3:00 PM

Presented by: Sal Espino, Task Force Chair
Susan Alanis, Assistant City Manager
Richard Zavala, Director, Park & Recreation Department
Bob Byers, Director, Fort Worth Botanic Garden
Task Force Members

- Chair Salvador Espino
- Co-Chair John Avila
- Greg Bird
- Walter Dansby
- Ralph Emerson
- Jim Estill
- Pete Geren
- Laura Harrison
- Sheila Hill
- Adelaide Leavens
- Marty Leonard
- Elaine Petrus
- Scott Wilcox
- Julie Wilson
- Mitch Whitten
- Harvey Yamagata
Strategic Plan: Task Force

**Purpose:** To formulate **prudent** financial management policy recommendations that will **strategically ensure** the **sustainability** of the Fort Worth **Botanic Garden** and effectively **maximize the full potential** of the Garden as a **world class** museum while maintaining **accessibility** to all citizens.
Key concerns for the Task Force

1. Establish the **current condition** and **long term needs** of the Garden,

2. Determine what **additional funding** was **needed** to assure **sustainability** and review possible new funding sources,

3. Consider the **impact of potential fees** on the public and develop mechanisms that would assure **accessibility**, and

4. Evaluate various **governance options** and recommend which would **best serve the Garden**.
Overview
Strategic Plan Implementation
Strategic Plan: Action for next 12 months

November 15, 2016 – M&C G-18885

Accepted the Strategic Plan and referred the Plan to the City Manager and staff for further review and evaluation to develop strategies and policies for the implementation of the Plan.
Strategic Planning Process

• Planning Committee Representatives:
  • 3 FWBS, Inc.; 3 FWGC, Inc.; 1 BRIT
  • 1 Texas Garden Clubs
  • 1 Park & Recreation Advisory Board member; Botanic Garden and City staff

• Three public meetings

• Web comments, emails from the public, individual meetings with consultant team, all public documents posted on website

• Reports/Presentations
  • Park and Recreation Advisory Board 2016: April 27, May 25, July 27, August 24
Resulting Strategic Plan Objectives

• Transform the **Guest Experience**
• Establish the Fort Worth Botanic Garden as a **leader in public programs**
• Implement key parts of the City Council adopted **2010 Master Plan**
• Repair, renovate, and improve gardens, features and facilities
• Reorganize the Garden’s support groups to improve the Garden’s management and to increase support

Clear conclusion: $15M+ in needed capital maintenance and repairs before we can pursue larger aspirations.
Direction from City Council

- Realign governance and existing financial resources
- Identify capital infrastructure costs
- Assemble more visitor information
- Subsequent process to consider fees and non-profit status

Seized opportunity to develop **partnership with BRIT** starting with volunteer management and education programs along with collaboration for marketing.
Direction from City Council

- Realign governance and existing financial resources
- Identify capital infrastructure costs
- Assemble more visitor information
- Subsequent process to consider fees and non-profit status
Accomplishments

1. Setup **Special Revenue Fund** for Fort Worth Botanic Garden

2. Redirected **income** currently flowing to support groups and for **contract maintenance services** and operational support

3. City assumed **expenses** (and **corresponding revenues** to fund positions)
Direction from City Council

- Realign governance and existing financial resources
- **Identify capital infrastructure costs**
- Assemble more visitor information
- **Subsequent process to consider fees and non-profit status**
Our Team

Elements of Architecture, Inc.
Architects

Dunaway Associates, L.P.
Civil Engineers

R. L. Woods & Associates, LLC
Structural Engineer

Greenscape Pump Service, Inc.
Water Feature Consultant

Torres Engineering Services, Inc.
MEP Engineers

Rough Brothers, Inc.
Greenhouse Consultant
## Facilities Assessment – Examples

<table>
<thead>
<tr>
<th>ZONE 1</th>
<th>$5,076,087</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conservatory</td>
<td>$2,266,314</td>
</tr>
<tr>
<td>Deborah Beggs Moncrief Garden Center</td>
<td>$1,431,059</td>
</tr>
<tr>
<td>Dorothea Leonhardt Lecture Hall</td>
<td>$696,950</td>
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</table>

<table>
<thead>
<tr>
<th>ZONE 2</th>
<th>$6,758,376</th>
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</thead>
<tbody>
<tr>
<td>Parking Areas and Miscellaneous Site Areas</td>
<td>$2,679,600</td>
</tr>
<tr>
<td>Production Fiberglass Greenhouse</td>
<td>$1,001,880</td>
</tr>
<tr>
<td>Production Glass Greenhouse</td>
<td>$691,866</td>
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</table>

<table>
<thead>
<tr>
<th>ZONE 3</th>
<th>$1,702,907</th>
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</thead>
<tbody>
<tr>
<td>Karesanui (&quot;Dry landscape&quot;) Garden</td>
<td>$476,100</td>
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<tr>
<td>Miscellaneous Site Elements</td>
<td>$423,000</td>
</tr>
<tr>
<td>Waterfall</td>
<td>$300,000</td>
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</table>
## Facilities Assessment – Examples

### ZONE 4

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekend Parking</td>
<td>$128,720</td>
</tr>
<tr>
<td>Trial Garden</td>
<td>$46,770</td>
</tr>
<tr>
<td>Japanese Garden Parking</td>
<td>$31,200</td>
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### ZONE 5

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>South Vista</td>
<td>$846,000</td>
</tr>
<tr>
<td>Victor &amp; Cleyone Tinsley Rock Springs Garden</td>
<td>$787,314</td>
</tr>
<tr>
<td>Rose Ramp</td>
<td>$159,600</td>
</tr>
</tbody>
</table>

### TOTAL

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$15,768,961</strong></td>
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</tbody>
</table>
Direction from City Council

- Realign governance and existing financial resources
- Identify capital infrastructure costs
- Assemble more visitor information
- Subsequent process to consider fees and non-profit status
Intercept Survey Statistics

Japanese Garden admission tickets sold 120,705
Conservatory admission tickets sold 31,267
Other people who visited the Botanic Garden 182,468
Total projected visitors, 1/1/17 – 12/31/17 334,440
Total projected economic impact $10,223,831
## General Information on Purpose of Visit

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>All Visitors</th>
<th>FW Visitors</th>
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</thead>
<tbody>
<tr>
<td>First Time Visit?</td>
<td>Yes</td>
<td>32.7</td>
<td>78.3</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>67.1</td>
<td>21.3</td>
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<tr>
<td>Average # of Visits</td>
<td></td>
<td>6.95</td>
<td>7.36</td>
</tr>
<tr>
<td>What Areas to Visit</td>
<td>General Area</td>
<td>60.5</td>
<td>72.1</td>
</tr>
<tr>
<td></td>
<td>Japanese Garden</td>
<td>34.2</td>
<td>24.3</td>
</tr>
<tr>
<td></td>
<td>Conservatory</td>
<td>5.3</td>
<td>3.6</td>
</tr>
</tbody>
</table>
Fort Worth residents versus all visitors

- Fort Worth: 38.5%
- DFW Metro: 35.9%
- Texas (Outside DFW): 19.2%
- Out of State/Foreign: 6.5%
Paid Admission Attractions Visited

- Fort Worth Zoo: 35%
- FW Museum of Science & History: 19%
- Modern Art Museum: 16%
- Nature Center: 11%
- National Cowgirl Hall of Fame: 8%
- Log Cabin Village: 8%
- None of the above: 3%
If the Botanic Garden had an Admission Fee
Do you think people would come:

- Just as Often: 15.8%
- Somewhat Less Often: 35.2%
- Much Less Often: 39.2%
- Not Sure: 9.7%
Demographics: Age

- Under 25: 10.3%
- 26-49: 63.5%
- 50-64: 21%
- 65 or older: 5%
- Declined: 0.3%
Demographics: Household Income

- $0-$25,000: 4.3%
- $26,000-$50,000: 17.3%
- $51,000-$100,000: 45.3%
- More than $100,000: 23.8%
- Declined: 9.4%
Demographics: Ethnicity
Recorded by Interviewer Observation

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White/Caucasian</td>
<td>65.4%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>16.9%</td>
</tr>
<tr>
<td>Black/African</td>
<td>9.3%</td>
</tr>
<tr>
<td>Asian</td>
<td>6.9%</td>
</tr>
<tr>
<td>Other</td>
<td>1.5%</td>
</tr>
</tbody>
</table>
Direction from City Council

- Realign governance and existing financial resources
- Identify capital infrastructure costs
- Assemble more visitor information
- Subsequent process to consider fees and non-profit status
FY2018 Fort Worth Botanic Garden Budget

- Local Government Support: $3,002,533 (53%)
- Admission Fees: $772,782 (14%)
- Membership: $19,000 (0%)
- Education: $26,080 (0%)
- Rentals: $797,967 (14%)
- Special Events: $465,280 (8%)
- Private Support: $150,932 (3%)
- Gift Shop: $428,000 (8%)
- Food Service: $0 (0%)

TOTAL: $5,601,152
General Conclusions

1. Strategic Plan identifies specific actions toward implementing 2010 Master Plan and identified a $1.2M annual operating shortfall.

2. More than $15M in capital repairs are required to maintain the status quo and is symptomatic of chronic underfunding.

3. 2/3 of visitors are not residents of Fort Worth.
General Conclusions

4. Doing nothing is not an option or we risk the rest of the garden disappearing like the Fragrance Garden.

5. Long-term, bond program support and significant philanthropic giving are necessary to achieve the full potential.
Revenue
General Findings and Recommendations

• **Finding:** There is a **clear financial need** to better fund general operations and maintain the current Garden infrastructure. **Without transformational change, the Garden is not financially sustainable.**

• **Finding:** The Garden will require **significant additional financial support** to realize the aspirations of the **2010 Master Plan.**
General Findings and Recommendations

RecommenDation: A broad based funding approach utilizing city funding, enhanced generated revenues, and bond funding should be used to address current deferred maintenance needs and assure adequate operational funding to prevent future maintenance and programmatic shortfall.
General Findings and Recommendations

• Finding: Operating revenue not only needs to increase, but to come from more broadly based sources including memberships, private and corporate giving, and greater generated revenues.

• Finding: An admission fee is necessary to accomplish these goals, but should be closely tied to accessibility options that allow all citizens to benefit from the Garden and its programs. It not only provides needed financial support, but also drives a robust membership program important for a successful development program.
Revenue Goals

1. Find **best compromise between revenue and affordability**
2. Invest in **programs** that improve **access**
3. Engage and support **families**
4. Improve **programming**
5. Fully fund **operating needs** and address **deferred maintenance**
General Findings and Recommendations

Recommendation: General Admission Fees*
Replaces current $7 Japanese Garden admission fee and $2 Conservatory admission fee

<table>
<thead>
<tr>
<th></th>
<th>Adult</th>
<th>Child, 6 – 15</th>
<th>Senior, 65+</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$12</td>
<td>$6</td>
<td>$10</td>
</tr>
</tbody>
</table>

50% discount 20% discount

*Accessibility through Lone Star Card discounts, MusePass, Blue Star Program
## Recommended Membership Fees

<table>
<thead>
<tr>
<th>Level</th>
<th>Includes: Plus reciprocal privileges</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family</td>
<td>2 names adults &amp; all children &lt;18 years in household</td>
<td>$100</td>
</tr>
<tr>
<td>Lone Star Family</td>
<td>Same as above</td>
<td>$30</td>
</tr>
<tr>
<td>Individual</td>
<td>One named adult</td>
<td>$50</td>
</tr>
<tr>
<td>Dual</td>
<td>Two names adults</td>
<td>$80</td>
</tr>
<tr>
<td>Contributing</td>
<td>Family plus 1 additional adult per visit</td>
<td>$200</td>
</tr>
<tr>
<td>Supporting</td>
<td>Family plus 2 additional adults per visit</td>
<td>$500</td>
</tr>
<tr>
<td>Sponsor</td>
<td>Family plus 2 adults per visit and 2 event tickets</td>
<td>$1,000</td>
</tr>
</tbody>
</table>
Accessibility
Accessibility Goals

1. Provide **multiple options** for various ways to access the garden
2. Reduce **impact on membership** through **carefully crafted programs**
3. **Avoid issues** other institutions have experienced **relying on free admission** to assure **accessibility**
Research Suggests

1. Free days as primary access strategy do not change visitor demographics or reach underserved audiences

2. Well designed programs funded by adequate revenue does improve access

3. Properly funded offerings and facilities build audiences, including underserved
Recommended Accessibility Options

1. **Membership: Family membership** $100 (cost of ~3.5 visits for family of 4) or **$8.33 a month**. Reciprocal admission to 200+ gardens.

2. **Lone Star Card Discounts, SNAP/WIC**
   - **Discounted Family Membership.** $30 or **$2.50 per month.** Includes Reciprocal Admission.
   - **Museums4All.** National program allows families for $1.00 admission per adult family member.
3. **MusePass.** Free family passes in each Fort Worth public library. Encourages library visits.

4. **Sponsored Field Trips.** Sponsored 3rd grade field trips for FWISD schools. Includes one time free family pass per student.

5. **Blue Star Program.** Free admission to active duty military families from Memorial Day to Labor Day.

6. **Family Community Pass Program.** Family passes distributed through non-profit organizations.
Projected Revenues and Expenditures
### Visitation Assumptions

<table>
<thead>
<tr>
<th>Intercept Study Visitor Estimate</th>
<th>334,440</th>
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<tbody>
<tr>
<td>20% decrease year 1</td>
<td>-66,888</td>
</tr>
<tr>
<td>Estimated member visits per year 1</td>
<td>-9,982</td>
</tr>
<tr>
<td>Free children under 5 years old</td>
<td>-33,631</td>
</tr>
<tr>
<td>Adjusted Visitation</td>
<td>223,393</td>
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</table>
## Revenue Projections

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions</td>
<td>$982,138</td>
<td>$2,343,755</td>
<td>$2,414,068</td>
<td>$2,486,490</td>
<td>$2,561,084</td>
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<tr>
<td>Generated Revenue</td>
<td>$1,563,840</td>
<td>$1,569,065</td>
<td>$1,446,987</td>
<td>$1,635,544</td>
<td>$1,504,933</td>
</tr>
<tr>
<td>Membership/Donation</td>
<td>$256,000</td>
<td>$342,000</td>
<td>$403,225</td>
<td>$470,071</td>
<td>$518,453</td>
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<tr>
<td>City Subsidy</td>
<td>$3,045,821</td>
<td>$3,137,196</td>
<td>$3,231,311</td>
<td>$3,328,251</td>
<td>$3,428,098</td>
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<tr>
<td>Gross Revenue</td>
<td>$5,847,799</td>
<td>$7,392,016</td>
<td>$7,495,591</td>
<td>$7,920,355</td>
<td>$8,012,569</td>
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</table>
# Expense and Operating Balance Projections

<table>
<thead>
<tr>
<th>Gross Revenue</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$5,847,799</td>
<td>$7,392,016</td>
<td>$7,495,591</td>
<td>$7,920,355</td>
<td>$8,012,569</td>
<td>$8,347,835</td>
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</table>

<table>
<thead>
<tr>
<th>Expense</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Labor Costs</td>
<td>$3,413,589</td>
<td>$3,515,997</td>
<td>$3,621,477</td>
<td>$3,730,121</td>
<td>$3,842,024</td>
<td>$3,957,285</td>
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<tr>
<td>Direct Expenses</td>
<td>$1,987,401</td>
<td>$2,047,023</td>
<td>$2,108,434</td>
<td>$2,171,687</td>
<td>$2,236,837</td>
<td>$2,303,942</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$5,400,990</td>
<td>$5,563,020</td>
<td>$5,729,910</td>
<td>$5,901,808</td>
<td>$6,078,862</td>
<td>$6,261,228</td>
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<table>
<thead>
<tr>
<th>Net Revenue</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
</tr>
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<tbody>
<tr>
<td>Net Revenue</td>
<td>$446,809</td>
<td>$1,828,996</td>
<td>$1,765,681</td>
<td>$2,018,547</td>
<td>$1,933,708</td>
<td>$2,086,608</td>
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<tr>
<td>Debt Service</td>
<td>$0</td>
<td>$756,281</td>
<td>$915,000</td>
<td>$868,313</td>
<td>$847,563</td>
<td>$826,813</td>
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<tr>
<td>Start-Up Costs</td>
<td>$460,000</td>
<td>$640,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Proposed Positions</td>
<td>$48,030</td>
<td>$322,249</td>
<td>$512,320</td>
<td>$617,870</td>
<td>$745,885</td>
<td>$768,262</td>
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<tr>
<td>Balance</td>
<td>$-61,222</td>
<td>$110,466</td>
<td>$338,360</td>
<td>$532,364</td>
<td>$340,260</td>
<td>$491,533</td>
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</table>
Growing the Future

10 Year Vision Plan
Funding Strategy

- Combines deferred maintenance with new development
- Leverages philanthropy with bond funding
- Reduces admission fees needed to retire maintenance bond
- Reevaluate mission
- Increase flexibility
- Refocus collection
- Maximize use
- Estimated Cost - $5.3M
• Increase safety
• Improve visitor experience
• Build better connections
• Provide better access
• Improve parking
• Estimated Cost - $6.8M
• Expand culinary displays
• West Vista renovation
• Teaching kitchen
• Trial Garden
• North Texas Dry Landscape
• Estimated Cost - $5.6M
• Move maintenance compound
• Better service access
• Children’s Garden
• Education building
• Estimated Cost - $20.5M
## Financing the Vision

### Proposed Deferred Maintenance Funding

<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
<th>Funding Source</th>
<th>Principal</th>
<th>Interest Costs</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>Bond 1</td>
<td>General Admission</td>
<td>$10,000,000</td>
<td>$4,263,750</td>
<td>$14,263,750</td>
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<tr>
<td>2022</td>
<td>Bond 2</td>
<td>2022 Bond Election</td>
<td>$5,000,000</td>
<td>$2,131,875</td>
<td>$7,131,875</td>
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<tr>
<td>2026</td>
<td>Bond 3</td>
<td>2026 Bond Election</td>
<td>$2,000,000</td>
<td>$852,750</td>
<td>$2,852,750</td>
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<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$17,000,000</strong></td>
<td><strong>$7,248,375</strong></td>
<td><strong>$24,248,375</strong></td>
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### 10 Year Vision Plan

<table>
<thead>
<tr>
<th>Goal</th>
<th>Estimated Cost</th>
<th>2022 Bond</th>
<th>2026 Bond</th>
<th>Philanthropy</th>
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<tbody>
<tr>
<td>Renovate Conservatory</td>
<td>$5,300,000</td>
<td>$500,000</td>
<td>$-</td>
<td>$4,800,000</td>
</tr>
<tr>
<td>Improve Circulation</td>
<td>$6,800,000</td>
<td>$1,000,000</td>
<td>$-</td>
<td>$5,800,000</td>
</tr>
<tr>
<td>Teaching Gardens</td>
<td>$5,600,000</td>
<td>$500,000</td>
<td>$-</td>
<td>$5,100,000</td>
</tr>
<tr>
<td>Children's Garden</td>
<td>$20,500,000</td>
<td>$3,000,000</td>
<td>$2,000,000</td>
<td>$15,500,000</td>
</tr>
<tr>
<td><strong>Total Funding</strong></td>
<td><strong>$38,200,000</strong></td>
<td><strong>$5,000,000</strong></td>
<td><strong>$2,000,000</strong></td>
<td><strong>$31,200,000</strong></td>
</tr>
</tbody>
</table>
General Findings and Recommendations

Finding: A more agile governance model is required that promotes development and management of private resources and allows business-based operations needed to fully realize the Garden’s potential.
Recommendation: Governance of the Garden should be transitioned to non-profit management, with a staff-led process to select the best non-profit partner using criteria approved by City Council, followed by transitional goals and timelines established by contract and approved by City Council.
Task Force Schedule

- Park & Recreation Advisory Board
  - Work Session – September 26, 2018
  - Action Item – October 24, 2018
- Fort Worth City Council
  - Work Session – October 30, 2018
  - M&C – November 13, 2018
Discussion and Questions