



STRATEGIC PLAN

Mounts on the Map | Destination 2029





Mounts Botanical Garden | 5-Year Strategic Plan

Table of Contents

OVERVIEW

- The Strategic Planning Journey
- The View Ahead for Mounts

GUIDING PRINCIPLES

- Our Mission
- Our Vision
- Our Key Commitments

KEY COMMITMENTS & OBJECTIVES

- Memorable Experiences
- Connecting Communities
- Horticultural Expertise
- Strong Roots

OUR PROCESS

ORGANIZATION PROFILE & OPPORTUNITIES FOR GROWTH

ACKNOWLEDGEMENTS



The Strategic Planning Journey

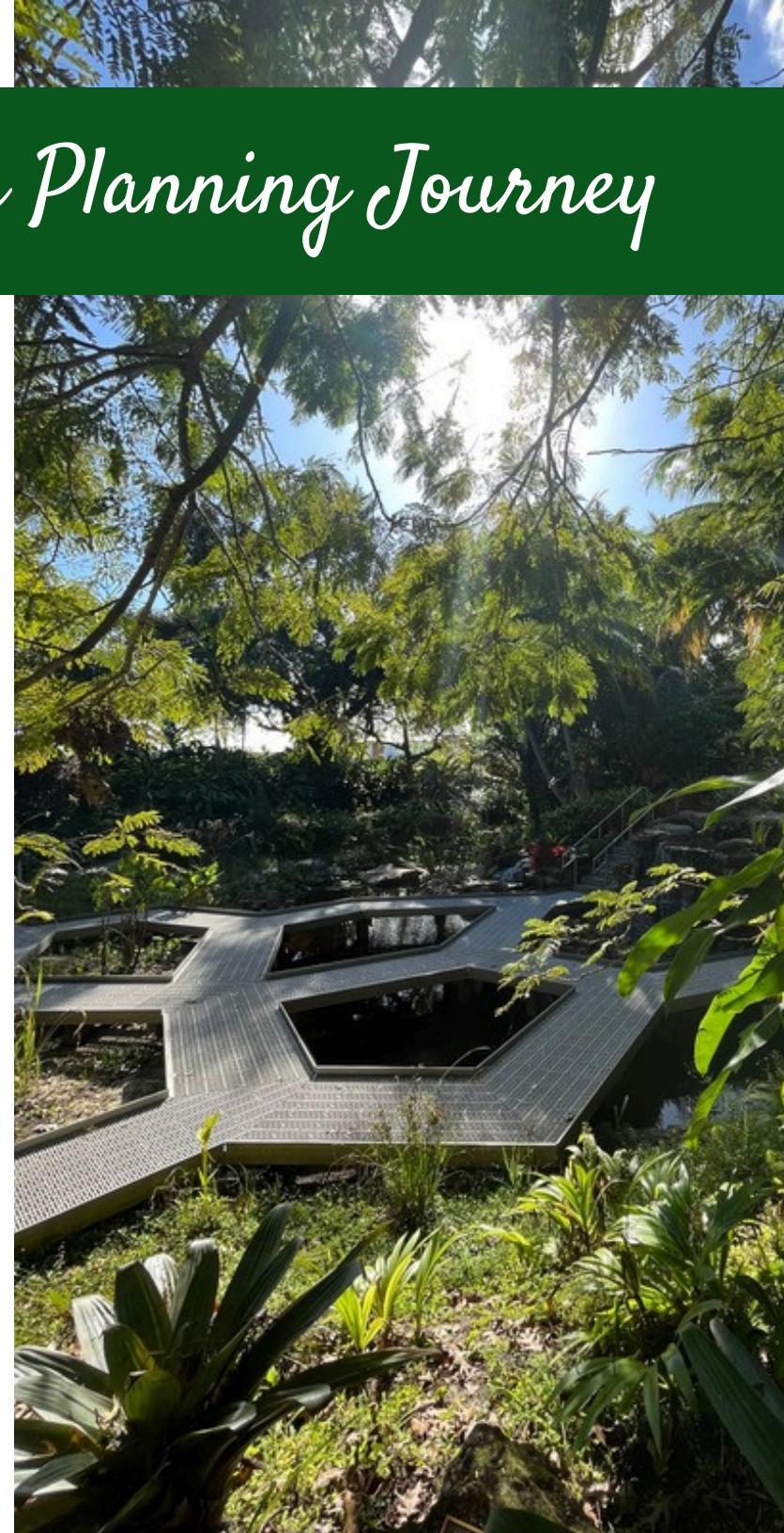
MOUNTS ON THE MAP: DESTINATION 2029

When it comes to attracting residents and visitors to experience Mounts Botanical Garden's tropical oasis, our future is blooming! We have come a long way since our namesake Marvin Umphrey "Red" Mounts began providing agricultural assistance and education to the community in the 1920s. The original Mounts building was constructed in the 1950s and the non-profit Friends of the Mounts Botanical Garden was created in 1986. The Master Plans that were designed in the 1990s have guided the Garden's growth.

This Strategic Plan is just the beginning of the exciting next chapter of the Garden's growth and will serve as our roadmap to the future, guide where we are going in the years to come, and outline how we will get there.

As the central theme to this journey, resources, time, and effort will be dedicated to the development of Mounts as a horticultural destination, growing its renown and draw for Palm Beach County. In addition, a focus on partnerships and collaboration will be present in all of our key commitment areas.

We want Mounts Botanical Garden's living museum to be top of mind as one of the Palm Beach's most unique attractions, a must-visit destination, and one of the region's top cultural gems.



The View Ahead for Mounts



In addition to developing our Strategic Plan, we have begun our next Master Plan process to carry out this strategic vision.

We are truly grateful for the generous philanthropic support from The Robert & Patricia Bauman Family Foundation, and orchid and cacti aficionado Bob Bauman for his incredible vision and generosity in donating \$500,000 toward the Master Plan Fund for the Garden. Following a search conducted in conjunction with Palm Beach County, the Friends of the Mounts Botanical Garden is now positioned to commence the master planning process.

While our leadership, team members, and volunteers have done an outstanding job creating a beautiful garden, educating gardeners, hosting plant sales, curating tremendous exhibits, and providing engaging adult and youth education programs, there is so much more that Mounts Botanical Garden can provide to all Palm Beach County residents and visitors.

Our future is blooming as we transition from a hidden gem to a blossoming destination!

Thank you for being an integral part of this journey!

Our Guiding Principles

Mission

To nurture meaningful connections with nature through immersive experiences and educational offerings.

Vision

To be the go-to destination to discover, enjoy, and be moved by nature.



Our Key Commitments

Mounts on the Map | Destination 2029

A focus on partnerships and collaboration will be present in all commitment areas.

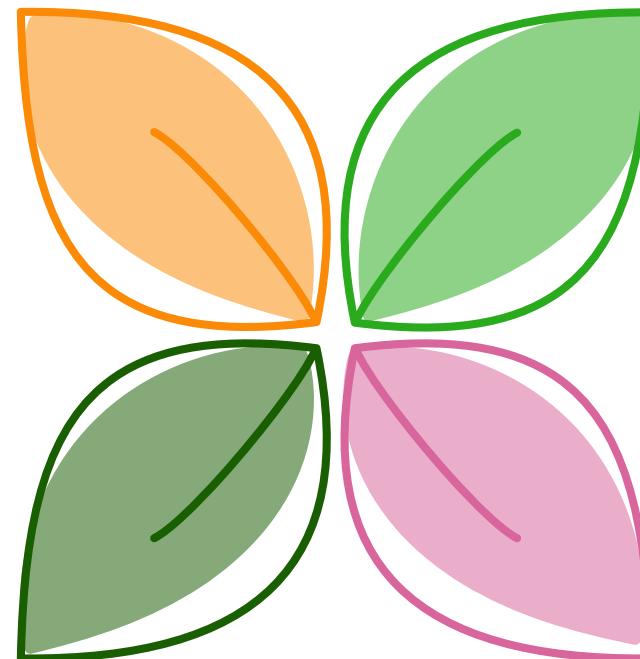
Resources, time, and effort will be dedicated to the development of Mounts as a horticultural destination, growing its renown and draw for Palm Beach County.

MEMORABLE EXPERIENCES

Mounts will deliver must-do experiences that build remarkable memories and lasting relationships between visitors of all ages and the Garden.

HORTICULTURAL EXPERTISE

Mounts will be the local leader in horticultural best practices.



CONNECTING COMMUNITIES

Mounts will improve the quality of life for the community and region by providing memorable educational experiences and accessibility for all.

STRONG ROOTS

Mounts will strengthen its foundation of human, financial, and governance resources and best practices to best position the Garden for future growth.



MEMORABLE EXPERIENCES

Mounts will deliver must-do experiences that build remarkable memories and lasting relationships between visitors of all ages and the Garden.

OBJECTIVES:

- Develop and execute (on an ongoing 3-5-year time horizon) engaging and educational **year-round blockbuster exhibits and signatures events** for all with collaborative input from all team areas.
- Develop and execute (on an ongoing 1-2-year time horizon) **engaging and educational year-round programming** for all tied to exhibits and blockbuster signature events with collaborative input from all team areas.
- Dedicate space and create **family play and exploration experiences** through age-appropriate, self-guided educational opportunities and programs that families can implement with their children at the Garden.
- Offer **cutting-edge horticultural displays** that draw visitors, with an emphasis on innovation, trends, and teaching visitors to re-create similar displays at home.

CONNECTING COMMUNITIES

Mounts will improve the quality of life for the community and region by providing memorable educational experiences and accessibility for all.

OBJECTIVES:

- Collaborate with partners to offer **hands-on experiential learning** in the Garden **for children in our community**, including underserved populations/students.
- **Deepen community ties** to be the go-to-place for fun and educational informal environmental learning **for adults**.
- Leverage the plant nursery to **better serve our partners' community outreach initiatives** as a source of expertise and plant material.
- **Increase inclusion and access for all** by further developing and solidifying partnerships with organizations that serve populations the Garden wants to reach.



HORTICULTURAL EXPERTISE



Mounts will be the local leader in horticultural best practices.

OBJECTIVES:

- **Build our reputation for tropical horticultural expertise** by a) collaborating with subject matter experts to provide a location for programming and study, and b) interpreting our site for guests using this expanded expertise.
- Grow the most comprehensive collection of **Palm Beach County native plants and unusual epiphytes**, serving as a leader in the propagation and promotion of these species.
- Be a **local leader in sustainable gardening practices** through key partnerships and collaborations.

STRONG ROOTS

Mounts will strengthen its foundation of human, financial, and governance resources and best practices to best position the Garden for future growth.

OBJECTIVES:

- **Invest in our existing talent and grow our staff and volunteer team** to deliver on this on-going plan, in collaboration with our partners and staff.
- **Create a business plan and formalize processes and practices in 1-2 years** to increase revenue, attendance, membership, donor giving, and grant funding over the next 5 years, with annual reassessment.
- Explore options with leadership, board, and Palm Beach County Extension to **address lack of current internal infrastructure for the team** (e.g. working spaces, storage, internet connectivity, electricity, etc.) to bridge the gap until buildout of master plan, considering both current and temporary on- and off-property locations.
- Develop plan to **elevate board capacity, expertise, and development.**



Our Process - phase-by-phase

The strategic planning process represented a major effort and investment of resources and time. Through a leadership transition, board and staff were dedicated to keeping the planning process in motion, maintaining its momentum, and providing direction and focus at a critical moment. The open, inclusive process elevated as many voices as possible, building buy-in for the final product.

The strategic planning process was accomplished over four distinct phases, each building on the work and findings of the previous phase.



1: DISCOVERY

Where are we?

In this learning phase, we dug deep into the organization, looking at internal and external data to quantitatively and qualitatively help us understand the Garden, our visitors, and our community. This learning process included a board and staff survey, and market and audience analysis.



2: OPPORTUNITIES

Where can we go?

Based on our findings, we started to dream big. First, we worked to define the Garden's identity through updated mission, vision, and values. We then engaged external stakeholders and partners to help identify key themes we wanted to tackle in the strategic plan.



3: REALITY

What will we do?

Using our brainstorming work and data as the basis and our mission, vision, and values as a decision-making filter, we drafted our priorities (key commitments), determined what specifically we can and want to accomplish (objectives), and identified ways to measure our success (KPIs).



4: ACTION

How will we do it?

Finally, the team turned the objectives into detailed action plans, identifying the tasks, timelines, resources, and people we need to reach our ambitious goals. The strategic plan will provide guidance for annual operational plans over the next five years.

Organizational Profile

The Organizational Profile provided a high-level overview of five years of internal data such as financial and attendance data, paired with market data and audience analytics, including benchmarking a competitive set of comparisons with organizations from across the country. This analysis enabled us to document the Garden's current business model and to develop a profile of the current and future growth potential for Palm Beach County and the region.

The subsequent Deep Dive provided data to specific questions posed by the Garden, including:

- Can we tell how many of our guests are families?
- Can the data get as granular as to identify which neighborhoods our guests live in?
- Can we compare where guests to the Garden are coming from?

Opportunities for Growth

Market Insights:

- Mounts is on a growth trajectory.
- Mounts has an opportunity to increase regional market penetration.
- Mounts has an opportunity to cater events and programs to multiple audiences, e.g. tourists during the winter and residents during the summer.
- Mounts' audience reflects the ethnic diversity of the market.
- To drive revenue, Mounts needs to increase attendance; population growth alone will not do this.



Acknowledgements

Thank you to all of the board of directors, team members, and community partners of the Mounts Botanical Garden. Your commitment has made this project possible and will make the aspirations in this plan a reality.

Special thanks to the following, who generously offered extra time and input during the process!

Friends of the Mounts Botanical Garden Board of Directors

President Rebecca Doane
Vice President Scott Scovill
Treasurer William Bittner
Secretary Greta Curry
Charles F. Barish
Mary-Therese Delate
Rachel Docekal
Anne Gannon
Cheryl Houghtelin
Dorothy Jacks
Christina Kramer
Karen Marcus
Claudia Mendoza
Ilene Passler
Shawna Price
Tom Ramiccio
Joseph Singer
Sandy Smith
Tim Whelan
Paton White

Mounts Team Members

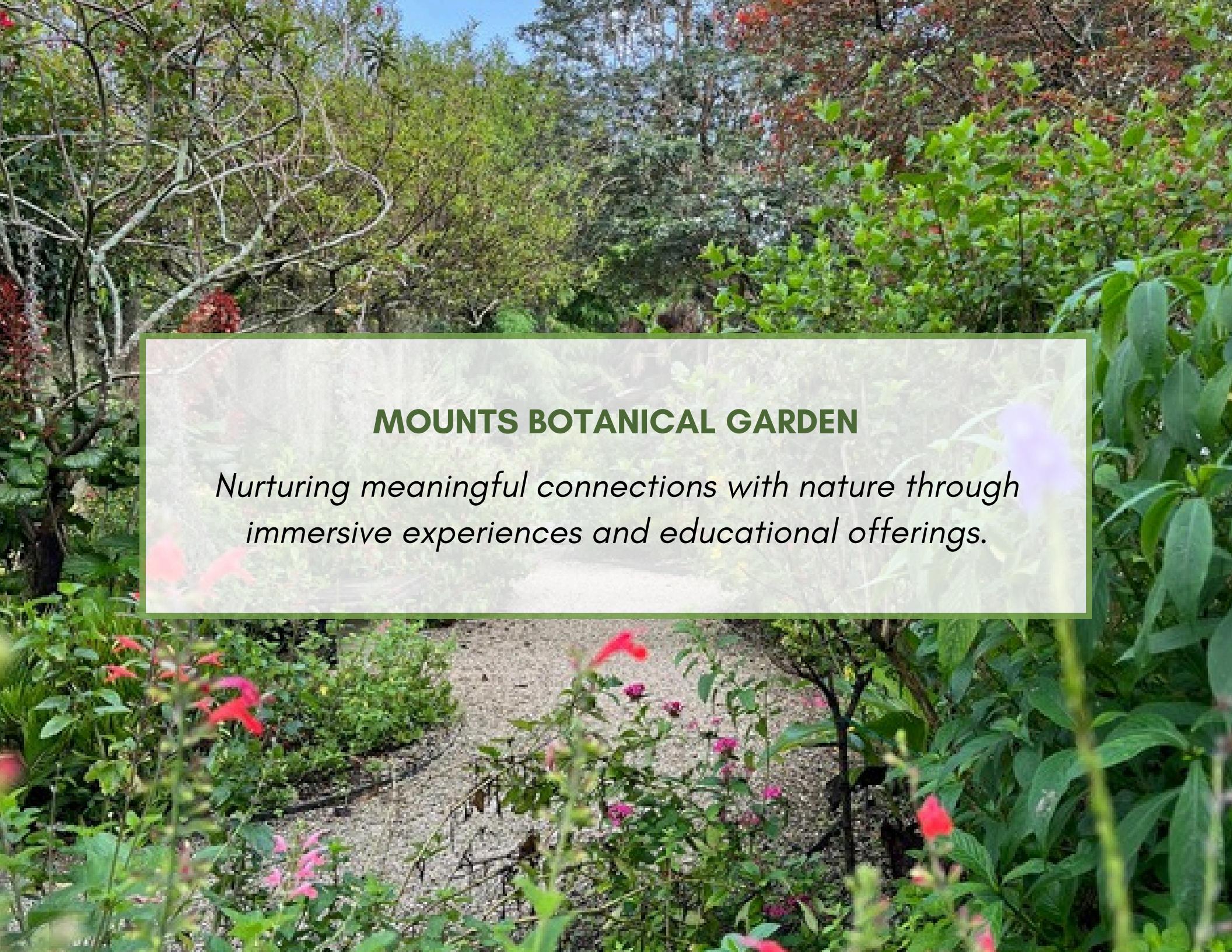
- Misty Stoller | Interim Co-Director
- Marc Birch | Interim Co-Director
- Matthew Boyson | Horticulture Supervisor
- Cristian Cardoso | Venue Rental Associate
- Joel Crippen | Display Garden Horticulturist
- Palmer Crippen | Horticulturist
- Aynari Garcia | Education Specialist
- Marissa Jacobs | Community Engagement Manager
- Mark Jerrett | Retail Manager
- Brenda Katko | Welcome Center Lead
- April Krebs | Special Projects Manager
- Rachel Lucas | Membership Programs Manager
- Jeannine Politoski | Bookkeeper
- Diane Robaina | Associate Director of Youth Programs & Schools
- Tish Sheesley | Development Officer for Corporate Sponsorship & Grants
- Cristina Stakermann | Digital Marketing & Social Media Specialist
- Debbie Treccioli | Administrative Assistant

Community Partners

- Cheryl Baldwin | DRMTM Marketing & Executive Women of the Palm Beaches Representative
- Todd Bonlarron | Palm Beach County Assistant County Administrator
- Donald Burgess | Chamber of Commerce of the Palm Beaches President & CEO
- Teri Jabour | Friends of the Mounts Botanical Garden Past President & Atala Chapter of the North American Butterfly Association President
- Cyndi Longley | Palm Beach County Cooperative Extension Family & Consumer Sciences
- Emily Marois | UF/IFAS Palm Beach County Cooperative Extension Office Urban Horticulture Extension Agent/Master Gardener Coordinator
- Emanuel Perry | Palm Beach County Tourist Development Council Executive Director
- Ronald Rice | Palm Beach County Extension Department - UF/IFAS Director
- Wyatt Richardson | Florida Nursery, Growers & Landscape Association Representative
- Jeannine Rizzo | School District of Palm Beach County Growth Strategist
- Marcella Scherer | CEO & Executive Coach, Executive Women of the Palm Beaches Representative
- Laura Stevenson | Finance & Accounting Consultant
- Donna Tobey | President Tropical Orchid Society
- Commissioner Gregg Weiss | Palm Beach County
- Rochelle Wolberg | Former Mounts Curator-Director



We are honored to have had Canopy Strategic Partners facilitate this process for Mounts Botanical Garden.



MOUNTS BOTANICAL GARDEN

Nurturing meaningful connections with nature through immersive experiences and educational offerings.



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Garden**
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