

Fort Worth Botanic Garden Strategic Plan Phase One Implementation including Earned Revenues, Staff and Operational Expenses

Presented March 21, 2017

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Strategic Plan Overview

Phases I and II



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.

Realign **governance** and existing **financial resources**

Identify needed capital **infrastructure costs**

Assemble more **visitor information**

Strategic Plan Objectives

1. Transform the **guest experience**
2. Establish the Fort Worth Botanic Garden as a leader in **public programs**
3. Implement key parts of the City Council adopted **2010 Master Plan**
4. **Repair, renovate, and improve gardens, features and facilities**
5. **Reorganize** the Garden's support groups to **improve** the Garden's **management** and to **increase private support**

Strategic Plan: Phase IA - Scope

1. Setup **Special Revenue Fund** for Fort Worth Botanic Garden
2. Revenues and expenses from General Fund to Special Revenue Fund
3. **Redirect income** currently flowing to support groups
 - Admissions** – Conservatory and Japanese Garden
 - Rentals** – Japanese Garden, Garden Center, Botanic Garden areas
 - Retail** – Photography, Treasure Tree Gift Shop, etc. (including one-time donation of Gift Shop inventory)
4. **Redirect funds** coming from other organizations for **contract maintenance services** and operational support
 - Botanical Research Institute of Texas
 - Fuller Foundation

Strategic Plan: Phase IA - Scope

- 5. City assumes **expenses** (and **corresponding revenues** to fund positions)
 - 9 CFW staff** – Fort Worth Garden Club, Garden Center Committee
 - 8 CFW staff** – Fort Worth Botanical Society
 - 10 FWBS staff** – 9 currently filled, 1 vacant
 - 3.5 A.P. new CFW staff** – housekeeping, customer service, electrician
 - Related operating expenses

The Garden currently also has **28 General Fund A.P.**

Implementing Phase IA will have **no impact** on General Fund

Strategic Plan: Phase IB - Scope

1. Finalize review on which **existing funds** are **to be transferred**
2. Identify needed capital **infrastructure costs**
 - Professional Services Agreement for Assessment of Facility Conditions at the Fort Worth Botanic Garden (M&C C-28127)
3. Assemble more **visitor information**
 - Intercept survey funded by FWBS & FWGC
 - 1600 surveys (400 per quarter)

Annualized Budget

March 10, 2017

Current		Proposed	
General Fund Revenue	\$2,864,533	Special Revenue Fund	\$5,150,066
Special Purpose Revenue	\$2,285,533		
General Fund Expense	\$2,864,533	Special Revenue Expenses	\$4,875,136
Special Purpose Expense	\$1,744,831	(Expenses include additional 3.5 A.P)	
Net to Support Grp. Reserves & Pay-Go	\$ 540,702	Potential Pay-Go	\$ 274,930

Phase I - Results



Special projects/events

Receives donations & memberships

***Garden
Center
Committee***



Fort Worth Botanical Society, Inc.

Special Projects and events

Receives donations & memberships

**Receives \$ for Gardens Restaurant and
maintains restaurant equipment**



All employees are now CFW

**Special Purpose Fund to
receive all earned revenues**

Transitional Committee

Strategic Plan: Phase IA Timeline

- November 15, 2016 – City Council authorized acceptance of the Plan
- January 25, 2017 – Park Board briefing
- February 22, 2017 – Park Board endorsed Phase IA actions
- **March 21, 2017 – City Council update** on the Plan implementation
- **March 28, 2017 – City Council Phase IA actions** (3 separate M&C's)
- **April 29, 2017 – Phase IA implemented**

Strategic Plan: Phase IB Timeline

- February 2017 - March 2018 - Visitor intercept survey
- April 2017 - Phase IA implemented
- **April - June 2017 - Earned revenue reconciliation**
- **April - August 2017 - Facilities assessment**
- **May - September 2017 - Program partnership with BRIT (education and volunteer programs)**

March 28 M&C's

Strategic Plan Implementation approvals:

Authorize Special Revenue Fund for all operating revenues & expenses

Assignment of **FWBS employees** to city positions (10.0 A.P.)

Establish **new city positions** (3.5 A.P.)

FWBG Contracts:

Authorize **amended and restated contracts** with FWBS and FWGC

Purchase Agreements for Treasure Tree Gift Shop:

Accept **current inventory** from FWBS

Approve annual **budget** for **gift shop merchandise**

Authorize **vendor contracts**

Strategic Plan: Phase II - Scope

1. Explore the establishment of, or partnership with, a **non-profit entity**
2. Primary focus - **fund raising and membership**
3. Non-profit receives **retained funds** from **FWBS** and **FWGC**
4. **Insurance** to cover any **outstanding liabilities**
5. **Time table** to develop contract between city and non-profit
 - October 2017 - March 2018

Questions?

