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	Yes	No	Yes	No	Completed	Further Action Required	Sommente
Periodically (suggested annually) convene all pertinent managers and staff tasked with providing key services in helping Boerner Botanical Gardens achieve its stated mission, for the purpose of evaluating the current applicability of the Master Plan for achieving that mission.	X			N/A	X		Auditee  December 2015 Response:  Annual Meeting was held August 19, 2015. FBBG and BBG managers and leadership met September 1, 2015 and September 28, 2015 and plan to meet again to discuss finalizing the MOU in early December.  Preliminary discussions have begun between FBBG and BBG to revise Master Plan.  Current draft of the MOU calls for bi-annual meetings between the Parks Director, the Gardens Director and appropriate Parks staff and the Friends Board of Directors to workshop current accomplishments, plans, and issues.  The MOU also requires that the Gardens Director and President of the Friends hold monthly one-onone meetings every month.  June 2016 Update:  Monthly one-on-one continuing Parks Director reviewed draft RFP for Master Plan update. Final edits with Procurement scheduled  November 2016 Update: Complete and ongoing bi-annually according to the MOU (section 3.b.) that was adopted by the County Board on 06/23/2016.  June 2017 Update: Complete. In accordance with the MOU, workshops involving staff from both BBG and FBBG for coordination on garden projects, volunteers, marketing and special

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Plan and develop a Business Plan. The evaluation of the current mission statement has been included in the scope

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	Yes	No	Yes	No	Completed	Further Action Required	- Commonte
							of work for the consultant to review and update as appropriate. Consultant work is anticipated to be completed in 2018.  June 2018 Update: Since the initial effort to produce a Master Plan for BBG was discussed, a separate planning effort was created to focus on a similar topic at the Mitchell Park Domes. As both facilities are integrated within the Parks Horticulture Division, the Master Plan for BBG was held in order to provide more time for the scope of the Domes planning effort to be developed in order to identify potential efficiencies. BBG mission statement evaluation will begin independent of a master planning effort.  December 2018 Update: Boerner staff has recently met to discuss the current mission statement independent of a master planning effort. Revisions to the statement have been drafted and are being reviewed by Boerner staff and Parks management. It is anticipated that a final revised mission statement will be developed for County Board consideration in the first quarter of 2019.  May 2019 Update: Boerner Botanical Gardens staff and Parks management have drafted a new mission statement which will be submitted for County Board consideration in July 2019.  November 2019 Update: Botanical Gardens mission statement may be considered in conjunction with review of all individual park and facility mission statements, as well as the Parks overarching

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	Yes	No	Yes	No	Completed	Further Action Required			
							mission statement to ensure alignment.  Additional Parks Update (11/11/19): The Boerner Botanical Gardens mission statement has been evaluated and no changes are deemed necessary at this time.		
3. Develop a revised MOU between the County and FBBG consistent with the guidelines established in Chapter 13 of the Milwaukee County Code of General Ordinances, for County Board consideration that clearly sets forth the rights and responsibilities of each party. The MOU should include a reasonable contribution from FBBG to help defray the cost of operating the Education and Visitor Center. UW-Extension should be considered as a signatory if contributions are expected from it as well.	X				X		Auditee:  December 2015 Response:  MOU has been drafted and negotiations are ongoing. Timeline for the MOU is being followed and we are on schedule for completion in January.  June 2016 Update:  Draft MOU waiting for signatures  November 2016 Update: Complete. MOU was adopted by the County Board on 06/23/2016.		
Request payment of past amounts owed by FBBG.	х		Х		х		Auditee:  December 2015 Response:  Funds have been requested. FBBG responded with the attached letter from October 13, 2015.		
Consider earmarking revenues for deposit into the trust fund for use on projects that help BBG meet its Master Plan goals.	Х		х		X		Auditee:  December 2015 Response:  Draft MOU requires the Friends to maintain a designated account to receive contributions and donations in support of BBG to offset operating costs of the Garden and for capital improvements and infrastructure.		

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	Yes	No	Yes	No	Completed	Further Action Required	
Explore the potential for instituting an intern program at BBG to help bridge the labor shortage while improving horticulture career opportunities.	X		X		X		Auditee:  December 2015 Response:  In accordance with draft MOU, the County will manage BBG's internship program and FBBG will assist in fundraising for the program.  Intern Program has been created. Funding for the program for the next three years comes from Ladish Foundation.  June 2016 Update:  Milwaukee County Parks hired 2 seasonal Interns for the 2016 season.
7. Work with FBBG and UW-Extension to identify tasks other than weeding that could be performed or assisted by volunteer staff to help BBG stay current with its horticulture workload.	Х		х		X		Auditee:  December 2015 Response:  See attached volunteer job description that describes a number of tasks available for volunteers.  In accordance with draft MOU, the BBG Director, FBBG President and other Garden partners will work together to identify volunteer tasks that could be performed or assisted by volunteer staff to help the Gardens stay current with its horticultural workload.
8. Develop a comprehensive signage and label program that addresses BBG's educational goals by providing the necessary educational information for all levels of BBG visitors.	Х			N/A	X		Auditee:  December 2015 Response:  BBG staff, UW-Extension staff and FBBG President have met, identification of signage areas being determined, and plan is being developed for implementation. Expected completion 2017.  June 2016 Update:

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Audit Date: June 2015 Status Report Date: November 2019 **Department: Parks** Deadlines Implementation Status Deadlines Number & Recommendation Established Achieved Comments Further Yes No Yes No Completed Action Required Interpretive signage is part of the scope with the Master Plan RFP Labels are up to date November 2016 Update: Interpretive signage is part of the scope of the Master Plan RFP. Updating the master plan will include a comprehensive signage and label program which will identify the direction for increased information and how we can best work with our partners to improve educational exposure. RFP to update the master plan and develop a business plan is planned to be released in the 1st Qtr of 2017. Current labels that are used for identifying plant specimens are up to date. June 2017 Update: Plant identification labels were evaluated and incorporated into the garden areas as appropriate. Previously staff from BBG, FBBG and UW-Extension met to discuss interpretive signage needs. A plan is needed to develop appropriate design, content, and layout on the property. Therefore this portion of the signage and label program will be incorporated as part of the Master Plan. The RFP for the Master Plan to be released by the end of the 2nd quarter of 2017. December 2017 Update: Consultant has been chosen to update the Boerner Master Plan and develop a Business Plan. The evaluation of the current signage and label program has been included in the scope of work for the consultant to review and provide recommendation as appropriate. Consultant work is anticipated to be completed in 2018.

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Audit Date: June 2015 Status Report Date: November 2019 **Department: Parks** Deadlines Deadlines Implementation Status Number & Recommendation Established Achieved Comments Further Completed Yes No Yes No Action Required June 2018 Update: Signage and label program will begin independent of a master planning effort. December 2018 Update: Garden signage for various garden locations is scheduled for installation in spring of 2019. Additionally, the label program that staff uses for plant identification has been upgraded to allow for graphics to be included as appropriate. Boerner staff will develop guidelines for consistency in sign and label development and display. May 2019 Update: A comprehensive signage and label program has been developed – which provides educational information to all levels of BBG visitors. This program includes plant specimen labels, plant accession tags, plant collection signage, and new interchangeable seasonal signage which highlights both individual plant specimens and collections. This rotating seasonal signage can be tailored to provide structured educational information based on specific teaching plan focus and/or to the specific audience on site. 9. Work with UW-Extension management to Auditee: determine its ability to help BBG improve Χ Χ N/A December 2015 Response: its signage program. BBG staff, UW-Extension staff and FBBG President have met, identification of signage areas being determined, and plan is being developed for implementation. Expected completion 2017. See Point #8 above. June 2016 Update:

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						I	
							November 2016 Update: Interpretive signage is part of the scope of the master plan RFP. The Master Plan will include a comprehensive signage and label program which will identify the direction for increased information and how we can best work with our partners to improve educational exposure.  June 2017 Update: Staff from BBG, FBBG and UW-Extension met to discuss ideas for interpretive signage and the educational content that should be included. At this meeting, it was determined that the Master Plan was the most appropriate tool to develop and finalize the design, content and layout of the interpretive signage within the botanical gardens. Staff members from BBG, FBBG and UW-Extension will continue to explore ideas and options for inclusion in the Master Plan as appropriate. The Master Plan RFP to be released by the end of the 2nd quarter of 2017.  December 2017 Update: Consultant has been chosen to update the Boerner Master Plan and develop a Business Plan. The evaluation of the current signage and label program has been included in the scope of work for the consultant to review and update as appropriate. Information from previous meetings on the signage and label program, which have included UW-Extension and the Friends of Boerner Botanical Gardens will be shared with the consultant so that they can recommend the best course of action. Consultant work is anticipated to be completed in 2018.

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Status Report Date: November 2019 Audit Date: June 2015 **Department: Parks** Deadlines Deadlines Implementation Status Number & Recommendation Established Achieved Comments Further Completed Yes No Yes No Action Required June 2018 Update: Collaborations with UW-Extension and FBBG will continue independent of a master planning effort. **December 2018 Update:** Boerner staff continues to work with UW-Extension in regard to informational material that can be displayed seasonally within permanent sign installations, which are anticipated to be installed in spring of 2019. May 2019 Update: The BBG horticultural staff has developed rotating seasonal signage to be displayed throughout the Gardens. UWEX reviewed all the signage and made corrections as needed. BBG horticultural staff will continue to develop additional signage based on request and need from educational groups and visitors. 10. Research the ability to expand the use of Auditee: BBG's existing labeling equipment and Χ Χ Χ December 2015 Response: software to create signage that meets New graphics program installed when computer BBG's educational goals. If the ability is upgrades took place. available and reasonably priced, work with IMSD to obtain the necessary hardware and software to operate the expanded signage software. 11. Formalize protocols for directing work Auditee: between BBG staff, FBBG, UW-Extension Χ N/A Χ December 2015 Response: and Zilli. Incorporated into MOU, weekly building meetings with all partners are on-going. June 2016 Update:

Partners meet weekly to collaborate on events going on in

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Complete and adopt formal collection and sustainability policies that provide the	X		X		X		the Gardens and EVC to discuss what support is needed from partners.  June 2017 Update: Complete. Recurring weekly meetings are held with all onsite business partners to discuss activities and arrange for coordination of them in accordance with MOU.  Auditee: December 2015 Response:
principles and guidelines to be followed for accessioning, displaying and deaccessioning its plant collection. Review the plant collection policy annually with the plant collection committee and educational partners.							<ul> <li>Done</li> <li>See attached policy</li> </ul>
13. Include in the collection policy necessary recordkeeping detail concerning both the herbaceous and woody collection, to include assigning accession numbers for both collections, and all minimal data fields to be included and updated as needed.	Х		Х		Х		Auditee:  December 2015 Response:  Procedures incorporated into the Collections Policy.  See attached policy
14. Implement policies and procedures documenting what specific collection information is to be entered and updated in its collection databases to provide consistency for the entire collection. Also, discontinue the practice of multiple, disconnected databases, instead limit data entry to one comprehensive database to provide consistency in the data fields recorded.		X		N/A	X		Auditee:  December 2015 Response:  Recordkeeping system was requested through IMSD 2016 recommended budget request.  June 2016 Update: Collection Policy was approved by Parks Director. Garden Director working with IMSD to Demo several programs. Once program is selected IMSD will install program so staff can enter data.

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	Yes	No	Yes	No	Completed	Further Action Required	
							November 2016 Update: New Vendor request was submitted after product testing took place in late summer 2016. Purchase requisition is in progress through IMSD for BGBase software program.  June 2017 Update: BG-Base, a database for plant collections was installed and implemented in March of 2017. BBG staff was trained on the new program and are uniformly using it for all plant record keeping. The record keeping is done according to the collection policy which was approved in June of 2016.
15. Solicit input regarding the collection, such as what to include, remove, or improve periodically from its educational partners.	Х		Х		Х		Auditee:  December 2015 Response:  Contacted the local universities, tech schools, FBBG and UW-Extension. Received feedback and incorporated into the policy.
16. Include in its updates to the BBG Master Plan and collection policies a discussion of how the Arboretum's woody collection inventory needs are to be addressed.	X			N/A	X		Auditee:  December 2015 Response:  See Number 1. Incorporated with the new Master Plan.  June 2016 Update: Part of the Master Plan RFP  November 2016 Update: Part of the scope of the RFP to update the BBG master
							plan and develop a business plan. RFP is planned to be released in the 1st Qtr of 2017.

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							June 2017 Update: This item will be addressed as part of the scope of work to update the master plan and developing a future path and sustainability plan for BBG. The Master Plan RFP is due to be released by the end of the 2 <sup>nd</sup> quarter of 2017.  December 2017 Update: Consultant has been chosen to update the Boerner Master Plan and develop a Business Plan. During the 2017 season, BG-Base, a plant inventory database, was installed. This system can assist in providing insight as to plant collections, the status of these collections, and what may be needed to address any shortcomings in regard to plant specimens. This data will help supplement the consultant's findings in regard to inventory needs and how they are to be addressed. Consultant work is anticipated to be completed in 2018.  June 2018 Update: The BG-Base Plant Inventory System has now been in place for almost one year with both new and old plant records being entered. This data will help to identify inventory needs and how they are to be addressed in the Master Plan.  December 2018 Update: Independent of a master planning effort, Boerner staff will work closely with Parks Natural Areas staff to visually assess the condition of existing tree collections within Whitnall Park in addition to reviewing data from the plant inventory system. It is anticipated that any changes in these collections will be recommended upon completion of this assessment in 2019.

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							May 2019 Update:  Boerner staff, along with Parks Forestry and Natural Areas staff, will work to evaluate the arboretum collections in summer of 2019 and will recommend courses of action for all major collections.  November 2019 Update: Boerner staff, along with Parks Natural Resource staff conducted a review of the major arboretum collections. After evaluating, it was determined that the collections that are found inside the immediate botanical garden area will continue to be actively managed and recorded by Boerner staff, with requests for Natural Resources work should there be a need for major tree maintenance or removal. Among others, the Magnolia, Ginkgo and unique Crabapple collections within the garden area are stable, and in some cases are expanding due to the ability to care for these specimens.  Collections that reside in the arboretum – outside the immediate botanical garden footprint – will continue to be jointly evaluated on an annual basis by both Boerner and Parks Natural Resources staff. The parkway Crabapple and Maple/Ash collections are composed of many older specimens that are susceptible to disease and are in a state of decline. It is recommended that these collections are reduced through removal of specimens, as resources allow. Parks Natural Resources staff will work to remove these specimens and Boerner staff will work to record these removals.  Boerner has included within its collection policies, indication that Boerner and Parks Natural Resources staff will annually evaluate these major collections and will

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Number & Recommendation	Dead Establ			dlines ieved	Implementa	tion Status	Comments
	Yes	No	Yes	No	Completed	Further Action Required	
							recommend changes to them. Also included in collection policies, Boerner will work to record removals from older non-sustainable collections as well as any removals and/or additions of specimens to collections within the botanical garden grounds.
17. Consolidate Admissions and Gift Shop points of sales to reduce the number of staff needed for collection revenues and to increase Gift Shop traffic.	X				X		Auditee:  December 2015 Response:  New POS system to be installed in 2016. Traffic flow patterns to be reviewed during Master Plan process.  Parks is currently working with County Procurement and FBBG to draft a RFP for a firm to create a new Master Plan. See Point #2.  June 2016 Update: Part of the Master Plan RFP  November 2016 Update: Part of the scope of the RFP to update the BBG Master Plan and develop Business Plan. RFP is planned to be released in the 1st Qtr of 2017.  June 2017 Update: Currently FBBG operates the gift shop and collects revenues for sales, while BBG staff collects revenues for admissions and permits that go back to the County. There is a need for both groups to continue cash handling through separate points of sale so that we remain compliant under proper cash handling procedures.  The Master Plan will detail the best way to increase visitor foot traffic through the gift shop. Among other things, this will

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							require analysis of factors such as the Boerner Visitor Center floor plan, ingress and egress of patrons, and code compliance. The Master Plan RFP to be released by the end of the 2nd quarter of 2017.  December 2017 Update: Consultant has been chosen to update the Boerner Master Plan and develop a Business Plan. The evaluation of the current layout and access issues has been included in the scope of work for the consultant to review and provide recommendations as appropriate. Consultant work is anticipated to be completed in 2018.  June 2018 Update: Currently, responsibilities for admissions fall to Boerner staff, while the Gift Shop sales are managed by the Friends of Boerner. Consolidated POS equipment is less than ideal due to co-mingling of revenues between two different agencies. Consolidating POS locations for admissions and sales, as well as visitor flow will be evaluated during the Master Planning process.  Audit Services Comment for December 2018 Update: We met with DPRC management to discuss this recommendation. Based on these conversations we agreed that the department made a good faith effort to look for ways to implement our original recommendation, while still maintaining the provisions of the County's agreement with the Friends as well as proper internal control for County systems and cash management. We agree that at this point there are significant physical barriers associated with consolidating admissions and gift shop locations, the cost of which would likely not be off-set by any additional revenues gained. As a result, we are

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							closing out this specific recommendation, and instead requesting that DPRC continue to monitor BBG gift shop revenue and work with Friends to improve customer traffic.
18. Evaluate current sales items with an eye toward increasing sales by purchasing more of the types of gift items and souvenirs successfully sold in the past.					Х		Auditee:  December 2015 Response:  FBBG will continue operation and maintenance of the Gift Shop. Requested status from FBBG 11-11-2015.  FBBG commented that they are continually evaluating current sales and changing merchandise in response to changing demand.
19. Amend the MOU to require the payment of Gift Shop revenues to the County for BBG operations once profitability is established.	Х				Х		Auditee:  December 2015 Response:  A flat fee to the County will be defined in the new MOU and is currently under negotiation.  June 2016 Update:  MOU defines payment
20. If FBBG is unable to establish profitability given a requirement to remain open during Education and Visitor Center hours of operations, consider amending the current MOU to have the County resume control of Gift Shop operations.		Х			Х		Auditee:  December 2015 Response:  FBBG will continue operation and maintenance of the Gift Shop. FBBG should review the Gift Shop business model of the Friends of Wehr Nature Center and the Friends of the County Horticultural Conservatory (The Domes) and / or research best management practices of like organizations to improve profitability of the Gift Shop.
<ol> <li>Require all chair rental revenue be deposited into the County general fund,</li> </ol>	Х		Х		Х		Auditee: December 2015 Response:

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and that those revenues be included for budget purposes.							Chair revenue going into BBG revenue for County.
22. As an alternative, consider depositing chair rental revenues into the Friends of Boerner Botanical Garden Trust Account, for capital projects directly benefiting BBG.	х		X		Х		Auditee:  December 2015 Response:  See Point #21.
23. Submit a list of projects for enhancing BBG operations. Prioritize them, and include reasonable cost estimates for help in deciding which projects can be addressed with available funds vs. those projects requiring additional fundraising efforts.	X		X		X		Auditee:  December 2015 Response:  In accordance with the draft MOU, the Gardens Director shall submit to the Friends President and Friends Chairperson a request for funds for capital and operational specific projects prior to March 31st each year for the subsequent year.  June 2016 Update: List is being developed and submitted in March 2017 as per the MOU.  November 2016 Update: This is ongoing and will be completed on an annual basis. List is being developed and will be submitted and finalized by end of March 2017 per the MOU (section 3.d.i.)  June 2017 Update: In accordance with the MOU, a prioritized project list with cost estimates was created and submitted to FBBG for their consideration.
24. Improve the accuracy of reported attendance figures to the extent possible by using actual counts rather than	Х			Х	Х		Auditee: December 2015 Response:

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							17-522, but requires Phase II funding to implement the system in 2018. The CEX 2018 Recommended Budget included capital funding for the replacement and implementation of POS system; however, Board deleted project in Board 2018 Adopted Budget. Parks has prepared a Board item for December 2017 cycle to fund the implementation of the POS project in 2018.  June 2018 Update: The Point Of Sale (POS) system has been installed and is being used to compile admissions information for reporting attendance information, including a breakdown by major reporting area. Tracking attendance for on-site free concerts will still be estimated, as attendees are not paying admissions.  December 2018 Update: The Point of Sale system has been installed and is currently being used to collect detailed admission data.
25. When reporting total BBG attendance, include a breakdown by major reporting area (Garden Admissions, Educational Visits, etc.) so that significant variations can be better localized and analyzed.	Х			Х	X		Auditee:  December 2015 Response:  Through the 2016 budget request, a point of sale system is to be installed as a means to continue to improve accuracy of reported attendance.  June 2016 Update: RFP for a new sales and reservation system is being created. POS will be implemented once new software is selected.  November 2016 Update: Working with IMSD on a RFP for a POS system.

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							Implementation is contingent on the 2017 County budget approval process which will determine available funding as well as the installation scope and timeline as part of the Parks system-wide POS system.  June 2017 Update: Parks is working with IMSD regarding implementation of a POS system which will allow for greater attendance tracking and more efficient customer transactions. A vendor to install the POS has been chosen. Scope and timing of implementation of the new POS system will begin Parks system-wide in 2018 contingent upon funding through the County budget.  December 2017 Update: Parks continues to work with IMSD regarding implementation of a POS system which will allow for improved attendance tracking and more efficient customer transactions. File 17-522 authorized Parks to execute a Software License, Maintenance, and Support Agreement with Vermont Systems, Inc., for parks recreation management software and a point-of-sale system to do programming work and data entry in anticipation of a new system go-live date of January 2018. Currently Parks has funding for 2017 Phase I development of the new POS system with Vermont Systems, Inc. as the vendor via File 17-522, but requires Phase II funding to implement the system in 2018. The CEX 2018 Recommended Budget included capital funding for the replacement and implementation of POS system; however, Board deleted project in Board 2018 Adopted Budget. Parks has prepared a Board item for December 2017 cycle to fund the implementation of the POS project in 2018.

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							June 2018 Update: The Point Of Sale (POS) system has been installed at Boerner to increase efficiencies and allow for improved tracking of paid individual and group admissions. Various additional visitor information will be collected, including zip codes. This data will allow for better tracking of both number and residential location of visitors who pay admissions or rent portions of the facility. Tracking attendance for on-site free concerts will still be estimated, as attendees are not paying admissions.  December 2018 Update: The Point of Sale system has been installed and is currently being used to collect detailed admission data.