

Guidelines for Task Force Deliverables

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.

The purpose of the Task Force is to consider available information and advise city staff in preparing recommendations to City Council to assure the long term sustainability of FWBG. The previous management approach has led to a system where multiple entities managed funds, the Garden was inconsistently maintained, and a unified vision for the institution was not possible. More importantly, there has been no method for systematically seeking private capital and operating funds, resulting in FWBG falling far behind its national peers with respect to that important source of revenue and community support.

Much of the background information needed is provided in the Strategic Plan, but those recommendations require a plan for practical application.

The Task Force will:

- Review research findings to establish a common understanding of the true business position of the FWBG.
- Recommend a funding strategy and management model including new revenue sources if required to sustain the FWBG as a world class cultural institution.
- Propose ambitious but achievable timelines to assure that momentum for stabilizing FWBG's finances and reorganizing governance is maintained.

Specifically, the following questions will be answered by the Task Force as a foundation of the recommendations:

1. Do you agree with the premise of the financial need to maintain the current Garden infrastructure?
2. Do you agree with the financial need to fulfill the aspirations of the Master Plan?
3. Do you support the quick wins and future planning initiatives identified in the Strategic Plan?
4. What purpose do special events play in the financial plan? What purpose do special events play in the success of the Garden?
5. Do you think that a robust membership program is important for a successful development program?
6. Do you think a non-profit structure aides the viability of a successful development program? What is the benefit of partnering with an existing non-profit versus forming a new one? Is BRIT a viable option for this role?
7. Do you agree that a General Admission fee must be a component of the financial solution or are there viable, preferred alternatives?
 - a. If yes, which accessibility options most appeal to the group?
 - b. If no, what are the risks to the Garden's future with a continued reliance on tax dollars?

The Task Force provides a fresh perspective, acts as an objective voice, and provides outreach and advocacy to the community. The intent is to build understanding of how much more a world-class botanical garden can offer our community and establish what changes are best for Fort Worth. In order to achieve those goals members should:

- Monitor, guide, and actively participate in the process at Task Force meetings;

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- Define values and create criteria for all decisions, then analyze various options against them;
- Manage the process, engage the public in cooperation with city staff and ensure that discussions align with the agreed requirements;
- Resolve conflicts and disputes, reconcile differences of opinion and approach; and
- Present formal recommendations to the City on finances and governance.

Tenets

An effort affecting so many different segments of the community requires principles or core values to guide decision-making. The task force will:

- *Actively pursue collaboration, consensus, and inclusion;*
- *Assure accuracy and accountability;*
- *Promote innovative solutions;*
- *Assure accessibility to all our citizens; and*
- *Seek to realize the full potential of FWBG as a world-class botanic garden.*

Products

The following documents will be produced during the course of the task force's work.

A **Statement of Institutional Viability** outlining operational, financial, and management status at FWBG. This document is intended to compile available information for Council into a single document that informs their decisions on other recommendations. It is further intended to help the public understand that status and the basis for decisions.

A **Fiscal Plan Recommendation** on steps necessary to achieve financial sustainability, including new revenue strategies as needed, to assure FWBG not only survives, but also thrives as a cultural center of excellence for Fort Worth.

A **Governance Recommendation** on the best operating model for the FWBG. Primary objectives will be to:

- maximize potential for revenue from private, generated, and public funding sources;
- make best use of those funds in building and managing a world class facility; and
- define non-profit services such partners must provide to assure a thriving public garden for Fort Worth.

Additionally, the task force will approve **Addenda** to these recommendations including:

- summaries of all research considered;
- a record of public comments and concerns;
- reports on task force findings and public meetings; and
- other information necessary to fully understand the recommendations presented.