

Implementation Roles and Responsibilities

Three Arboretum Partners

The future success of the Washington Park Arboretum will continue to depend upon a cooperative working relationship between three partner organizations: the City of Seattle Parks Department, the University of Washington College of Forest Resources and the Arboretum Foundation. With their approval of this Implementation Plan these three organizations are reaffirming their commitment to work together to realize the vision described in the Washington Park Arboretum Master Plan.

The City of Seattle owns most of the land, and the Parks Department is responsible for maintaining the infrastructure, buildings, grounds and park features. Their responsibility during implementation will be to provide expertise and oversight in each of those areas during planning, programming, design and construction. For projects where the majority of the scope of work falls in areas of Park Department responsibility, they may also provide project team leadership and project management.

The University of Washington, in its capacity as a major public research and teaching institution, owns the plant collections and is responsible for maintaining and managing those collections. The University is also responsible for the outreach and education programs at the Arboretum. Their responsibility during implementation will be to provide expertise and oversight for the planning, programming, design and construction of all new and renovated plant collections, including interpretation and educational programs. For projects where work with plant collections represents a majority of the scope, they may also provide project team leadership and project management. The University also has shared responsibility for fundraising and communication.

During the implementation period, the Arboretum Foundation will raise private funds from individuals, corporations and foundations to support implementing and maintaining projects. The Foundation also recruits and manages volunteers, including those essential to key fundraising and public relations activities, and does outreach to members, the horticultural community and general public.

Arboretum and Botanical Garden Committee

The Arboretum and Botanical Garden Committee consists of nine members with three representatives from the University, three from the City, two from the Arboretum Foundation and one appointed by the Governor. The ABGC provides oversight and direction to the operation of the Arboretum, and serves as a means of coordinating and resolving differences between the three partners.

To provide for the efficient and effective implementation of the Master Plan, the ABGC will be given more decision-making authority. While each of the respective partners will retain ultimate authority over their own resources and staff, each will delegate to the ABGC the authority to make decisions regarding the scope, budget, scheduling and management of Master Plan implementation projects. The focusing of authority with one decision-making entity will enable projects to be executed more quickly and at less cost, and will have the added benefit of requiring more coordination between the independent activities of the three partners.

Like a Board of Directors, the ABGC should concentrate on overall policy and strategic direction for the Arboretum. Management of the implementation process, including oversight and direction of individual projects should be delegated to a working committee, to be called the Master Plan Implementation Group, composed initially of the same people who make up the current Client Group.

Master Plan Implementation Group

A Master Plan Implementation Group will be created by the Arboretum and Botanical Garden Committee to serve as a working group to oversee the Master Plan implementation process. Initially, this group will be composed of the same people who make up the current Client Group, which consists of the Director of the Center for Urban Horticulture of the University, the Director of the Arboretum of the University, the Director of Policy and Planning of the Seattle Park Department, the Pro Parks Development Manager for the City and the Executive Director of the Arboretum Foundation. In the future, the MPIGroup will be composed of two people nominated by the Dean of the College of Forest Resources, two people nominated by the Superintendent of the Seattle Parks Department and two people nominated by the President of the Arboretum Foundation.

This group will be responsible for planning, and recommending to the ABGC for approval, the sequencing, timing, scope, schedule and budget for each implementation project. They will work with people responsible for fundraising and capital budgeting in making their recommendations. When funding for a particular project is close to being fully realized, the MPIGroup will assess the project scope and its potential impacts, and recommend a project-specific structure and process for its implementation. This will include recommendations regarding project oversight and review, project management, environmental review, public involvement, communications and future maintenance and operations. They will also recommend the composition and leadership of a Project Review Committee, as appropriate, and a process for selecting necessary consultants.

Project Review Committees

A Project Review Committee will be created for each implementation project by the Arboretum and Botanical Garden Committee, upon the recommendation of the Master Plan Implementation Group. The Project Review Committee will be tailored to the particular project, drawing upon known expertise within the three partner organizations as well as from outside when appropriate. This group will review and comment on every aspect of the project throughout its duration, advising the designated project manager, who will be accountable to the Master Plan Implementation Group.