MISSION STATEMENT

The Arboretum and Botanical Garden Committee (ABGC) advises the University of Washington, City of Seattle and The Arboretum Foundation on the management and stewardship of the Washington Park Arboretum for the benefit of current and future generations.

THREE-YEAR GOALS
(2002-2005 * Not in priority order)

Increase public awareness and participation in ABGC and the Arboretum
Improve internal and external communication
Improve ABGC’s organizational effectiveness and efficiency
Support implementation of the Master Plan
Develop and implement a coordinated strategic funding plan

ONE-YEAR OBJECTIVES
(October 2, 2002 – October 1, 2003)

THREE-YEAR GOAL: Increase public awareness and participation in ABGC and the Arboretum

1. By January 1, 2003, the University of Washington College of Forest Resources Dean (Bruce Bare) will ensure that the April 2004 College of Forest Resources Arbor Day Celebration is held at the Washington Park Arboretum.

2. By March 1, 2003, the City of Seattle Central-East Parks and Recreation Manager (Lori Chisholm) and Parks and Recreation Policy Director (Fritz Hedges) will identify, plan and present to the Arboretum and Botanical Garden Committee two 2003 events that have not been held previously at the Arboretum (e.g., play, acoustic music, concert, symphony).

3. By June 1, 2003, the Arboretum Director (John Wott), working with the Public Information Officers for the City of Seattle (Dave Takami), University of Washington (Sandra Hines) and The Arboretum Foundation (Bryan Taulbee) will establish a process for coordinating information to the public through key media channels (e.g., TV, radio, newspapers, Metro Bus).
4. By June 1, 2003, The Arboretum Foundation Executive Director (Deb Andrews), the City of Seattle Parks and Recreation Superintendent (Ken Bounds) and University of Washington College of Forest Resources Dean (Bruce Bare) will develop a Public Awareness and External Communications Program, including potential funding sources, and present to ABGC.

THREE-YEAR GOAL: Improve internal and external communication

ONE-YEAR OBJECTIVES:

1. By December 1, 2002, the ABGC Chair (Dave Hervey) will ensure that there is an ABGC meeting agenda and minutes are distributed in advance and that they are available to the public.

2. By April 1, 2003, UW Professor Tom Hinckley, working with the City Parks and Recreation Webmaster and Arboretum Foundation Executive Director (Deb Andrews), will investigate and recommend to ABGC whether or not to have an ABGC webpage that would be linked to the City, UW and Foundation webpages.

3. By April 1, 2003 and semiannually thereafter, the ABGC Chair Dave Hervey will ensure that The Arboretum Foundation President (Fred Isaac), the City Parks and Recreation Superintendent (Ken Bounds) and UW College of Forest Resources Dean (Bruce Bare) will participate in the strategic planning meeting.

4. By April 1, 2003 and at least quarterly thereafter, the Arboretum Director (John Wott), The Arboretum Foundation Executive Director (Deb Andrews) and the City Central-East Parks and Recreation Manager (Lori Chisholm) will meet to discuss operations and issues of common concern and report decisions to the ABGC.

THREE-YEAR GOAL: Improve ABGC’s organizational effectiveness and efficiency

ONE-YEAR OBJECTIVES:

1. By December 31, 2002, the City Parks and Recreation Superintendent (Ken Bounds) and UW College of Forest Resources Dean (Bruce Bare) will fill existing seats on ABGC with at-large members and present to ABGC the pros and cons of expanding the number of ABGC members.

2. By April 1, 2003, the City Parks and Recreation Policy Director (Fritz Hedges), working with the UW Associate Vice President for Business Services (Sandra Lier) and Foundation Boardmember Neil Lessinger, will present to the ABGC for adoption standing rules, policies and operating procedures.

3. By June 1, 2003, the ABGC (Dave Hervey-lead) will adopt an annual workplan, based on the Three-Year Strategic Plan, for FY 2004 (July 1 to June 30).

THREE-YEAR GOAL: Support implementation of the Master Plan
ONE-YEAR OBJECTIVES:

1. By December 1, 2002, the City Parks and Recreation Superintendent (Ken Bounds), UW College of Forest Resources Dean (Bruce Bare) and Arboretum Foundation President (Fred Isaac) will present to the ABGC the roles, responsibilities and structure for the development of the Implementation Plan for the Master Plan.

2. By June 1, 2003, the City Parks and Recreation Policy Director (Fritz Hedges) and the UW Associate Vice President for Business Services (Sandra Lier) will develop a process, including public input on the priorities, for review of the Draft Implementation Plan for the Master Plan and report to ABGC.

3. By July 1, 2003, the City Parks and Recreation Superintendent (Ken Bounds), UW College of Forest Resources Dean (Bruce Bare) and Arboretum Foundation President (Fred Isaac) will complete the Draft Implementation Plan for the Master Plan.

FUTURE OBJECTIVE:

- By December 1, 2003, the ABGC (Dave Hervey-lead) will complete review of the Master Plan Implementation Plan (prepared by the UW, City and Foundation) and make recommendations to the City of Seattle, University of Washington and The Arboretum Foundation.

THREE-YEAR GOAL: Develop and implement a coordinated strategic funding plan

ONE-YEAR OBJECTIVES:

1. By November 1, 2002, the Arboretum Director (John Wott), Foundation Executive Director (Deb Andrews) and City Parks and Recreation Central-West Acting Manager (Michele Finnegan) will identify current funding and funding needs for day-to-day operations of the Arboretum and report to ABGC.

2. By December 31, 2002, the Arboretum Foundation Executive Director (Deb Andrews), working with UW Development Director Tom Mentele, will present to the ABGC a completed feasibility study for potential private funding sources for the Master Plan implementation.

3. By April 1, 2003, Arboretum Foundation Boardmember Susan Black, working with UW Development Director Tom Mentele, will research and identify public funding sources for the Master Plan implementation and for day-to-day operations of the Arboretum and report to the ABGC.

4. By October 1, 2003, an ad hoc Funding Subcommittee (Arboretum Foundation President Fred Isaac-lead, UW Development Director Tom Mentele and City Parks and Recreation Superintendent Ken Bounds) will hold at least two strategic workshops with potential funders relating to specific projects/elements of the Master Plan implementation and present a written report to the ABGC.
NEXT STEPS/FOLLOW-UP PROCESS

<table>
<thead>
<tr>
<th>WHEN</th>
<th>WHO</th>
<th>WHAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 3, 2002</td>
<td>Sandra Lier</td>
<td>Distribute record to ABGC members who had to leave or couldn’t attend</td>
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<tr>
<td>By October 4</td>
<td>All (Strategic Planning Cmte.)</td>
<td>Read the retreat record of the Strategic Plan</td>
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<tr>
<td>Monthly</td>
<td>ABGC</td>
<td>Review progress on goals and objectives and revise (add, amend, and/or delete) objectives as needed</td>
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<tr>
<td>Monthly</td>
<td>ABGC President</td>
<td>Provide a written update of the plan</td>
</tr>
<tr>
<td>April 2, 2003</td>
<td>Strategic Planning Committee</td>
<td>Planning retreat to review progress on the Strategic Plan and set/revise objectives for the next six months</td>
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WHAT ARE THE STRENGTHS OF THE ARBORETUM AND BOTANICAL GARDEN COMMITTEE?

Brainstormed List:
- provides a regular meeting time and place for the City, Foundation and University to get together and talk about the Arboretum
- past history
- we respect each other’s opinions, even when they’re diverse
- has a foundation of success
- 100% participation
- got approval of our Master Plan
- members are dedicated to the work
- backgrounds/ perspectives are diverse
- brings together the three organizations that have interest in the Arboretum
- inclusive of other groups in the Arboretum (e.g., the Japanese Garden)
- helps secure funding
- has recognition as an entity
- this planning retreat demonstrates the organization’s commitment to improving their capacity to serve
- open to change
- people in ABGC are smart
- people involved get along with each other generally
- good problem solving
- worthy cause
• we’re mutually committed to the benefit and improvement of the Arboretum
• ABGC has a purpose

WHAT’S NOT GOING AS WELL AS YOU WOULD LIKE WITH THE ABGC?

Brainstormed List:
• not a clearly defined purpose
• inertia
• roles and responsibilities of constituent groups unclear
• there’s no timeline and workplan
• leadership structure not well defined
• unclear role in implementing the Master Plan
• stalled on Master Plan implementation
• inadequate representation of broader stakeholder population
• public relations problem
• unclear who ABGC reports to
• confusion regarding role of ABGC
• different cultures/procedures from City, UW and Foundation make it hard to move forward
• perception of elitism
• lots of discussion—less follow-up on implementation
• appointments are casual
• agendas are not set in advance
• not a working body—all leaders, no implementers (unsupported)
• Chair appointments are casual
• not enough visibility on the outside
• actual and potential purpose not well-defined
• reactionary
• visitors/users not represented on ABGC
• no independent identity
• partners have different agendas
• hasn’t dealt with conflict—museum versus parks, quality of Arboretum
• participants on ABGC may not be the best to accomplish the mission
• avoids issue of financing by all parties
• does not look at the entire situation
• poor communication of agenda and minutes
• unsure if the group is serving the community it is supposed to represent
• different decision-making process for the three organizations
• lack of prioritized work plan
• poor communication leads to lack of trust
• delicate issues at times not dealt with at all

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE ABGC IN THE NEXT THREE YEARS?

Brainstormed List:
• seed money in the levy to move forward with the Master Plan
• it’s a major focus for the University of Washington
• Chamber of Commerce will be using the Arboretum as a selling point
• favorable press from horticultural press
• one of the best Arboretums in the world
• growing interest in gardening and parks in general
• great deal of interest by the three entities in the implementation of the Master Plan
• growing acceptance of environmental outlook—there’s momentum occurring
• Japanese Garden has received a lot of international recognition—identified as one of the 10 great gardens outside of Japan
• environmental education in grades K-12
• national/international recognition of the diversity of plants and trees
• there’s an excellent professional staff of gardeners and horticulturalists at the site
• Seattle is being recognized internationally as one of the top 3 garden cities in North America
• we have a Master Plan approved by the 3 entities
• a new broad based interest among our citizens in urban forestry and trees
• strong, committed leadership for improvements to the Arboretum
• part of the capital campaign for the University of Washington
• Japanese Garden is a destination site—over 100,000 visitors annually—they also come through the Arboretum
• people in this city love this Arboretum
• aging population with more discretionary time
• a lot of energy in the groups that support the Japanese Garden in furthering the Japanese Garden and Arboretum Master Plans
• we have a new capital campaign strategy
• a growing appreciation for Washington Park as an urban refuge
• conducive climate
• it’s a great piece of land to implement a Master Plan on
• the fact that it’s in Seattle and the city has a draw all its own
• positive publicity being generated about the need for gardens
• increased awareness that the Arboretum is a source of community information
• it’s on the central administration’s radar screen at UW
• the Flower and Garden Show
• new technology to help public education (e.g., microchips in trees with information for the public)
• pending resolution of 520
• expectation of an improving economy
• increased awareness of the Japanese Garden as a focus of Japanese culture

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE ABGC IN THE NEXT THREE YEARS?

Brainstormed List:
• taking away of land from the Arboretum for 520
• economic downturn
• war in Iraq
• aging of the collection
• potential conflicts with sports field uses
• public controversy creating negative media that hurts potential contributions
• inability to reflect the diversity of the city in terms of demographics
• general resistance by the public to change—belief that the status quo is better
• competition for resources within the University of Washington and the City of Seattle
• general misunderstanding by the public that the Arboretum has to be managed (e.g., taking out of trees)
• conflict of park vs. arboretum vs. recreation
• major donors’ desire for name recognition on things they do
• gifts with other strings attached
• societal changes—aging population, less discretionary time to volunteer
• diversity of constituent groups
• perception that decisions cannot be made in Seattle
• resolution of the expansion of 520
• the fact that people in this city love the Arboretum
• increasing use of the boulevard through the Arboretum
• illegal activities occurring in the Arboretum
• desire by some to continuously revisit the Master Plan
• lack of government resources—Federal, State and Local
• inability of the two managing partners to get along
• increased public usage due to population increase
• competition for resources with other public needs
• the complexity of permitting for change

**BRAINSTORMED GOALS**

• Formalize the meeting procedures of ABGC
• Adopt and implement policies for public participation and communication internally and externally
• Develop better public recognition and awareness
• Support implementation of the Master Plan
• Define clear operating procedures
• Develop policies and procedures for ABGC—clarify roles and responsibilities
• Help encourage donor community recognition
• Complete and implement portions of the Master Plan
• Advise on appropriate roles of 3 major entities
• Strengthen relationship with K-12 institutions
• Develop an operations manual for ABGC
• Increase environmental stewardship opportunities
• Establish implementation priorities for the Master Plan
• Create a phased implementation of the Master Plan
• Improve internal and external communication
• Develop work plan with implementation priorities for the Master Plan
• Build trust between ABGC and the surrounding community
• Communicate goals and objectives of ABGC to the public
• Develop a strategic constituency
• Clarify management roles and responsibilities
• Develop an annual work plan
• Promote the public identify of ABGC
• Clarify ABGC membership and appointment process
• Stabilize membership
• Complete historical study
• Develop ongoing internal organization for major capital campaign
• Develop and implement a strategic funding plan
• Help to develop an appropriate management structure
• Improve organizational staffing for ABGC (e.g., sending out agendas and minutes)