

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, JULY 18, 1990

A.Adams convened the meeting at 10:00 a.m. at the Arboretum's Visitors Center. Five committee members were present: A.Adams, D.Close, B.Keightley, D.Kelly, and C.Simons. Dr. Harold Tukey was present as a guest. Arboretum Foundation president Dick Doss joined the meeting at 10:15.

A.Adams described a preliminary meeting he had had with HT June 13 at which A.Adams introduced the idea of a resident deputy director for the Arboretum and asked HT to consider that concept and then meet with the LRPC today to discuss the matter further.

At that June 13 meeting A.Adams had read to HT the LRPC's draft description of a "Resident Deputy Director":

This resident deputy director would be physically based in the Arboretum and would have the Arboretum as his or her sole and complete responsibility. The resident director should be diplomatic, politically astute, enthusiastic, energetic and resolute in the relationship with the City of Seattle Parks Department and the Center for Urban Horticulture in increasing the excellence of the Arboretum.

Responsibilities of the resident director include:

- * advocate the Arboretum before the public
- * unify and lead the administrative, curatorial and maintenance staff of the Arboretum
- * work closely and maintain a harmonious relationship with the Arboretum Foundation
- * implement the Arboretum's long-range plan currently being developed by the Center for Urban Horticulture

A.Adams explained that the Arboretum's long-range plan cited in the last point is a misconception and will need to be changed.

HT explained that he had considered at length the concept of a resident deputy director. He added that the Arboretum's management team includes many people and so he has also discussed the idea with some of his key staff members.

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HT said that, putting aside for the moment the important details of job description and employment, he believes there is a lot of merit to the idea of a resident deputy director. He said that in general the concept makes sense from his and his staff's viewpoint.

D.Kelly expressed his opinion that the Arboretum would benefit from having someone for whom the Arboretum was their *raison d'etre*, the sole object of their professional commitment and for which they had passion. HT replied that, although the Arboretum's present management team does have commitment and passion for the Arboretum, he does not disagree with the basic premise.

HT stressed that any changes should be designed to increase cooperation between the Arboretum, AF and CUH, not to cause divisiveness. The committee unanimously agreed with this objective.

B.Keightley observed that the AF itself has a problem with continuity and communication, and the presence of a resident deputy director should improve that situation.

D.Kelly asked HT for confirmation that the understanding was that the resident director would be physically based in the Arboretum. HT confirmed his understanding of that.

D.Close suggested that a sound recording be taken of noise levels before and after the erection of the sound barrier in the Japanese garden. D.Close believes that data could prove useful in the future.

D.Kelly asked HT to explain status of planning for the Arboretum. HT stated that the Jones & Jones Master Plan is taken very seriously by the University and the City; it is the "bible" as far as these parties are concerned. He added that a master plan for the Arboretum needs to be revised or updated, largely because key elements of the Jones & Jones plan have by now been implemented. Any such updating would be done via subcontract secured by a bidding process.

HT explained that CUH is not working on a master plan for the Arboretum. However Ian Robertson is developing a long-range plan for collections, which should be completed by mid-September. This collections plan will of necessity include some plans for trails and people flow, but it is not a master plan for the Arboretum.

D.Close asked about the possibility of finding new funding for the Arboretum and Botanical Garden Committee (ABGC), as the funds at that committee's disposal are down to approximately \$100,000. HT replied that perhaps that should happen. C.Simons pointed out that that could occur either with a windfall or regularly

scheduled infusions.

HT left the meeting at 10:55. A.Adams thanked him for attending. The committee was pleased that HT viewed favorably the concept of a resident deputy director.

D.Doss explained that there is a full board meeting scheduled for the third week of September and that would be an opportune time to present the long-range plan.

The committee discussed the difficulties of getting the long-range plan written by September. Following lengthy discussion, the committee agreed to hire a professional writer to write the plan. This writer will consult with each committee member regarding their assigned section(s) of the plan and then write the finished plan. A.Adam will review and approve all drafts of this plan. The committee authorized D.Kelly to locate and hire a writer for this task, at a fee not to exceed \$2,000. The committee agreed on a goal of having the plan finished by mid-September. Dick Doss will schedule an AF quarterly board meeting in mid-October for the primary purpose of reviewing the long-range plan.

A.Adams adjourned the meeting at 11:30.

Minutes recorded by D.Kelly

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MINUTES FOR COMMITTEE MEETING, JUNE 19, 1990

A.Adams convened the meeting at 2:00 p.m. at the Arboretum's Visitors Center. Six committee members were present: A.Adams, D.Close, B.Keightley, D.Kelly, C.Simons, and S.Taft. Scott Medbury was present as a guest. Dick Doss, AF President, joined the meeting for approximately a half hour in the middle of the meeting.

A.Adams introduced Scott Medbury, who is currently receiving his Master's Degree from CUH. His master's thesis is about the development of arboreta, with an emphasis on Washington Park Arboretum.

A.Adams asked SM to discourse on his findings about the Arboretum during his thesis research. SM's comments follow.

* The founders of the Arboretum had the highest of aspirations for it. Visitors from the U.S. and Europe agreed the Arboretum had the potential for excellence because of its site and climate.

* The Arboretum was in a desperate situation from the outset and the Arboretum Foundation has been largely responsible for its survival. Other groups around the state such as the Tacoma Garden Club and Spokane Garden Club once participated in the Arboretum's development and plantings.

* Foundation members used to play an important role in collection development by bringing seed for new plants to the Arboretum from their travels.

* The Arboretum was the last arboretum the Olmsted firm designed. It was also the last arboretum to be arranged taxonomically. Within the Olmsted firm, James Frederick Dawson was the chief designer to work on the Arboretum.

* The Olmsted design called for the plants to be arranged in taxonomic order, first by family and then by genera. Within this taxonomic order, the plants were to be arranged linearly, according to their evolutionary emergence, from the oldest to the

youngest.

* Taxonomic arrangement was the predisposition of the Olmsted firm. That was how the firm had designed the Arnold Arboretum in Boston.

* There are three basic ways to arrange plants in an arboretum - taxonomic, ecological (the type of environment in which the plant is indigenous), and geographic (the region where the plant is indigenous). The trend today is for an arboretum to use a variety of collection arrangements, particularly ecological and geographic.

* WPA crews deviated from the Olmsted plan as they worked in the Arboretum. Brian Mulligan arrived at the Arboretum in 1946. His plantings also deviated significantly from the Olmsted plan, because BM recognized that some of the plants just wouldn't grow at the site planned for them.

* The Rosaceae family, originally planned for planting at the site which became the playfield, has the widest distribution of any family throughout the Arboretum.

* Azalea Way, prior to the Arboretum, was a carriage road and a site for horse races. Dawson was very excited about the possibilities for Azalea Way. The Olmsted plan always intended Azalea Way to be a display feature and not part of the rest of the Arboretum. The main plants bordering Azalea Way were planned to be dogwoods, cherries and azaleas. The dogwoods were never planted.

The plan for the azaleas is interesting in that the flower colors and bloom times were planned in great detail so that the bloom display would be of high aesthetic quality. Colored plans for Azalea Way are in the Olmsted firm's archives.

* The archives of the University of Washington contain excellent historical documents about the Arboretum and Arboretum Foundation.

* SM suggestions for improving the Arboretum:

- * further develop the collections; there is much potential in this area
- * preserve the stone cottages
- * organize new plantings by eco-geographic arrangement
- * implement more and better interpretation of the collections
- * for Azalea Way, adhere to the initial color scheme and add other plants for summer color
- * the Arboretum's staff could be trebled
- * the issue of conservation can be much better addressed

* Compared to other arboreta the quality of Arboretum's collection management is high. Other arboreta are envious of

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wide range of plants that can be grown here because of moderate climate.

* Highest quality arboretum today is the Morris Arboretum in Philadelphia; lowest quality is the Los Angeles State and County Arboretum.

* Morris Arboretum is the "Official Arboretum of the Commonwealth of Pennsylvania". Its collections are well-curated, well-maintained; no dead wood is visible. Renovations are well done. It is fenced with a low admission charge. Its excellent newsletter has won awards.

* Fences and/or gates can denote that one is entering a special place; something other than a park.

* Boston's Arnold Arboretum is similar to our Arboretum in that it is jointly owned by the city of Boston and Harvard University, although the relationship between the city and the University is different.

* Since its beginnings there have been eight names for the Arboretum, including "Washington State Arboretum".

* The Foundation is a semi-autonomous body that should "ride herd" on the City and the University so that the Arboretum can reach its full potential.

Regarding Azalea Way, A.Adams read estimates by Harold Tukey that planning for Azalea Way will cost \$50,000 and take eight months; and renovation will cost between \$500,000 and \$700,000.

A.Adams thanked SM for visiting the committee and sharing his observations. A.Adams said the committee's next meeting may be in July, possibly July 17, at which time Harold Tukey may be a guest. A.Adams will confirm the next meeting and communicate with committee members. A.Adams adjourned the meeting at 3:45.

Minutes recorded by D.Kelly

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MINUTES FOR COMMITTEE MEETING, JUNE 5, 1990

A.Adams convened the meeting at 10:00 a.m. at the Arboretum's Visitors Center. Six committee members were present: A.Adams, B.Keightley, D.Kelly, C.Simons, S.Taft and M. Wolfe. No guests were present.

A.Adams reported on a discussion he had recently with Jane Sylvester, who chairs the Arboretum and Botanical Garden Committee. Her comments to A.Adams suggested that the committee is ineffectual; she told him there is no agenda, no minutes, no decisions. A.Adams observed that if her impression is accurate, then that is cause for concern because the Long-Range Planning Committee has been assuming that that committee is important and effective.

C.Simons and B.Keightly reported that little of the money the AF gave in 1989 to CUH for specified expenditures for the Arboretum, has actually been spent. This is a cause for concern about AF gifts in 1990. It also points out the need for CUH to provide better accountability of funds it receives, which the committee has discussed several times in previous meetings.

A.Adams reported that he recently attended a lecture Scott Medbury gave about his thesis which included substantial research about the history of Washington Park Arboretum. The committee agreed it would be helpful to invite Medbury to meet with the committee and share his views on the Arboretum's history. A. Adams said that Medbury is now working in Hawaii but will return to Seattle for a visit in June, and that he would attempt to arrange for the LRPC to meet with Medbury. A.Adams also requested that D.Kelly obtain a copy of Medbury's thesis and copy and distribute it to committee members, at the AF's expense.

DRAFT OF LEADERSHIP SECTION OF LONG-RANGE PLAN

The committee reviewed the third draft (dated 5/1/90) of the Leadership section of the Long-Range Plan. Following a brief discussion and agreement on minor revisions, C.Simons moved that the committee accept this as its final draft for the Leadership

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section of the Long-Range Plan, with the exception of an unfinished "Financial Contribution" section and a specification of the actual dollars the AF has contributed to the UW's payroll in connection with the Arboretum. D.Kelly seconded. The motion passed unanimously.

The committee agreed that A.Adams would review this section of the LRP with Dr. Harold Tukey, and report back to the committee.

A.Adams said the committee's next meeting would be Sept. 11, with the possible exception of a meeting with Scott Medbury in June.

A.Adams adjourned the meeting at noon.

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MINUTES FOR COMMITTEE MEETING, APRIL 20, 1990

A.Adams convened the meeting at 10:30 a.m. at the Arboretum's Visitors Center. Five committee members were present: A.Adams, D.Close, B.Keightley, D.Kelly, and S.Taft. No guests were present.

A.Adams began the meeting by reading the mission statement which the committee had drafted for the Arboretum Foundation.

The mission of the Arboretum Foundation is to provide stewardship for the Washington Park Arboretum, a Pacific Northwest treasure, and to provide horticultural leadership for the region. Stewardship entails ensuring that the Arboretum has effective leadership, stable funding and broad public support.

A.Adams expressed a concern about not all committee members being present at Long-Range Planning Committee meetings.

SCOPE OF LONG-RANGE PLAN

D.Close suggested there is ambivalence about the scope of the long-range plan. He thought it should be only two to three pages long. A.Adams thought the report should be fairly lengthy for purposes of the Executive Committee. He added that a summary report of two to three pages could be prepared for wider distribution. B.Keightley thought that the plan should document the committee's data and research not only for the immediate purposes of the plan, but for the AF's archives and the future use of those who engage in long-range planning for the AF.

The committee agreed that the plan should be lengthy; however a summary plan of two to three pages should also be prepared. The summary plan will be the plan distributed beyond the AF.

RESIDENT DIRECTOR

There was a discussion of the need for a resident director for the Arboretum. D.Close emphasized that the committee should use

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tact and diplomacy in the language of its report, otherwise the results could be counterproductive. The committee revised the 3/10/90 draft of the Leadership section of the Long-Range Plan (new draft attached). The committee agreed that a resident director should report to the Director of the Center for Urban Horticulture.

D.Close suggested that the plan need not include a list of people currently employed in the Arboretum, which had been included in the 3/10 draft. D.Kelly felt that while such a list may be unnecessary, it is important to establish a baseline of current employment so any future increase in employees can be recognized.

D.Close showed the committee a draft of the Arboretum's revised maintenance agreement between the City and UW. A.Adams instructed that the draft be included with this meeting's minutes, noting that it is only a draft and not final.

A.Adams said that the next committee meeting would be Tuesday, May 1, from 10:00 to noon at the Visitors Center.

A.Adams adjourned the meeting at noon.

Minutes recorded by D.Kelly

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MINUTES FOR COMMITTEE MEETING, MARCH 13, 1990

B.Keightley convened the meeting at 10:15 a.m. at the Arboretum's Visitors Center. Four committee members were present: B.Keightley, D.Kelly, C.Simons and M.Wolfe. AF President Dick Doss was present as a guest.

B.Keightley reminded the committee of the organization the committee had agreed on for each section of the long-range plan (LRP): 1) describe present situation, 2) describe goals to be attained in 25 years, and 3) the short-term action necessary to attain the 25-year goals.

D.Kelly expressed a concern that proposals made in the LRP be feasible. Dick Doss replied that it is more important that the proposals be those that best benefit the Arboretum; feasibility should not be an overriding concern in a 25-year LRP.

D.Kelly distributed a rough draft of the beginning of the leadership section of the LRP. Some comments were:

- * include the word "museum" in describing the Arboretum
- * include policy-makers at the regional, state and local level, and the corporate community, among those whose understanding of the Arboretum's value we wish to increase
- * do not include a schedule of the Arboretum's staff in the LRP
- * resident director's skills/experience should include marketing and fund-raising
- * state that the AF is willing to share the costs of a resident director, not that AF will pay it.

The committee estimated that when all hidden costs are included, the cost of a resident director will approach \$100,000/year.

D.Kelly said he favored including a budget in "round numbers" for the Arboretum in the LRP. D.Doss didn't believe that was necessary. D.Doss handed out Harold Tukey's estimate of the Arboretum's budget requirements, which D.Doss had asked Tukey to prepare. Tukey estimated that a \$705,000 annual budget was necessary (copy attached) to operate the Arboretum.

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C.Simons noted that Dean of Forestry Thorud has made it clear that if there was a budget crunch, he would favor classroom instruction over Arboretum maintenance. She pointed out that the University's continued support of the Arboretum is not certain.

The committee also discussed the issue of an Executive Director for the AF. This matter will be addressed in M.Wolfe's section of the LRP - internal structure of the AF. D.Kelly believes that sometime in the next 25 years the AF will need an Executive Director because the AF's activities will be greater and more complex, and because the societal trend of both spouses working reduces the AF's ability to rely on volunteers. D.Doss observed that the Seattle Symphony has found that moving in that direction is a lengthy process.

D.Doss reported that the Parks Dept. comp plan is a long-term process and there is plenty of time for the AF to offer input to that plan. He also reported that the City has reinstated the Japanese Garden Advisory Committee. The committee observed that the Arboretum is presently a very low priority within the Parks Dept., particularly relative to the Zoo and Aquarium.

B.Keightley explained that the AF's Plant Sale does not run as smoothly, efficiently and profitably as it should.

D.Doss reiterated that the AF needs the LRP completed; that there are many needs for it.

D.Kelly expressed a concern that the plan will not be completed soon because not all members of the committee are at each meeting (this day only four out of seven were present); it is difficult to proceed without there being a consensus within the committee on key points.

The committee also discussed how the report should be written -- by one person so that the LRP is unified stylistically or by the individual members with their sections collated together. The committee felt that it is preferable for one person to write the final plan. That method will result in a more professional-appearing plan which will consequently have more credibility with its readers.

The committee tentatively planned the dates of the next three meetings, all from 10:00 to noon at the Visitors Center.

April 20, Friday

May 15, Tuesday

June 5, Tuesday.

B.Keightley will confirm that April 20 is acceptable for the three absent members.

B.Keightley adjourned the meeting at noon.

Minutes recorded by D.Kelly

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UNIVERSITY OF WASHINGTON

SEATTLE, WASHINGTON 98195

Center for Urban Horticulture, GF-15
Washington Park Arboretum

To: Richard Doss, President, Arboretum Foundation 7-6-89
From: H.B. Tukey, Director *H.B. Tukey*

WASHINGTON PARK ARBORETUM BUDGET REQUIREMENTS

Special Projects

Collections 5 @ \$75,000	375,000	
Interpretation	100,000	
Equipment	80,000	
Planning master plan	50,000	
Drainage	150,000	
Trees	<u>150,000</u>	
Total special projects		\$905,000

Operations annual expenses

Plant Collections

Curatorial	75,000	
Landscape architect 1/2	20,000	
Horticulturist and students	55,000	
4 gardener leads @ 25,000	100,000	
1 city, 3 UW		
8 gardeners @ 22,000	175,000	
2 city, 6 UW		
Greenhouse, propagator	55,000	
Equipment	25,000	
Supplies	25,000	
Plants	<u>10,000</u>	\$540,000

Visitor Center Building

Scheduler	25,000	
Custodial	10,000	
Supplies	<u>10,000</u>	\$45,000

Visitor Center Education

Coordinator, assistants	85,000	
Supplies	20,000	
1 graduate assistant	<u>15,000</u>	\$120,000

Total annual operations		\$705,000
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Income

State	\$100,000	
City	100,000	
Arboretum Foundation	100,000	from sales
Grants and Gifts	<u>90,000</u>	\$385,000

Annual deficit

\$320,000

Endowment to fund operations \$320,000 @ 8%	\$4,000,000
Special Projects	<u>905,000</u>
Total Fund Raising Goal	\$4,905,000

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MINUTES FOR COMMITTEE MEETING, FEBRUARY 6, 1990

A.Adams convened the meeting at 10:05 a.m. at the Arboretum's Visitors Center. All committee members were present. AF President Dick Doss was present as a guest.

A.Adams questioned the process the committee is following; he believed that the committee needs to spend more time on individual sections of the long-range plan.

D.Close suggested that any plans the committee provides are not very useful unless the committee also describes the present situation.

C.Simons and D.Close observed that there are "key decision" points within each section of the plan that require agreement within the committee.

A.Adams asked if committee should go back and review leadership as the first area to tackle, which will then enable us to go further with the other sections. He also suggested that the committee redirect its attention to identifying the key goals in each section, beginning with leadership.

D.Kelly described informal meetings he and A.Adams recently had with David Towne, Director of Woodland Park Zoo, and with Grant Jones of Jones & Jones. A.Adams mentioned Grant Jones's observation that the AF should "ensure" stewardship, not "provide" stewardship. He also mentioned David Towne's comment that AF may have difficulty getting the City's attention because the Arboretum is not presently a problem to the City. A.Adams told of the Comprehensive Park Plan the City is currently developing, and David Towne's suggestion that the AF attempt to offer input to that plan soon.

D.Close reported that the agreement between the City and UW re. the Arboretum is currently being revised.

A.Adams suggested that UW and/or CUH needs to be more actively

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involved in the Arboretum than it currently is. B.Keightley agreed that UW should be more involved, adding that the Arboretum needs the University.

D.Close suggested that the long-range plan not include an organizational chart, because the plan's objectives would be more likely accomplished with a narrative description of organization.

D.Doss said he was skeptical that matters will improve with CUH; the AF has registered complaints and concerns but Harold Tukey and CUH have not responded.

RESIDENT DIRECTOR OF ARBORETUM

B.Keightley moved that the committee agree that its long-range plan include a provision that the Arboretum needs to have a resident director in order to have the "effective leadership" cited in the Arboretum Foundation's mission statement as written by the committee. S.Taft seconded. The motion passed unanimously.

The committee speculated that an annual salary required for a resident director would be in the \$50,000-\$60,000 range. D.Close observed that a resident director would require the approval of both the City and University. D.Kelly noted that if the director reported to Harold Tukey, such problems as inadequate leadership and attention to the Arboretum could persist.

D.Doss mentioned an option of hiring Brian Mulligan on a short-term basis to serve some of the functions a director normally would, but which are not now occurring.

A.Adams relayed a suggestion of Grant Jones: that any changes the committee proposes be presented to UW and the City as beneficial to them.

C.Simons said she doubts the City and UW will willingly share power equally with AF.

S.Taft asked about the Arboretum and Botanical Garden Committee. D.Close replied that it does serve a purpose in that the major players must sit down in a room and talk to each other. He added that Harold Tukey views it as a necessary evil, the City as a way to keep a harness on Tukey.

D.Close confirmed that he will call Rae Tufts at the Parks Dept. regarding the Parks Dept.'s comprehensive plan.

The committee discussed the importance of public outreach as an aspect of the Arboretum and AF.

The committee agreed that it is premature for it or any of its members to meet with Holly Miller and Harold Tukey re. possible organizational changes.

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C.Simons said that the City and UW should recognize the AF as a partner, having guaranteed representation on the committee that oversees the Arboretum and its resident director. The committee agreed.

A.Adams said that the next LRPC meeting will be Tuesday, March 13, from 10 to noon at the Visitors Center. A.Adams will be out of the country at that time so he asked B.Keightley to chair the meeting. D.Kelly said he would have a draft of the beginning of the plan's section about leadership.

A.Adams adjourned the meeting at noon.

Minutes recorded by D.Kelly

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MINUTES FOR COMMITTEE MEETING, JANUARY 9, 1990

A.Adams convened the meeting at 10:15 a.m. at the Arboretum's Visitors Center. Present were A.Adams, B.Keightley, D.Kelly, C.Simons, and M.Wolfe. Visiting as a guest was Tina Kunhle, Unit Council Chairman.

INTRODUCTION OF TINA KUNHLE

A.Adams said that in the more than two years that the Long-Range Planning Committee has been meeting, the Unit Council (UC) and its relationship with the Arboretum Foundation (AF) have been neglected as a subject of discussion. Therefore he had invited Tina Kunhle to meet with the committee today and share her views about the UC.

UNIT COUNCIL CHAIRMAN'S REMARKS

Tina Kunhle made the following comments and observations:

*Of the approximately 2,700 AF members, 1,689 also belong to units and study groups.

*There are 50 to 60 units.

*Membership in a unit is open to anyone who has an interest in the subject studied by that unit.

*As far as she knows, AF is unique with its unit structure; she doesn't know of any other arboretum or botanical garden with such a system.

*Units bring new members into AF and raise money for AF.

*Units bring AF down to a more common level, which attracts more members.

*UC gives members an opportunity to be more involved with AF, to participate in a larger cause, and to enjoy fellowship with people of similar interests.

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*Majority of current unit members are women age 50 and older, who do not work at an 8 to 5 job. An area of growing membership is both men and women under 50. Another growth segment is retired men who are gardeners and have free time.

*UC leadership is aware of the societal trend of both spouses working and less available discretionary time, and recognizes that that trend needs to be addressed in UC planning.

*Jaunita Graham formed the first unit (Unit #1) in the 1930s.

*UC is more democratic today, and less representative of "high society", than it once was.

*The Arboretum Newsletter is fairly new, having been started six years ago. Prior to the Newsletter, the Bulletin contained some AF (including UC) news, which it no longer does.

*UC president is one of the four AF vice presidents, but this is by convention, and is not presently specified in the By-Laws.

*UC's governing board has 15-16 members.

DISCUSSION OF UNIT COUNCIL

C.Simons explained that the UC structure was initially modeled after the Orthopedic Hospital's guild system. M.Wolfe added that the UC has maintained the same basic structure over the years.

C.Simons observed that one the great benefits of UC to the AF is that it maintains an active organization and network that can be tapped relatively easily for AF projects.

C.Simons suggested that the UC be formally represented on the AF's finance committee. Tina Kunhle commented that the AF didn't have a very good budgeting process until C.Simons became AF president. B.Keightley suggested that the AF be structured so that financial contributions of the AF be agreed to by both the AF Board and UC governing board. Tina Kunhle observed that the UC's funds are now intermingled with AF funds, which has helped remove a "we-they" attitude which has existed in the past between UC and AF.

B.Keightley read the "Object and Policy" of the UC from the UC By-Laws, and A.Adams requested they be placed in the minutes:

The object of the Arboretum Foundation Unit Council shall be to promote, foster and assist in the development, growth and maintenance of the Arboretum. The Unit Council shall direct the work of the Units, keep the Units informed of the progress of the Arboretum by having a report by the Director at each Unit Council Meeting, also report any action of the Arboretum Foundation Board of Directors. It shall keep the

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Units informed of the needs of the Arboretum, and shall consider Unit problems.

B.Keightley observed that CUH's education programs had taken some wind out of the sails of the Units' educational efforts. When CUH was getting underway, it used many of the speakers which the Units had identified and cultivated over the years.

B.Keightley said that there can be better coordination between the AF general membership and UC members. She added that the AF needs to use professionals better, to make better use of them.

A.Adams asked Tink Kunhle what the reaction of the Unit Council might be to the idea of a paid Executive Director for the AF. She replied that, while volunteers sometimes prefer to be led by volunteers, in general such a change would be beneficial to the UC Chairman.

B.Keightley said that she liked the idea of an Executive Director; it would make the AF more efficient. She also liked the idea of having someone, in a position of authority, physically present in the Arboretum.

C.Simons observed that UC has had good continuity of leadership, but that continuity cannot be taken for granted. An advantage of an Executive Director is that some degree of continuity would automatically result from that position being created.

T.Kunhle explained that the Pat Calvert Greenhouse is owned by the UC. B.Keightley suggested the Long-Range Planning Committee include that greenhouse in its considerations.

A.Adams thanked Tina Kunhle for visiting with the committee. Tina Kunhle left the meeting.

PROPOSED DESIGNATION AS THE "OFFICIAL STATE ARBORETUM"

D.Kelly reported on a short conversation he had had the previous weekend with former governor Dr. Dixie Lee Ray. When he mentioned the idea of having the Arboretum designated the "Official State Arboretum", she thought it was a good idea and advised going the legislative rather than the executive route in obtaining that designation. She suggested the AF find someone in both the House and the Senate, preferably a Democrat and a Republican, to champion this cause. C.Simons said that Jesse Wineberry is a Democratic legislator who might be willing to champion such a move.

There was a brief discussion of the feasibility of having the Plan finished in time for the Annual Meeting in June. While that goal is difficult, it was agreed that the committee will still try to meet it. A.Adams asked if members would be willing to double up on some meetings this spring; the response was generally favorable.

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It was agreed that A.Adams and D.Kelly would attempt to meet informally, "off the record", with Grant Jones and David Towne prior to the next meeting to obtain their criticism of ideas the committee is considering regarding leadership and management of the Arboretum.

The members present agreed that D.Close's input had been missed the last two meetings, and was needed for the committee to proceed. A.Adams said he would speak with D.Close.

A.Adams said that the next LRPC meeting will be Tuesday, Feb. 6, from 10 to noon at the Visitors Center. At that meeting drafts of five of the eight sections of the Long-Range Plan are to be presented, and for three of the sections -- Boundaries, Stable Funding and Management/Leadership -- outlines will be presented.

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, DECEMBER 12, 1989

A.Adams convened the meeting at 10:05 a.m. at the Arboretum's Visitors Center. Present were A.Adams, B.Keightley, D.Kelly, C.Simons, S.Taft and M.Wolfe. There were no visitors.

CORRECTION OF MINUTES

A.Adams asked that minutes of the last meeting be corrected regarding comments about the baffling fence around the Japanese Garden. The minutes stated that the fence had been erected around the Japanese Garden, which is incorrect. Only a portion of the baffling fence has recently been erected, and negotiations are continuing with the City to complete the fence where the Garden adjoins Lake Washington Boulevard.

BYLAWS OF ARBORETUM FOUNDATION

A.Adams explained that an AF committee is currently working on updating the AF's bylaws. He distributed a copy of the current bylaws to the long-range planning committee members.

DISCUSSION OF OUTLINE OF SECTIONS OF LONG-RANGE PLAN

Each committee member spent approximately 15 minutes presenting an outline for their assigned portion of the Long-Range Plan and discussing it with other committee members. The committee agreed that no minutes would be recorded for these discussions this day as they are very preliminary in nature.

NEXT STEP IN CREATING LONG-RANGE PLAN

A.Adams requested that all committee members take under consideration the comments generated this day about their draft outline, and that at the next meeting all members, except D.Close and D.Kelly, present a rough draft of their section of the long-range plan. At the next meeting D.Kelly is to present a revised version of his outline and D.Close, absent this day, will present an outline of his section.

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A.Adams and D.Kelly agreed to meet with D.Close, prior to the next meeting, to brief D.Close on this day's proceedings and solicit his input on the issue of management and leadership of the Arboretum and AF.

The next meeting of the committee will be on Tuesday, January 9, from 10 a.m. to 12 p.m. at the Visitors Center.

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, NOVEMBER 28, 1989

A.Adams convened the meeting at 10:05 a.m. at the Arboretum's Visitors Center. All seven members were present. There were no visitors.

PROCESS OF WRITING LONG-RANGE PLAN

A.Adams reported that following the last meeting he had considered how best the long-range could be written, and had concluded that the task of writing it should be divided up among committee members, rather than the committee as a whole trying to write the plan together. He intends for the plan to be ready for the Foundation's annual meeting in June.

A.Adams divided the committee's report into eight sections and delegated responsibility for drafting each section, as follows:

1. management/leadership of Arboretum and AF -- D.Kelly
2. ongoing stable funding -- D.Close
3. broadening public support including lobbying and public relations -- C.Simons
4. a growing membership -- B.Keightley
5. long-range planning for AF and Arboretum including updating Arboretum's Master Plan -- A.Adams
6. publications of AF -- S.Taft
7. internal structure of AF -- M.Wolfe
8. physical description of Arboretum -- D.Close
9. summary statement -- LRPC.

A.Adams suggested that the following outline be used for drafting each section:

1. purpose
2. market analysis
3. program assessment
4. communication
5. goals.

D.Kelly proposed another outline order: 1) definition of present

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situation; 2) defining changes and goals desired in 25 years; 3) suggesting action to be taken in the next three years to progress toward the 25-year goal.

A.Adams explained that each member's draft will be reviewed by the committee at each stage of writing. The schedule for completion of the LRPC report is:

December 12, 1989 -- presentation of outline of assigned section(s)
January 9, 1990 -- presentation of first draft of assigned section(s)
February 6, 1990 -- presentation of written comments about first draft of all sections
April 10, 1990 -- presentation of final draft of assigned section(s)
May 8, 1990 -- committee reviews final report
June 1990 -- submission of final LRPC report to AF Board of Directors at annual meeting.

A.Adams explained that he had recently read Strategic Plan 1989-1991 for the Massachusetts Horticultural Society and suggested each committee member read it also, as insights would probably be gained for the committee's work. He asked D.Kelly to copy and distribute the Massachusetts plan to the committee members.

D.Kelly volunteered to obtain projections of population growth for the Puget Sound region from the Puget Sound Council of Governments, and distribute copies to committee members for use as a reference in the writing of the LRPC report.

D.Close observed that a challenge for any non-profit group is how to measure the group's performance, as the traditional way of measuring performance by profits does not apply very well if at all to non-profit groups. He referred to a recent article on this subject by Peter Drucker, well known business management scholar.

M.Wolfe asked A.Adams to clarify the term "internal structure". A.Adams said that that term meant the Unit Council as well as other components of the AF, and their interrelationships.

D.Kelly asked about the politics of drafting the LRPC report. The committee agreed that input should be sought from key, related people (such as Harold Tukey) but that those outside conversations should occur only after the sought input was discussed within the committee.

D.Close reported that a sound baffling fence had recently been erected around the Japanese Garden and observed that it went up with minimal bureaucratic involvement, demonstrating that action can take place within the Arboretum without it getting stuck in bureaucratic quicksand.

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D.Close also reported that his initial studies of the plat maps of the Arboretum show that there is significant unutilized property belonging to the Arboretum, located west of the Japanese Garden.

The next meeting of the committee will be on Tuesday, December 12, from 10 a.m. to 12 p.m. at the Visitors Center. Each committee member is to bring to that meeting an outline of their section of the LRPC report, including seven copies for other committee members.

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, NOVEMBER 14, 1989

A.Adams convened the meeting at 10:15 a.m. at the Arboretum's Visitors Center. Six members were initially present: Al Adams, Barbara Keightley, Duane Kelly, Carol Simons, Sheila Taft and Molly Wolfe. At 10:30 Don Close and AF President, Dick Doss, joined the meeting following that morning's Arboretum and Botanical Garden Committee (ABGC) meeting.

A.Adams distributed notes Don Close had prepared regarding the beginning of a possible outline for the committee's long-range plan. These notes were:

AF and state government

1. Work for state's acceptance of Arboretum in Washington Park as the recognized state's arboretum
2. Be knowledgeable about UW's budget for use in Arboretum
3. State's appointee to ABGC should be an AF member
4. Be involved with State Dept. of Transportation re. 520 property and 520 alignment

AF and City of Seattle

1. Work with Mayor and City Council (particularly council person with Parks assignment)
 - A. Purpose is to keep the officials' awareness high of the special place the Arboretum is
2. Work to get city-appointed members of ABGC be AF members and to come from areas beyond Montlake and Madison Park
3. Work with and monitor Parks Dept. Superintendant and staff
 - A. To assure adequate funding for Arboretum
 - B. To promote long-range view of Arboretum ("world-class arboretum", for ex.) to Parks Dept.
 - C. Follow through on all phases of interface required (Japanese Garden, Visitors Center etc.)
4. Promote the idea that public roads in the Arboretum are not compatible with plants and higher use by Arboretum visitors
5. Work with City to assure its help in developing a world-class arboretum
6. Any contiguous property available should be acquired and become a part of Arboretum

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7. The present Jones & Jones plan the Aboretum is operating under should be revised and periodically updated
8. Monitor joint committees with Parks Dept. personnel to assure progress and continued good relationships

AF and Center for Urban Horticulture

1. Generally cooperate with all CUH programs working within the Aboretum.

REPORT ON ABGC MEETING

D.Close and Dick Doss reported that at that morning's ABGC meeting D.Doss successfully made the point that, regarding projects in the Arboretum, the City and UW are the ones who should be taking the lead on projects, not the AF. They added that Parks Superintendant Holly Miller and Harold Tukey agreed to meet and develop plans for the Arboretum's new storage building, and then present those plans at the Jan. 9 ABGC meeting.

Dick Doss observed that Holly Miller is being educated about the role of AF. He added that Holly Miller is pushing for budgeting and accountability for the Arboretum.

C.Simons said that \$38,000 in existing funds raised by the Unit Council points out the need for a philosophy or direction for AF's gifts to the Arboretum.

D.Close suggested a main focus or philosophy of "making the Arboretum a world-class arboretum."

B.Keightly agreed with this, commenting that after re-reading the committee's minutes, that was an idea she came away with.

S.Taft reported on a presentation Iain Robertson gave in the Arboretum, during which it was apparent that he has been working on a master plan for the Arboretum. D.Doss questioned how much progress has really been made with that master plan.

DESIGNATION AS THE OFFICIAL STATE ARBORETUM

A.Adams asked about the benefits of the Arboretum being designated the "Official State Arboretum". D.Close and Dick Doss replied that it would give the Arboretum much more political and economic clout. Also, as the population continues to increase, there will probably be other arboretum-type facilities, and such a designation would clearly distinguish the Washington Park Aboretum from these other facilities.

A.Adams reported that the AF's video committee is creating a promotional and educational video about the Arboretum, and the concepts they are building the video around are "world-class",

"treasure of the Northwest" and "urban forest".

DREAMS

A.Adams recalled D.Close's observation at the last meeting that the AF needs a cause to rally around, similar to the way the Visitors Center was a cause. To develop a list of possible causes, A.Adams asked committee members to describe their most ambitious dreams for the Arboretum.

B.Keightley

- * Arboretum serves as a "parent" arboretum, with "satellite" arboreta developed in the region
- * buy Broadmoor, and expand Arboretum there
- * attract endowments for all, or parts of, Arboretum
- * increase signage

M.Wolfe

- * acquire as much contiguous land as possible, and do it now, because of highway 520 pressures
- * move Lake Washington Blvd., perhaps by buying property adjacent to the Arboretum
- * move the Washington Park playfield somewhere else, and then utilize that space for Arboretum parking or other Arboretum-related use

S.Taft

- * become a real educational tool and play a much bigger role in public education; be an educational focus for the greenhouse effect
- * create a 4 to 5-acre educational plant exhibit, designed to educate children about plants
- * have a fleet of "arboretum rangers"

D.Close

- * create an arboretum of "world-class stature"

D.Kelly

- * have a greater interpretive focus (signage, education etc.) so that the Arboretum is more accessible to the public, and therefore more likely to be supported by the public
- * have both the AF and Arboretum operate more like a business, with long-range plans, strong leadership and accountability
- * the Arboretum should have a Director and a Curator, both full-time, based within the Arboretum and exclusively dedicated to the Arboretum
- * while "world-class" is a great objective, it is perhaps too large and general to attract much support, and therefore should be divided into smaller objectives, the cumulative effect of which is to create a "world-class arboretum:"

C.Simons

- * double the Arboretum's size
- * establish Arboretum as a regional resource, one that is a

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"treasure" of the entire State and even of all of the Northwest

A.Adams

* build a "living tree" that the public can enter and move within, thereby learning about the different parts of plants and their role in Earth's ecosystem

B.Keightley suggested the AF investigate getting some of the area's governmental "greenbelt" funds dedicated to the Arboretum.

S.Taft told of a good description of an arboretum she once heard from a Canadian arboretum director: "like a world-class symphony playing in a city every day". The committee agreed that was an excellent description.

There was a general discussion of possible conflicts between the AF's Land Use Planning Committee (Scott Pascoe, chair) and the Long-Range Planning Committee. The committee felt that there wasn't presently a conflict. A.Adams said he would communicate with Scott Pascoe to avoid conflict.

The next meeting of the committee will be in two weeks, on Tuesday, November 28, from 10 to 12 a.m. at the Visitors Center.

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, OCTOBER 10, 1989

A.Adams convened the meeting at 10:00 a.m. at the Arboretum's Visitors Center. Five members were present: Al Adams, Don Close, Duane Kelly, Carol Simons, and Molly Wolfe..

A.Adams reported that he and AF President Dick Doss had recently discussed the need for long-range planning for AF to be ongoing and have continuity. They thought that the AF's 4th Vice President could be responsible for ensuring that long-range planning continues. The committee concurred with this idea.

A.Adams suggested that an important initial part of the long-range plan be a definition of what an arboretum is. He mentioned Tim Hohn's description of a "living museum".

D.Close reported that the proposal for a storage shed (one story with perhaps a loft, about 1,000 sq. ft., exterior compatible with exterior of Visitors Center) for AF is going before the Arboretum and Botanical Garden Committee (ABGC). He explained that AF has agreed to pay for this shed.

D.Close reported that he has obtained King County Assessor maps of the Arboretum area. Starting with these maps, he will attempt to begin defining the Arboretum's physical boundaries and legal ownership. He will also try to identify areas of questionable boundary and ownership. The committee agreed that such identification is essential for the committee's long-range planning.

A.Adams asked D.Close if he thought the ABGC was a proper forum to push for a physical definition of the Arboretum. D.Close said he was not sure. The committee also discussed the use of Scott Pascoe's land-use committee in this process, with no conclusion.

D.Kelly asked about the regularity of ABGC meetings. D.Close explained that they occur irregularly. He said it is scheduled to meet monthly; however because members travel frequently and there's not always pressing business on the agenda, the meetings are often cancelled. He added that Rae Tufts of the Seattle

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Parks Dept. chairs that committee.

A.Adams observed that ABGC is a key player in the management of the Arboretum. D.Close agreed. The committee discussed pressing for a seat on ABGC to be formally designated for a representative of AF. The advisability of initially pressing for one seat or three seats was discussed. It was agreed that initially AF should press for one seat, and probably the best way to do that is to ask the City to appoint one of their three seats to the AF. Rae Tufts and Holly Miller have already indicated to the committee that they would support such a change.

The committee discussed the need for detailed accountability for funds designated for and reportedly spent on the Arboretum, both from operating budgets of the City and UW and from various estate wills and endowments. It was noted that Holly Miller had told the committee she would provide a budget for the City's expenditures on the Arboretum, but one had not been forthcoming. Also Harold Tukey has agreed in principle with the City and AF that the UW, via Center for Urban Horticulture, would provide a detailed accounting of funds received for and spent on the Arboretum; however no such accounting has been forthcoming.

C.Simons reported that H.Tukey wants the State to designate Washington Park Arboretum the Official State Arboretum. The committee agreed this was a good idea.

D.Kelly reported that he has learned that Scott Medbury, as part of his studies at CUH, has written a major thesis on the history of the Arboretum. D. Kelly suggested that this thesis may be useful reading for the committee. A.Adams said he would attempt to obtain copies of that thesis.

D.Close suggested an addition to the main issues to be included in the committee's long-range plan: the need for a "cause" around which the AF membership can rally and focus enthusiasm and energy. He added that the construction of the Visitors Center was just such a "cause", another one was now needed, and furthermore there should always be a "cause" to galvanize the membership. The rest of the committee agreed with this principle.

D.Kelly stated that a major concern he has developed about the Arboretum's health and strength (political, financial and horticultural) is that the Arboretum has no leader like Dr. Francis Ching of the Los Angeles County Arboretum or David Towne of the Woodland Park Zoo; and the absence of such a leader seriously weakens the Arboretum. He suggested that Harold Tukey, though nominally the Arboretum's leader, views it more as just a colony in his empire. D.Kelly believes an important need of the Arboretum is a leader for whom the Arboretum is his or her "empire".

A.Adams suggested that the major issue the long-range plan must

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deal with is the relationship between the City, CUH (UW) and AF. He asked committee members to prepare for the next meeting by reviewing prior minutes and writing notes and suggestions about how that situation can be improved for the benefit of the Arboretum.

The next meeting of the committee will be on Tuesday, November 14, from 10 to 12 a.m. at the Visitors Center.

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, SEPTEMBER 26, 1989

A.Adams convened the meeting at 10:00 a.m. at the Arboretum's Visitors Center. Five members were present: Al Adams, Duane Kelly, Carol Simons, Sheila Taft and Molly Wolfe.

GENERAL DISCUSSION FOLLOWING SUMMER RECESS

C.Simons explained that pressure seems to be increasing for a bike trail through the Arboretum, which the Foundation needs to address. She suggested that now is a good time to invite Seattle's mayoral and City Council candidates to visit the Arboretum and meet with the AF, noting that it is easier to get the attention of politicians before they're elected.

D.Kelly said that many of the Arboretum's problems come back to the lack of long-range plans for the AF and the Arboretum.

A.Adams reviewed the history of locating the Seattle terminus for the 520 floating bridge: it was initially proposed for the base of Madison, but strong community pressure caused it to be moved to the Arboretum. He suggested that if the AF, in the areas of politics and public relations, was stronger, more aggressive or more organized, the AF would be more successful in combatting this sort of pressure.

A.Adams said the Arboretum may need a leader, or an attorney serving as a lobbyist, to represent it politically.

D. Kelly explained that some law firms and P.R. firms do offer pro bono services for the community, which is something the AF could investigate.

C.Simons observed that the AF can be seen as having given out mixed signals by encouraging greater public use of the Arboretum while also resisting non-related uses of the Arboretum and encroachment.

S.Taft explained that the growth of the AF, including the success of the Gift Shop, creates problems for the staff and volunteers. S.Taft and C.Simons commented on general trends in society that make it harder for people to volunteer.

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D.Kelly said that the AF may be approaching the size where a paid staff is warranted, such as the Woodland Park Zoo Society and the horticultural societies in Massachusetts and Philadelphia have. He said he would ask Richard Daley, Executive Director of the Massachusetts Horticultural Society, for an organizational chart of his society (both paid and volunteer staff), for the committee to look at.

The committee discussed the elitist image the AF has to some degree. D.Kelly questioned how widespread that image really was. A.Adams suggested that one way to counter that perception would be to get more black people involved with the AF and the Arboretum. D.Kelly mentioned some of the Pennsylvania Horticultural Society's successful activities in the inner city of Philadelphia.

S.Taft pointed out that the Saplings Program is another program that can be built on in such a way as to counter an elitist perception.

It was agreed that a meeting by the committee with Iain Robertson, who is supposed to be developing a long-range plan for the Arboretum, would be useful, although not essential for the committee to move forward.

FUTURE DIRECTION OF COMMITTEE

A.Adams discussed how the committee should proceed. He asked each committee member to go back and read the past minutes, and write down a list of issues or points that should be addressed by the long-range plan for the AF.

The committee compiled a preliminary list of issues a long-range plan might address:

- ✓ 1. Relationship between CUH, City and AF.
2. A long-range plan for the Arboretum.
- ✓ 3. Funding of Arboretum.
- ✓ 4. AF membership goals.
5. Scope of AF activities.
6. Nature and extent of AF's public outreach efforts.
7. Nature and size of AF staff.
8. Define future internal structure of AF, including Unit Council.
- ✓ 9. Lobbying needs.
- ✓ 10. Public relations needs.
11. Physical definition of Arboretum.
- ✓ 12. Physical plant needs of AF.
- ✓ 13. Periodical literature of AF (Bulletin and Newsletter).

The next meeting of the committee will be on Tuesday, October 10, from 10 to 12 a.m. at the Visitors Center.

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, MAY 16, 1989

A. Adams convened the meeting at 10:15 a.m. at the Arboretum's Visitors Center. All members were present, as well as Foundation president Elizabeth Moses. Holly Miller, Seattle Parks Superintendent, was also present as a guest.

DISCUSSION WITH HOLLY MILLER

Discussion questions had been given to HM in advance.

Question 1: What do you think of the Arboretum growing by acquiring more land contiguous to it? HM said it would be great. D. Close explained that there is confusion about what the Arboretum's boundaries are. He also introduced idea of Foster Island becoming an official part of the Arboretum.

Question 2: There is some confusion about the exact size and boundaries of the Washington Park Arboretum? How can the Arboretum be better defined geographically? HM agreed that the Arboretum needs to be better defined geographically.

Question 3: What are your views about public use of the Arboretum, particularly regarding pathways, public access and parking? What is your view of the concept that some plant collections would benefit from protection by fencing? HM advocates greater public use. She explained that there is a move afoot to make Woodland Park Zoo private, which she opposes. She stated that Parks Dept. will always advocate strong public use of facilities, adding that there is always a dynamic balance between use and protection. She has a problem with any fencing. She reported that other City parks will in the future have more horticultural offerings for the public. She has started a natural resources group within the Parks Dept. whereby a naturalist, who works with the public as well as the park, oversees a park.

Question 4: What is your understanding of the agreement between the City and the University regarding the Arboretum? HM said the agreement is clear: the City owns the Arboretum, the UW manages the collections, and the Parks Dept. does the routine maintenance. HM has suggested to Harold Tukey that the two of

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them meet every 6 to 8 weeks. HM also believes that the Arboretum and Botanical Garden Committee (ABGC) is very useful as a forum for different parties being informed about the Arboretum and for resolving conflicts. D.Close suggested that the Arboretum Foundation's (AF) role is to monitor UW and City to make sure that each is fulfilling its responsibility. HM believes that a more stable funding policy is needed for the Parks system.

Question 5: What do you consider to be the proper role of a support group such as the Arboretum Foundation? HM said AF is relatively selfless and a good model for a support group. As an example, she said AF is a better support group than the Zoo board. She considers it appropriate for AF to continue to be an advocate for the Arboretum, adding that AF has an image of being very reasonable. She suggested getting the City Council members out to the Arboretum for various events, particularly Dolores Sibonga and Jim Street, and said that now's a good time because of the budget process. She urged AF to be selective and specific with the City Council when raising budget issues.

Question 6: The committee understands that the City has requested an accounting from the University for their expenditures on the Arboretum. What is the status of this request? HM said that Kurt Green, the Parks Dept.'s chief financial person, has had discussions with UW regarding budgets for the Arboretum. HM said the City will continue to push for that. She said the ABGC has pressed the UW on this point. D.Close said that ABGC has in its minutes an agreement with Harold Tukey that he/UW will provide those numbers.

Question 7: How do you prepare your budget for the Arboretum? Could the AF have input to that budgeting process and have information about the budget that is finally approved? HM stated that the City would love to get input from AF re. the budget. She reported that the Parks Dept. has been told their next year's budget will be 92% of this year's budget. She encourages AF to get involved and to work with Terry Brady who oversees maintenance for all the City's parks.

Question 8: What is your concept of a world-class arboretum? HM would like to see continued emphasis on public use and enjoyment. B.Keightley pointed out that there are different kinds of public use. D.Kelly asked if the City would have a naturalist dedicated to the Arboretum. HM would like to push for more educational use of the Parks system.

Question 9: What is the possibility that there could be greater support for the Arboretum from the City? This question was not specifically addressed.

Question 10: What is your view of the importance of the Arboretum and Botanical Garden Committee? Can the AF be formally represented on that committee? HM said she could support AF

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being officially represented on ABGC.

At the end of the discussion HM suggested that the Long-Range Planning Committee consider what problems are created by the absence of a long-range plan for the Arboretum. She also urged the committee to be specific and not start with the beginning of time.

A.Adams thanked HM for visiting the committee. HM left at 11:15.

DISCUSSION OF HOLLY MILLER'S COMMENTS

D.Close observed that the meeting with HM was very useful. The committee agreed that HM was impressive.

B.Keightley suggested that the AF perhaps should raise the issue of having a City naturalist on site, adding that the Arboretum's Building/Program Manager cannot manage programs because she is always bogged down in the nitty-gritty of running the building.

S.Taft suggested that AF has a lot of clout in fulfilling some of the Arboretum's unmet needs right now.

S.Taft asked if the offering of more horticultural elements in other City parks could create a problem for the Arboretum.

D.Kelly mentioned that other City parks support groups, such as Friends of the Conservatory, are aggressively promoting themselves and their cause.

S.Taft said that the lack of commonality of goals between UW and AF is a problem. She added that some jealousy could possibly be involved in that the AF does some things, such as the saplings program, better than the UW. She reported that her organizing an Arboretum unit of professionals from the horticultural/nursery/landscape field has been perceived as a threat by CUH.

D.Close suggested that the AF needs to be careful pressing Harold Tukey too strongly for a budget because he could respond with anger and cooperate even less.

A.Adams explained to E.Moses that the Arboretum mission statement the committee had drafted was confidential and not to be revealed at annual meeting. E.Moses agreed.

A.Adams explained that he will write an interim report on the committee's progress for dissemination at the AF's annual meeting June 14.

The next meeting of the committee will be on Tuesday, September 26, from 10 to 12 a.m. at the Visitors Center.

Minutes recorded by D.Kelly

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May 16, 1989

ARBORETUM FOUNDATION LONG-RANGE PLANNING COMMITTEE

DISCUSSION QUESTIONS FOR HOLLY MILLER

1. What do you think of the Arboretum growing by acquiring more land contiguous to it?
2. There is some confusion about the exact size and boundaries of the Washington Park Arboretum. How can the Arboretum be better defined geographically?
3. What are your views about public use of the Arboretum, particularly regarding pathways, public access and parking? What is your view of the concept that some plant collections would benefit from protection by fencing?
4. What is your understanding of the agreement between the City and the University regarding the Arboretum?
5. What do you consider to be the proper role of a support group such as the Arboretum Foundation?
6. The committee understands that the City has requested an accounting from the University for their expenditures on the Arboretum. What is the status of this request?
7. How do you prepare your budget for the Arboretum? Could the Arboretum Foundation have input to that budgeting process and have information about the budget that is finally approved?
8. What is your concept of a world-class arboretum?
9. What is the possibility that there could be greater support for the Arboretum from the City?
10. What is your view of the importance of the Arboretum and Botanical Garden Committee? Can the Arboretum Foundation be formally represented on that committee?

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, MAY 3, 1989

A.Adams convened the meeting at 10:15 a.m. at the Arboretum's Visitors Center. All members were present. There were no guests.

MISSION STATEMENT FOR ARBORETUM FOUNDATION

A.Adams asked for a discussion of the possible mission statement the committee drafted at the last meeting.

D.Close asked for a clarification of the meaning of "stable funding." He expressed a concern that by that phrase not being more specific it could be taken to mean that the Foundation wishes to provide more funding for the Arboretum, even in the areas of operations and maintenance. The committee agreed that that it is not the Foundation's intent to provide funding in the areas of operations and maintenance, which are the joint responsibility of the City and the University, and therefore it is not the committee's intent for that phrase to suggest or imply that.

D.Kelly said that he considers "stable funding" to mean funding sufficient to operate the Arboretum that is stable year in and year out without regard to source. C.Simons felt that the phrase was less limiting and therefore more useful as is, without further qualification. The committee decided to leave the phrase as drafted.

D.Close motioned that the draft mission statement be accepted by the committee as the one they will propose to the Executive Committee for adoption by the Foundation. C.Simons seconded. The motion passed unanimously. This mission statement is:

The mission of the Arboretum Foundation is to provide stewardship for the Washington Park Arboretum, a Pacific Northwest treasure, and to provide horticultural leadership for the region. Stewardship entails ensuring that the Arboretum has effective leadership, stable funding and broad public support.

Pg. 2 - May 3, 1989

The committee discussed releasing this mission statement to the Arboretum board and membership, possibly at the Foundation's annual meeting next month. It was agreed that the mission statement should not be released until the committee completes its deliberations, as its subsequent deliberations will qualify the mission statement, reducing the possibility of its being misunderstood. A.Adams said that for the time being the committee would use the mission statement internally as a working document.

D.Kelly asked if anyone knew if there was any money, specified to be spent on the Arboretum, left in a Merrill family trust fund. He explained that he had become curious after reading about such a fund in The Long Road Traveled by Henry Schmitz (pg.229), and after hearing Tukey complain about Rae Tufts periodically inquiring of him about funds the University may be holding for the Arboretum. No committee member knew if there was such a trust fund. D.Kelly recommended that further inquiries be made.

D.Kelly asked if any efforts had ever been made to obtain funding for the Arboretum directly from Olympia, through the State budget, rather than as part of the University's budget. D.Close answered that some efforts were made 15 to 20 years ago but then were abandoned.

REPORT ON MEETINGS WITH DAVID TOWNE, DIRECTOR OF WOODLAND PARK ZOO; AND WITH HAROLD TUKEY, DIRECTOR OF CUH

A.Adams and D.Kelly reported on meetings they recently had with David Towne (April 18) and Harold Tukey (April 26).

David Towne explained to A.Adams and D.Kelly how the Zoo fits in with the City government. Technically the Zoo is part of the Park Dept. but because the Zoo is so big with such a high profile and because Towne is a former Seattle Superintendent of Parks, he operates the Zoo with a high degree of autonomy and in practice reports to the Mayor, not to the Parks Superintendent. Towne also explained that he has a very cordial and close relationship with his support group, the Zoo Society, which has offices with an Executive Director on the Zoo grounds. When asked about the City's and University's attitude toward the Arboretum, Towne suggested that A.Adams and D.Kelly meet informally with Harold Tukey to better ascertain the University's position.

Reporting on the meeting with Harold Tukey, D.Kelly reported that he came away from meeting with two conclusions: (1) Tukey would not willingly relinquish the University's involvement with the Arboretum, and (2) Tukey is only interested in the Arboretum insofar as it benefits the operations and objectives of CUH. D.Kelly reported that Tukey believes a successful urban horticulture academic program needs to have access to an

Fig. 3- May 3, 1989

arboretum, and if CUH wasn't involved in the Washington Park Arboretum it would have to come up with another arboretum.

A.Adams added that H.Tukey had stated that a support group should never run an Arboretum, that their proper role is to stay in the background and raise funds.

D.Kelly also relayed Tukey's opinion that the Arboretum is in good shape, particularly when compared to some other arboreta such as the Arnold Arboretum in Boston which he says is a disaster. Tukey added that he has little confidence in the City of Seattle and believes the Arboretum would seriously decline under City management.

A.Adams and D.Kelly added that Tukey said he would like to meet again with the Long-Range Planning Committee to share ideas.

UPCOMING MEETING WITH HOLLY MILLER

A.Adams noted that the committee's next meeting would be on May 16, and would consist of an information-exchanging meeting with Holly Miller, the Superintendent of Parks for the City of Seattle.

The committee drafted discussion questions for Miller, which are to be sent to her for consideration prior to the actual meeting. (These questions are attached to these minutes).

A.Adams adjourned the meeting at noon.-----

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, APRIL 11, 1989

A.Adams convened the meeting at 10:05 a.m. at the Arboretum's Visitors Center. All members were present. There were no guests.

IMMEDIATE EFFORT TO ACQUIRE LAND RECOMMENDED

D.Close observed that there are some pressing matters that should not wait for the Long-Range Planning Committee's (LRPC) final report before action is taken. He suggested that efforts be begun right away to acquire land for the Arboretum that is contiguous to the Arboretum and owned by the City of Seattle. The rest of the committee agreed this was a good idea.

DRAFT MISSION STATEMENT FOR ARBORETUM FOUNDATION

The LRPC is developing a proposed mission statement for the Arboretum Foundation (AF) which will be submitted to the AF Board for consideration.

The committee then discussed various rough drafts of this AF mission statement which members had brought with them. Two aspects discussed in detail were whether to include the Unit Council in the mission statement, and what "leadership in the horticultural community" meant and whether that should be included in the mission statement. After considerable discussion, the committee wrote a provisional proposed mission statement for the AF:

The mission of the Arboretum Foundation is to provide stewardship for the Washington Park Arboretum, a Pacific Northwest treasure, and to provide horticultural leadership for the region. Stewardship entails ensuring that the Arboretum has effective leadership, stable funding and broad public support.

A.Adams requested that committee members consider this draft prior to our next meeting, at which time it will be discussed and finalized as the proposed mission statement for the AF.

Pg. 2 - April 11, 1989

MEETINGS RE. ZOO

A.Adams and D.Kelly reported on a meeting they had had with Mary Booth on April 10. D.Kelly explained that the background for this meeting was that MB, as one of seven members of the Design Commission for the City of Seattle and as an active member of the Arboretum Foundation, is in an advantageous position to observe and compare how the Woodland Park Zoo (David Towne, Director) and the Arboretum operate. D.Kelly and A.Adams felt that her observations would be useful to the LRPC's deliberations. A.Adams and D.Kelly explained that MB believes the Zoo is much better organized and managed than is the Arboretum, and is therefore in better shape regarding planning, funding and public support.

The committee discussed the possibility that the Arboretum might benefit from being solely under the Seattle Parks Dept., as is the Zoo, rather than being jointly managed by the City and the University of Washington. It was felt that this possibility was worth exploring further.

A.Adams and D.Kelly will attempt to meet with David Towne prior to the next LRPC meeting, to learn more about how the Zoo is organized and managed, and then will report to the rest of the committee at the next LRPC meeting.

HOLLY MILLER, SEATTLE SUPERINTENDENT OF PARKS

A.Adams suggested that the LRPC meet soon with Holly Miller, the relatively new Seattle Superintendent of Parks, to discuss her views of the Arboretum. The committee agreed this was a good idea. D.Close suggested that the committee also discuss with HM at that time the acquisition of more land for the Arboretum.

A.Adams suggested the committee meet twice in May, in an effort to make as much progress as possible prior to summer and the AF's Annual Meeting on June 14. The next meeting will be on Wednesday, May 3, and the following meeting on Tuesday, May 16. A.Adams will invite Holly Miller to meet with the committee during the May 16 meeting.

A.Adams adjourned the meeting at noon.-----

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, MARCH 6, 1989

A.Adams convened the meeting at 10:15 a.m. at the Arboretum's Visitors Center. Present were A.Adams, B.Keightley, D.Close, D.Kelly, C.Simons, S.Taft and M.Wolfe.

MISSION STATEMENT FOR THE COMMITTEE

A.Adams asked if the committee could approve the mission statement for the committee drafted at the last meeting. D.Close suggested a minor deletion. D.Kelly proposed the mission statement with D.Close's suggested revision be accepted. S.Taft seconded the motion. The motion passed. The approved mission statement for the Long-Range Planning Committee is:

The mission of the Long-Range Planning Committee is to provide a matrix of historical and current data relating to the missions and activities of the Arboretum Foundation, and to suggest direction, goals and objectives that will guide it effectively through the next 25 years and beyond.

MISSION STATEMENT FOR THE ARBORETUM FOUNDATION

A.Adams then suggested that the committee begin work on a mission statement for the Arboretum Foundation (AF). He posed the question, "Why does the Arboretum Foundation exist"?

To this question the committee gave the following answers:

*As a support group for the Arboretum. To educate our members and the public. The AF is looked up to as a real leader in the horticultural community.

*To protect the Arboretum. To use our influence for that protection.

*To serve as a neutral connector or facilitator in the horticultural community.

Fig. 2 - March 6, 1989

*To be a referee, maintaining the delicate balance between the Arboretum, UW and Seattle Parks Dept.

*To protect and perpetuate the Arboretum. To protect it against encroachment by outside forces. To engage in politics with the City and UW in order to protect the Arboretum.

*To disseminate knowledge

-to the public

-to scholars, via use of the Arboretum's gene bank for education and research by UW, and even on a national and international level

C.Simons noted that AF already influences direction for the Arboretum because of the funds it grants.

D.Close observed that we're in a changing world, and we should try to anticipate change rather than reacting to it.

D.Close confirmed that as part of its agreement with the City, the AF has an obligation to publish the Arboretum Bulletin.

D.Kelly speculated that there are opportunities for the Bulletin to be more than it is now, in regard to content and revenues generated, which perhaps the committee should consider.

S.Taft advocated better communication by the AF with its membership.

C.Simon said that there is a need to raise the public's awareness of the value of the Arboretum. D.Close agreed and suggested that in doing that we focus on the practical uses and benefits of the Arboretum.

D.Kelly said that a problem the committee faces is that there is no long-range plan for the Arboretum itself. He questioned how effectively long-range planning can be done for any support group when the entity that group supports has no clearly specified long-range plan. He noted that Tim Hohn had reported to the committee that the Jones & Jones plan is considered to be outdated and is essentially ignored by him and CUH, and that even Grant Jones had suggested to the committee that the Jones & Jones master plan was by now outdated.

D.Close pointed out that the Jones & Jones Master Plan is the official long-range plan right now, according to city ordinance. He added that the plan should be revised now.

S.Taft observed that CUH presents an ongoing problem for the Arboretum and AF because of a lack of creativity and initiative.

D.Close emphasized that the AF must carefully avoid any situation where it is funding ongoing operating costs of the Arboretum.

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M.Wolfe advocated expansion of the Arboretum, and we should push for that now.

D.Kelly added that we should also push for a physical definition of the Arboretum. D.Close agreed.

S.Taft said that we need to face up to problems the AF has with inadequate staff and volunteer burn-out. She pointed out that the stress level for staff people, key volunteers and members (particularly older ones) is steadily increasing because of the growth and changes of the AF.

A.Adams suggested that the AF should be an equal partner with the City and UW in a committee overseeing the Arboretum.

A.Adams asked' "How do we proceed from here"?

D.Kelly said he sees two basic issues regarding a mission statement for the AF: stewardship of the Arboretum and leadership in the horticultural community.

A.Adams requested that each member draft a mission statement for the AF and bring it to the next meeting.

The next meeting will be on Tuesday, April 11, from 10 to 12, at the Arboretum's Visitors' Center.

A.Adams adjourned the meeting at noon.-----

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, FEBRUARY 7, 1989

A.Adams convened the meeting at 10:15 a.m. at the Arboretum's Visitors Center. Present were A.Adams, B.Keightley, D.Kelly, C.Simons, and S.Taft.

MISSION STATEMENT

A.Adams opened the meeting by suggesting that the committee should now proceed by developing a mission statement.

A.Adams, having been studying the development of mission statements, quoted from The Quest for Staff Leadership, a book by Geoffrey Bellman.

"A mission has to do with a unique purpose. A mission statement answers three questions:

Why do we exist?

What are we in business to do?

How are we unique?"

"If the mission defines what we are trying to be, the values and philosophy provide ... spiritual guidance along the path to that mission."

"Values are those beliefs that you support with your thoughts, words, feelings, and actions. Philosophy might be considered the umbrella that all those values fit under or the sum of the values."

"Mission defines ... unique purpose, and philosophy guides how ... to move toward those purposes. . . . Mission is what you are reaching out to be, and philosophy guides how are going to get there."

"If mission defines the organization's unique purpose and direction, then goals and strategy provide structured guidance toward accomplishing that mission. . . . The strategic plan documents the way you have chosen to reach a limited number of goals over the next three to five years."

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The committee discussed the difference between a mission statement for the Long-Range Planning Committee (LRPC) and one for the AF. It was agreed that there is a difference, and that the committee has been struggling with confusion between the LRPC, AF and Arboretum.

A.Adams suggested that an important part of the Long-Range Planning Committee's mission is to draft a mission statement for the AF. He added that no other body or committee associated with the AF is in a position to do this.

C.Simons noted that while a simple mission statement for the AF would be to support the Washington Park Arboretum, we should consider the possibility of the AF existing for more than just support of the Arboretum.

A.Adams encouraged the committee draft a mission statement for itself. After discussion, the following mission statement for the LRPC was drafted.

The mission of the Long-Range Planning Committee is to assemble a group of knowledgeable people with diverse backgrounds, to provide a matrix of historical and current data relating to the missions and activities of the Arboretum Foundation, and to suggest direction, goals and objectives that will guide it effectively through the next 25 years and beyond.

A.Adams asked the committee to review this draft mission statement and be prepared to come to the next meeting to finalize it.

A.Adams announced that the committee's next meeting will be on Monday, March 6, from 10 to 12.

A.Adams adjourned the meeting at noon.-----

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, JANUARY 10, 1989

A.Adams convened the meeting at 10:15 a.m. at the Arboretum's Visitors Center. All members were present except Don Close. Elizabeth Moses and Tim Hohn were also present.

FOLLOW-UP MEETING WITH TIM HOHN

Tim Hohn was meeting with the committee to continue his discussion that began at the committee's Dec. 13, 1988 meeting.

B.Keightley asked TH about Harold Tukey's long-range plan for the Arboretum and/or CUH. Tim was not sure if there was such a plan, and he suspects that whenever HT has mentioned such a plan he was only thinking of a site plan. TH believes that now is needed a comprehensive long-range plan encompassing the issues of interpretation, finance and maintenance.

A MASTER PLAN AND IAIN ROBERTSON

TH explained that Iain Robertson, Assistant Professor of Landscape Architecture at UW, serves as the Staff Designer for CUH. TH understands that IR's instructions include developing a long-range plan for the Arboretum, but he hasn't begun. TH hopes IR will soon be fleshing out plans for a master plan for the Arboretum, which would be an amplification and updating of the Jones & Jones plan, most of which is presently ignored.

TH said he and Chris Pfeiffer are now evaluating the process of the Winter Garden's creation to see what lessons can be learned from that.

TH sees fencing of the Arboretum as an issue. He advocates eventual fencing.

A.Adams mentioned the "greenhouse effect" on the Earth, and asked if the Arboretum and AF could support displays relating to that. TH thought such an idea not out of the question, and saw how it could support certain goals like fencing.

It was the committee's consensus that in the absence of any

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long-range plan for the Arboretum, it's more difficult for the AF to support the Arboretum.

TH thinks that the long-range plan should plan for an increase of membership in the AF and of visitors to the Arboretum. S.Taft noted that the success of programs such as the Saplings Program tends to increase membership.

A.Adams asked TH what he would think of Jones & Jones updating the Master Plan. TH said he wouldn't have a problem with that but that he would prefer IR do it.

DK asked about HT's relative lack of concern for the Arboretum. TH suggested that more pressure be put on HT to attend to the Arboretum.

A.Adams asked if the Arboretum would be better off if it was separated from the UW. TH didn't think so.

DK asked TH about any shortage of office space at the Visitors Center. TH replied that he wouldn't spend more time than he does at the Visitors Center even if he did have a private office at it.

A.Adams thanked TH for meeting with the committee.

A.Adams announced that the committee's next meeting will be Feb. 7 from 10 to 12, for the purpose of beginning to develop a mission statement.

A.Adams adjourned the meeting at noon.-----

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, DECEMBER 15, 1988

A. Adams convened the meeting at 10:00 a.m. at the Arboretum's Visitor Center. All members were present.

MEETING WITH GRANT JONES

A. Adams thanked Grant Jones for taking time from his busy schedule to meet with us. D. Kelly introduced Grant Jones as a founding partner of Jones & Jones, a Seattle-based architectural firm that is a foremost international authority on the design of zoological gardens and arboreta.

The committee had given GJ a list of discussion questions to consider beforehand. The discussion was wide ranging.

GJ said that a master plan containing good thought and inspiring concepts has a power that can then generate political and financial support which can in turn make the plan a reality.

GJ said that arboreta have more potential than zoos for being an emblem of a society, of a community. But zoos are often easier to get funding for because the public is more easily attracted to animals than plants.

GJ noted that H. Tukey will not be the champion of the Arboretum, it is up to the Foundation to be that champion.

He noted that a university benefits by being associated with an arboretum because it can help the university attract students, which is becoming a more competitive concern for colleges today.

GJ believes that there is much untapped potential in the greater Seattle community for support of the Arboretum.

Regarding the design of the Arboretum, GJ observed that there is a lack of clarity in the Arboretum's open spaces. He thinks the place could be opened up to create more vistas, to improve the experience. He realizes the removal of any trees is a very sensitive issue. He urged making more places within the Arboretum special, creating a clearer sense of spaces.

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PUBLIC RELATIONS

GJ believes that the Arboretum would benefit from more extensive public relations efforts. He suggested a pr theme of the Arboretum being "a treasure, a green Ft. Knox". He urges emphasizing the Arboretum's specialness; stressing that will generate more feelings of sanctity toward the Arboretum.

He suggested the Arboretum be known as the "Washington Park Arboretum", not the "Arboretum in Washington Park".

Engaging in more public education would benefit the Arboretum.

FENCING, ADMISSION, CARS AND FOOD

GJ favors erecting a fence around the Arboretum and charging admission. He is ambivalent about cars, but he does favor eliminating Lake Washington Boulevard and making 23rd the arterial. He added that it's not uncommon for arboreta to have off-site parking combined with a shuttle service; such parking and transportation can be designed so that they constitute part of the experience of visiting the arboretum.

He would favor physically connecting the Arboretum to the University; he'd like to see a contiguous connection. He said more emphasis should be given to the Arboretum's woody plant collection as being part of the University's resources.

GJ thinks there should be a food facility (at minimum some kind of tea room) in the Arboretum for people to eat during a visit to the Arboretum.

GJ observed that the Los Angeles County Arboretum in Arcadia has even more political, funding and logistical problems than does our Arboretum. The land there is owned by the state, administered by the county, and there is a foundation very involved.

LONG-RANGE PLANNING

GJ said that the philosophy and objectives of the Arboretum should be one activity of the AF.

GJ suggested the following categories for thinking about the Arboretum's future:

1. the physical space
2. pr and fund-raising
3. a business plan or strategy for AF
 - A. membership - how to develop?
 - B. funding
 - 1) ongoing operations
 - 2) financing development

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GJ encouraged our committee taking an inventory of the AF's resources as one way to help identify what our association is, what are its assets.

GJ observed that one way the world is changing is that the public is more aware today of the fragility of our planet. This change presents the Arboretum with a great pr opportunity to stress how very much a place like the Arboretum contributes to conservation, in the larger sense of the word.

A.Adams explained that the committee's next two meetings will be Jan. 10 from 10 to 12 (with Tim Hohn) and then Feb. 7 from 10 to 12.

A.Adams adjourned the meeting at noon.-----

Minutes recorded by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, DECEMBER 13, 1988

A. Adams convened the meeting at 10:00 a.m. at the Arboretum's Visitor Center. All members were present, as well as Elizabeth Moses, AF president.

MEETING WITH TIM HOHN

The meeting consisted of Tim Hohn discussing the Arboretum and his responsibilities with the committee. The committee had given TH a list of discussion questions beforehand, to which he had prepared a written response, which he distributed at the meeting (a copy is attached). The discussion followed TH's prepared comments. The minutes for this meeting consist of TH's written responses as well as other questions, digressions or qualifications that arose.

TH began with the observation that that most of the public considers an "arboretum" a park. TH said however that an arboretum's purpose is really much closer to that of a museum.

SEATTLE PARKS DEPT.

TH believes the Seattle Parks Dept. bureaucracy views the Arboretum as just another park, but there are individuals in the Parks Dept. who do see the Arboretum in a special light.

TH observed that the Parks Dept. does treat the Zoo and Aquarium differently than other parks. He showed the committee City Regulations that define a "zoo" and "aquarium" as different from a "park" (copy attached). TH would like the "Arboretum" to be also officially recognized by the City as a different entity from a park.

DISCUSSION QUESTIONS

The notes below represent amplifications or digressions from TH's written responses.

1. By the word "conservation" in the first paragraph responding to Question 1, TH means primarily the maintenance of the

collection, retaining what is already there.

2. TH's recommended size for an arborist crew is two to three people. TH added that using private contractors for maintenance is an option some other arboreta use, and one which he would be favorable to at the Arboretum here.

TH said that a problem for him is his lack of control over Parks Dept. crews in the Arboretum.

S.Taft asked TH if H.Tukey would support TH's answer to question no. 2. TH was unsure. He suspects that HT thinks that of all the aspects of CUH, the Arboretum is the one element needing less financial support than the others.

TH added that HT's emphasis is more on CUH and the Arboretum. TH feels that something would be lost if he was only involved with the Arboretum. TH's connection with CUH benefits Arboretum, partly because the Arboretum receives attention from diverse professionals on CUH staff.

TH said that most arboreta charge admission and are fenced.

TH suggested that the AF pursue more aggressively accountability for funds spent on Arboretum. TH favors better accountability from CUH. He also would like to see a budget for the Arboretum; as far as he knows there isn't one right now.

As noon approached, A.Adams noted that the discussion had been very fruitful and hadn't progressed very far into the list of discussion questions. He asked if TH would return for another session to complete the discussion. TH said he would. A.Adams thanked TH for his time and thoughtful comments. TH left the meeting.

A.Adams reminded the committee that we are to meet with Grant Jones in two days, on Dec. 15, at 10:00 a.m. for two hours.

A.Adams adjourned the meeting at noon.-----

Minutes recorded by D.Kelly

LONG RANGE PLANNING COMMITTEE

1. Definition of the Arboretum?

A living museum of woody plants for education, research, conservation, and display.

A museum is a cultural institution that collects and documents items of historical, cultural, or scientific interest and displays them in a variety of contexts which reveal their unique characteristics and relationships to one another.

A curator is someone who makes management decisions about what to collect, the provision of adequate documentation, and the use and preservation of the collection in enlightened anticipation of tomorrow's education, research, conservation needs.

2. What I do with the Arboretum if I had unlimited funds and power?

-Reorganize and embellish the maintenance staff such that we would have section heads with adequate staff to cover their respective areas in a manner that would provide better stewardship and conditions for the collections. A priority would be the addition of an arborist crew to attend to our tree needs. The crew would immediately be consolidated to eliminate the division between "City" and "State" crews, thereby centralizing management authority. There would be corresponding equipment and supply needs.

-Add curatorial staff (1-2 persons) to upgrade and provide more comprehensive record keeping, inventory, evaluation, and labelling services -- basic museum functions which are severely limiting.

-Employ the above individuals in a comprehensive program to renovate the collections based on objective evaluation, historical significance, and collection expansion. Things that we are currently planning to do on a much slower schedule.

-Add visitor services staff (1-2 persons) to assist Lynda with volunteer development, educational programming, Arboretum interpretation, and public relations.

-After an initial period to generate greater public orientation and interest in the Arboretum as brought about by the above changes, I would (what a dream!) eliminate the paved roads through the Arboretum, focus access to two or three points, fence the place for greater security and charge (gasp) admission.

3. Greatest difficulties?

-Providing the correct orientation for all those individuals and agencies associated or acting upon the Arboretum. Getting the message out about what the Arboretum is and what that means in

terms of programming and all associated needs. This problem exists in the University, Parks, City, Foundation, and among the public.

- Dealing with 3 mothers (U., City, Foundation).

- Competing for limited funds within the CUH/University budget process.

- Severe staff, equipment, material limitations.

- Balancing fundamental operating needs with pressing capital improvement needs. Capital improvements can often retard or exacerbate fundamental operating needs.

4. Education purpose of the Arboretum?

This is our strongest and best purpose in terms of reaching a large segment of the public. The Arboretum, as a living museum, has a mandate to provide optimum intellectual accessibility to its collections at as many levels of inquiry as possible. The possibilities are endless. Our greatest limitations are funding and security (coupled with greater public orientation). This should be one of our easier purposes to fund, particularly in regard to young and special needs populations. The hiring of Lynda Ransley indicates a greater concern for this aspect of programming at CUH.

5. Appropriate and inappropriate activities?

All appropriate activities involve Arboretum programming, plant appreciation, various levels of inquiry concerning the collections, nature observation, and passive recreation. Inappropriate activity involves any unlawful acts, active recreation (i.e., athletics, etc.) and abuse of the plant collection. Unauthorized collection of plant material for propagation purposes is inappropriate as well. Inappropriate activities are deemed so in that they restrict or conflict with the purposes of a living museum (education, research, conservation, and display).

6. Where should the Arboretum be in 20 years?

- Solid fundamental programming should be in place and in a steady state of operation to insure that the Arboretum is fulfilling its purposes in a basic, reliable manner.

- Major taxonomic collections should have been thoroughly evaluated and renovated where necessary to contain appropriate taxa in good condition.

- There will be a greater diversity in the types of contexts in which the collections are displayed including several displays established with geographic/ecological themes and functional landscape plant themes such as the winter garden.

-Interpretation in the Arboretum will be highly diversified and continuous to bring out the greatest educational potential of the collections.

-Azalea Way will be completely renovated as a cherry blossom walk highlighted with azaleas and serving as the central spine of the Arboretum providing better orientation and access to the collections. It will have greater year round interest. It will also be the major part of an established pedestrian loop from the Visitors Center.

-The Visitors Center will be the principle orientation and interpretive center for the Arboretum and concerning woody plants for the entire region. It will be landscaped to represent a synopsis of the Arboretum proper while providing horticultural interest year round.

-The Arboretum will be better identified at all of its access points and, where possible, the access points will be more "entrance-like" and limited. Parking should be more centralized.

-The Arboretum should take on an identity which place it firmly in the mind of the public as sharing kinship with the Zoo and Aquarium in programming, purpose, and support.

7. The Arboretum Foundation's role today.

Financial and political support for the Arboretum. Active advocacy wherever necessary. Focus membership and public attention on the unique role of and resource that the Arboretum is. Demand active accountability on the part of those agencies responsible for the Arboretum in the fulfillment of its purposes.

8. Future role of the Arboretum Foundation.

Same as above with the addition of support for and contribution toward greater financial security and growth potential for the Arboretum. Endowment?

9. Improvements in the role of the Foundation?

10. Public perception of the Arboretum?

Another Seattle park with some special plants. Public perception and disorientation are evident in the most common uses of the Arboretum and public resistance to recent proposals and operations geared to improve the Arboretum as an "Arboretum". Because the Arboretum is established in a park, the general perception is that it is first and foremost a park, a misconception as far as appropriate uses and expectations are concerned. Washington Park is little more to the purpose and programs of the Arboretum than is the building shell of the Burke Museum. We have a lot to do in the area of P.R., identity, and public orientation.

11. Public perception of the Foundation? Not sure about this.

12. Foundation support in my dealings with the City, Parks, U.?

Demand active accountability from them in regard to the fulfillment of their understood responsibilities and how those are reflected in the fulfillment of the purposes of the Arboretum.

13. Additional professional people in the Arboretum?

Arborists, curatorial assistant, program assistant (volunteers).

14. Effect of CUH on Arboretum development?

The greatest single effect has been that of additional CUH faculty and staff on program development for the Arboretum. In other ways, the development of CUH may have a competitive effect of unknown extent. I hope to develop a clearer picture of this condition by installing, with the Director's support, a more comprehensive budgeting process for the Arboretum.

18.12.010 Citation.

This chapter shall constitute the Parks Code of the City and may be cited as such.
(Ord. 106615 S 1, 1977.)

18.12.020 Police power.

This chapter is declared to be an exercise of the police power of the City, and its provisions shall be liberally construed for the preservation and protection of the natural environment, public peace, health, safety and welfare.
(Ord. 106615 S 2, 1977.)

18.12.030 Definitions rules of construction.

A. Unless clearly inconsistent with the context in which used, the following definitions apply:

1. "Aquarium" means a facility with artificial habitats containing aquatic or other forms of life for purposes of research, recreation, conservation, education or viewing.
2. "Camp" means to remain overnight, to erect a tent or other shelter, or to use sleeping equipment, a vehicle, or a trailer camper, for the purpose of or in such a way as will permit remaining overnight.
3. "Park" means all parks and bodies of water contained therein, squares, drives, parkways, boulevards, trails, golf courses, museums, aquaria, zoos, beaches, playgrounds, playfields, botanical gardens, greenbelts and other park, recreation and open space areas, buildings and facilities comprising the parks and recreation system of the City under the management and control of the Superintendent.
4. "Recreation program" means any program or activity conducted, sponsored or assisted by the Department of Parks and Recreation, whether or not it occurs in a park.
5. "Superintendent" means the Superintendent of Parks and Recreation of the City and authorized agents of the Superintendent.
6. "Zoo" means a zoological garden where animals are kept for purposes of research, recreation, conservation, education or viewing.
7. "Zoo exhibit" means an area in the Zoo reserved for the purpose of exhibiting Zoo animals.
8. Wherever consistent with the context of this chapter, words in the present, past or future tenses shall be construed to be interchangeable with each other, words in the singular number shall be construed to include the plural, and words in the masculine gender shall apply to the feminine and neuter genders.
(Ord. 113437 S 1, 1987.)

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December 11, 1988

ARBORETUM FOUNDATION LONG-RANGE PLANNING COMMITTEE

DISCUSSION QUESTIONS FOR GRANT JONES

1. What is your definition of an arboretum?
2. If you had unlimited funds and power, what would you do with the Arboretum?
3. What do you think the Arboretum should be like 20 years from now?
4. What is a realistic goal for the quality of the Arboretum?
5. What are the standards by which an arboretum's quality can be judged?
6. How does the Washington Park Arboretum compare with other arboreta in the world in terms of:
 - *size
 - *funding
 - *quality of collections
 - *quality of maintenance
 - *public support of
7. What do you think the Arboretum Foundation's role is today?
8. What do you think the Arboretum Foundation's role should be in the future?
9. How could the Arboretum Foundation perform that role better?
10. How do you think the public perceives the Arboretum?
11. How do you think the public perceives the Arboretum Foundation?
12. Do support groups for other arboreta engage in long-range planning? How do they go about it?

13. How do you feel about fencing & charging admission to an arboretum?

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, NOVEMBER 8, 1988

A.Adams convened the meeting at 10:00 a.m. at the Arboretum's Visitor Center. Present were: A.Adams, B.Keightley, C.Simons, S.Taft and D.Kelly. Molly Wolfe, Don Close and Elizabeth Moses arrived around 10:30.

A.Adams explained that Tim Hohn, the committee's scheduled guest for this meeting, had a time conflict with an appearance at the national ASLA Convention, currently being held in Seattle, and so was unable to attend. A.Adams said he would ask Tim to come another time.

A.Adams explained that Brian Mulligan had recommended that the committee interview Dale Cole as part of its research. BM felt that the committee would find D.Cole helpful because of his long tenure on the faculty of the Dept. of Forestry at UW and an involvement with the Arboretum. There was no conclusive opinion about the usefulness of interviewing D.Cole.

B.Keightley asked if the State specified in its budget how much of UW's budget must be spent on Arboretum? D.Close explained that the Arboretum is not a budget line item from the State, and the State has been unwilling to budget that way. He noted however that there is a written commitment from the State to support the Arboretum.

B.Keightley introduced letter from H.Tukey (copy attached). The committee agreed that the part of the letter stating that "the Center and the Arboretum are totally dependent upon individual supporters for their ongoing operation and capital improvements" was inaccurate.

B.Keightley reported that the new Superintendent of Parks for Seattle is Holly Miller. She also reported on a recent meeting she had attended with Bud Girtch of the Seattle Parks Dept. Some concerns B.Girtch raised were:

1. AF has no agreement with the City re. the Gift Shop
2. City Auditors want to know what UW does with income received from rental of the Visitors' Center
3. Auditors would like to ensure that funds AF donates to

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Arboretum do indeed go to the Arboretum, not to CUH.

D.Close explained that these concerns are why there is now a policy that projects have to be specified before the AF will turn over funds.

D.Close explained that he had been late because he had attended an Arboretum and Botanical Garden Committee meeting that morning, at which Holly Miller was also present. He reported that H.Miller has a favorable attitude toward the Arboretum. H.Miller had stated at the ABGC meeting that there will be no mountain bikes in the Arboretum, and no jogging on Azalea Way or the Waterfront Trail.

E.Moses said that H.Tukey advocates some bicycle trails in the Arboretum.

E.Moses reported on a recent discussion about the Stimson family's donation for the Arboretum's Memorial Gates, and explained that there is a formal city process for the naming of anything in memorium.

B.Keightley reported that B.Girtch had said that it's possible to remodel and expand the Visitors' Center. D.Close agreed that it is possible, but added that it would require going before the City Council.

A.Adams observed that the Arboretum Foundation's Land Use Committee has been a good idea and is active, and he distributed copies of that committee's objectives and proposed bylaws for for our committee members to read (copy attached).

A.Adams noted that the next meeting will be at 10:00 a.m. Dec. 13, and will be a four-hour meeting, from 10:00 to 2:00. He will try to arrange for Tim Hohn or Grant Jones to meet from 10 to 12 and then the committee will meet by itself from 12 to 2.

Two questions suggested for Grant Jones were: 1) What is a realistic goal for the quality of the Arboretum? 2) What are the standards by which the quality of the Arboretum can be judged?

A.Adams adjourned the meeting at noon.-----

Minutes recorded by D.Kelly

Fig. 3 - November 8, 1988

MINDPOWER
DYNAMIC INVESTMENT



October 1988

Dear Friend of Horticulture:

Within the next few days you will receive a phone call from a student representing the Center for Urban Horticulture and the Washington Park Arboretum. It will be an opportunity to join many friends who are investing in the "mind power" it takes to preserve, expand, and make accessible the beautiful worlds which the Center and Arboretum make possible.

My reason for writing you is simply to outline for you some topics to consider as you think about a gift for 1988-89.

To begin, the Center and the Arboretum are totally dependent upon individual supporters for their ongoing operation and capital improvements. Projects and programs such as the new John F. and Neva B. Douglas Research Conservatory and the Center's unprecedented research on how plants respond to urban stress are only two examples of how private support is enhancing our knowledge and appreciation of horticulture.

Additionally, it is up to our friends to help secure the ongoing improvements of the Arboretum and Center for future citizens and horticulturists. Your assistance will make our facilities, research, and grounds some of the finest in the world.

These are a few reasons for your support -- reasons I hope will encourage you to consider a generous gift to the Center this year.

As you consider a gift to the Center, I hope you will reflect on how the Center and Arboretum have influenced your life. Whether it was the long quiet walks in the Arboretum or the seminars on protecting your plants from the drought, the Center and Arboretum have helped to shape the quality of life all of us enjoy.

That way, when you are called, you can be certain that your pledge decision truly reflects your appreciation and interest in participating in the future of the Center for Urban Horticulture and the Washington Park Arboretum.

Sincerely yours,

H. B. Tukey Jr., Director
Center for Urban Horticulture
Washington Park Arboretum

Center for Urban Horticulture-Washington Park Arboretum UNIVERSITY OF WASHINGTON

OBJECTIVES OF THE ARBORETUM LAND USE/CIRCULATION COMMITTEE

LONG TERM CONSIDERATIONS

Land Use/Circulation: General Issues

1. To interpret and assess former master plans for their applicability to present and projected land use and circulation patterns within the Arboretum. To develop policy guidelines on land use and circulation that would act as a framework for assessing future master plans for the Arboretum. To participate in the the master plan update process.
- ★ 2. To act as a resource for comprehensive study of circulation within the Arboretum and adjacent areas as they affect the Arboretum.
3. To research ordinances, contractual agreements, plans and other documents establishing and clarifying the use and purpose of the Arboretum. To utilize these documents as a framework for implementing recommendations of the committee.
4. To develop a document stating the value of the Washington Park Arboretum, as a collection and as a unique international, national, state and urban educational resource. This document would be utilized as a vehicle for support of the Foundations recommendations on land use and circulation.

Land Use/Circulation: Specific Issues

1. To investigate and make recommendations regarding Arboretum Drive East and Lake Washington Boulevard and their context within the Arboretum.

SHORT TERM CONSIDERATIONS

Circulation Issues

1. To assist Seattle Department of Engineering in establishing an adequate Scope of Work for the E.I.S. on the Arboretum/Lakeside trails. To explore all reasonable trail alternatives and ensure that the EIS subject these alternatives to comparable and complete impact assessment.

2. To explore the use of the vacated R.H. Thompson ramps as a bicycle/pedestrian trail connection from the Arboretum to the Museum of History and Industry.
3. To seek to assist Puget Sound Council of Governments in the initial scoping process for improvements to the 520 bridge. To explore alternatives and make recommendations to the Department of Transportation on both the 520 on/off ramps and the vacated R.H. Thompson ramp.

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November 8, 1988

Sett Pierce
Sketcher Holt
(ASCO)

Bob Robertson
for
Sett McLane
Peter Coggesway

ambassador for beauty

THE ARBORETUM FOUNDATION

29 September 1988

BY-LAWS OF LAND USE/CIRCULATION COMMITTEE

Principal Charge of the Land Use/Circulation Committee

The land use/circulation committee is a standing committee of the Arboretum Foundation appointed by the Arboretum Executive Committee on and is subject to the by-laws of the Arboretum Foundation. The principal charge of the committee is to address land use and circulation issues affecting the Washington Park Arboretum.

Membership

1. The L/U Committee shall consist of five permanent Ex-Officio members including the President of the Arboretum Foundation, the Director of the Arboretum, the Curator of the Arboretum, and two members of the Seattle Parks Department.
2. The chair shall be appointed by the president of the Arboretum Foundation. The Committee shall be limited to eight voting members. These members shall be appointed by the chair and president.
3. Voting members of the Committee shall include individuals with specific knowledge and expertise in circulation and land use issues. The Committee chair shall be a member of the Foundation. Membership in the Foundation by other committee members shall be encouraged but not required. Members of the committee shall be appointed by the chair of the L/U Committee and shall serve for a one year period. At the end of the first term, the Chair may request that a member serve for consecutive terms. Resignation prior to completion of term shall be discretionary and shall be predicated on expertise and involvement in issues taken up by the committee.

Procedures for developing recommendations

1. The Land use/Circulation Committee, before adopting positions or taking any action in the name of or binding upon the Arboretum Foundation shall receive the approval of the Executive Committee with the following exceptions noted.
 - 1a. Developments requiring immediate action may occur between meetings of the Executive Committee or Board of Directors. Under these circumstances, the president of the Arboretum Foundation shall approve the proposed courses of action of the L/U Committee.

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2. In considering recommendations of the L/U Committee, the Executive Committee shall assess whether a review by the Arboretum and Botanical Garden Advisory Committee is necessary prior to adoption by the Foundation.
3. The L/U committee shall coordinate with the Parks Department and the University of Washington with a goal of developing a consensus among parties. Increased liason with these agencies shall increase the likelihood of implementing plans and policies adopted by the Arboretum Foundation.

A Quorum

A simple majority of voting members shall constitute a quorum.

Primary Objectives of the Land Use/Circulation Committee

The Land Use/Circulation (L/U) Committee shall;

1. analyse and assess the impacts of proposed projects within or adjacent to the Arboretum on existing or anticipated Arboretum land use and circulation patterns.
2. develop and promote alternatives for reducing or eliminating negative impacts of proposed projects.
3. consider the changes to land use and circulation patterns within the Arboretum to increase its value as a display facility for teaching/research/education and conservation.
4. develop recommendations to enhance the passive recreational opportunities and accessibility of the Arboretum.
5. develop recommendations to enhance and preserve the aesthetic character of the Arboretum.
6. assist in the periodic review and update of the current master plan for the Washington Park Arboretum.

In implementing the above objectives the committee shall recognize the primary importance of promoting the Arboretum and recognizing its historical significance.

Date adopted: October 19, 1988

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
~~DUANE KELLY~~
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, OCTOBER 4, 1988

A.Adams convened the meeting at 10:10 a.m. at the Arboretum's Visitor Center. Present were: A.Adams, B.Keightley, C.Simons, M.Wolfe and D.Kelly. Also present as a guest was Brian Mulligan, whom the committee interviewed.

BM briefly described his association with the Arboretum. As a young man he was an assistant at the Royal Horticultural Society gardens at Wisley, England. He came to Seattle in Oct. 1946 as Superintendent of the Arboretum. Donald Graham was principally responsible for bringing BM to Seattle. In Feb. 1947 BM was appointed Director of the Arboretum, and in Oct. 1972 he retired. Since his retirement he has continued working at the Arboretum as a volunteer.

BRIAN MULLIGAN'S DEFINITION OF AN ARBORETUM

A collection of living woody plants, especially of trees, suited to the local climate, gathered together and growing in one or more locations, properly identified, labelled and maintained by a skilled staff appropriate to the size of the area and the collections.

QUESTION: IF YOU HAD UNLIMITED FUNDS AND POWER, WHAT WOULD YOU DO WITH THE ARBORETUM?

Land. Take in areas north of Lake Washington Boulevard now held but unused by the State Highway Department, and plant new collections of crab apples, Prunus, Sorbus and other genera in the family Rosaceae which were here between 1950 and 1960. Also utilize the land adjacent to (north and east of) the Museum of History and Industry, which was partially planted in the early 1960s by arrangement with the then Parks Department Superintendent of Horticulture.

Clear the jungle north of Foster Island Road of blackberries and unwanted willows and alders, then connect it by a trail to the land to the west. Improve much of the area west of the Boulevard, from the Pinetum at East Lynn St. south to Interlaken Ave. Additional plantings are needed here after such clearing of brush and blackberries, etc.

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The plant collections. Thin out the holly collection considerably. Also the mixed collection of rhododendrons to the west and south of the magnolias, and some of the older hybrids in Rhododendron Glen, now superceded by many better and newer kinds. There are many rhododendrons in the nursery which could be used in various places such as west of the Boulevard from Boyer Avenue to the Pinetum.

The recently planted Conifer Meadow, between East Lynn St. and Lake Washington Blvd., needs much more color added to it, especially in the form of shrubs such as the deciduous azaleas, besides the removal of some unsightly or misplaced conifers close to the Boulevard.

Many permanent descriptive signs are badly needed, both for group plantings such as the camellias, hollies and rhododendrons, and individual specimens such as Davidia, Metasequoia and Sequoiadendron.

Maintenance. At least six more staff are needed for such improvements and continued maintenance. Also, and importantly, a Recorder with a new filing and recording system to maintain the records and labels. This position has not been filled for about 17 years but was formerly a most essential one, and still should be.

If the Curator feels the need for a propagator in the Arboretum greenhouses, where incoming plant material can be handled immediately, whether seeds or plants, and plants now in the Arboretum can be propagated for further dispersal, then he should be provided with one, plus an assistant, and the necessary equipment and materials.

A new tractor to handle the removal of much woody material and do other hauling work seems to me necessary, with a capable driver.

D.Kelly asked BM what was the typical staffing level in the Arboretum during his tenure as Director. BM said he had a staff of 12: propagator, asst. propagator, recorder, Asst. to Director (Joe Witt), 3 equipment operators, and 5 gardeners.

BM, asked which was the best arboretum in the country, replied the Morton Arboretum in Chicago, adding that the Arnold in Boston and Morris in Philadelphia were also good.

Publications. A new edition of the Arboretum catalog of plants in the collections is certainly desirable, since the first one was published in 1977.

A brochure with color photos showing the Arboretum at different seasons should be compiled and published, for sale in the office. See those published by Kew, Edinburgh and the R.H.S.

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Garden (Wisley, England) for examples.

QUESTION: WHAT HAS BEEN THE MOST DIFFICULT ASPECT OF THE ARBORETUM OVER THE YEARS?

Getting adequate funds regularly from the State and University for labor, equipment and materials. Then maintaining the collections with inadequate funding.

QUESTION: WHAT ARE YOUR VIEWS ON THE PUBLIC'S USE OF THE ARBORETUM FOR EDUCATIONAL PURPOSES?

This should be expanded as much as possible, on the lines now being done by both CUH and AF, especially for children and school classes.

Erect three new signs, in cooperation with the Seattle Parks Dept., explaining the ownership, purposes and maintenance of the Arboretum, at three principal entrances to the grounds. Perhaps a similar one for the Japanese Garden.

Hold an Arboretum Sunday twice each year, in May and October, closing the Boulevard to all traffic and allowing parking only at the north and south ends, so that people could walk through it and see it at times where there is much color of one kind or another. Special events could be held by the Foundation or other related groups in the Arboretum on such days.

QUESTION: WHAT DO YOU CONSIDER THE APPROPRIATE AND INAPPROPRIATE PUBLIC USES OF THE ARBORETUM?

Appropriate. Walking to see the collections or particular displays. Instructional classes from the University, Community Colleges, schools, garden clubs, Arboretum Units, etc. These are usually guided by a competent leader(s). Jogging and riding bicycles should be on hard trails or gravel roads only. Picnicking where tables and garbage cans are provided. Sunbathing in suitable locations away from the roads.

Inappropriate. Running on grass paths. Exercising dogs not on leashes. Throwing frisbies, except in the open meadow area west of Azalea Way. Leaving food or drink receptacles on the ground. In general the city's rules for behavior in public parks apply here.

QUESTION: WHAT DO YOU THINK THE ARBORETUM WILL BE LIKE 20 YEARS FROM NOW?

I would hope continuing to maintain the plant collections, with many new kinds now introduced and under trial, serving the public need for information in new ways as well as old. Perhaps a series of demonstration gardens for various purposes, as well as collections arranged by geographical areas, e.g. for New Zealand or Chile plants. New means of communicating information

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will be utilized, although probably the printed word will still be required, with color illustrations.

QUESTION: WHAT DO YOU THINK THE AF'S ROLE IS TODAY?

A. To support the Arboretum's development as fully as possible with funds available, but retaining some influence as to how they should be expended.

B. Continue to publish the Arboretum Bulletin, quarterly if possible, as a most useful means of transmitting information on local horticultural subjects. More advertisements are needed to partially offset its high cost.

C. Continue to explore additional means of raising funds besides the annual sales of plants, bulbs and books. Garden tours to other areas of the U.S. or overseas are one such possibility which has been used successfully elsewhere.

QUESTION: WHAT SHOULD THE AF'S ROLE BE IN THE FUTURE?

Seems likely to remain as it is today, but with increasing emphasis on expanding the membership and therefore the funds available for the Arboretum. Whether it should act as a leader in uniting several local horticultural societies under one banner seems unlikely at present, since it is primarily concerned with the well-being of the Arboretum and not other forms of horticulture.

Also the AF and other interested parties should take the offensive in trying to acquire additional adjacent lands to expand the Arboretum.

QUESTION: HOW COULD THE AF PERFORM THAT ROLE BETTER?

Through more publicity of all kinds to attract and hold new members, including gifts of plants to new members and perhaps special buttons for 5, 10 or more years of membership, as well as mentioning them regularly in the Newsletter. A class of Junior Members might also be set up, for those from 12 to 18 years of age, with reduced membership charges, but no Bulletin. Separate classes or tours would probably not have to be arranged for them, but they could attend others arranged for adults, at a reduced charge.

QUESTION: HOW DOES THE PUBLIC PERCEIVE THE ARBORETUM?

Probably first as an exceptionally attractive park to walk in, rather than have any more strenuous activity, excepting the joggers! Secondly, as a prime source for information about woody plants -- how to grow, select and care for them, and deal with their problems.

QUESTION: HOW DOES THE PUBLIC PERCEIVE THE AF?

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As the principal private supporter of the Arboretum, through the various annual sales of plants, bulbs and books. The new office in the Arboretum should help the public realize how much the AF and CUH are doing in the matter of local horticultural education, and encourage some to become members of the AF.

HOW COULD THE AF BETTER SUPPORT THE CURATOR OF THE ARBORETUM IN HIS DEALINGS WITH CUH, PARK DEPT. AND THE PUBLIC?

The Curator should suggest particular needs for new equipment, plants, personnel in the Arboretum, which the AF might then try to fill. No doubt approval will be required from Director Tukey for any such requests from the Curator, but this should be obtained by the latter. Cooperation with the City Parks Dept. must be a matter of personal contacts between those concerned. It is certainly essential if two different work crews are working in the same place, as they now do.

I believe the Curator is fully capable of meeting and dealing with the public, both individually and collectively.

A. Adams thanked BM for taking his time to meet with the committee, and assured him that his comments were very helpful. BM left the meeting.

Two additional questions were suggested for the meeting with Tim Hohn:

1. What is the effect on the Arboretum of the Curator's attention being directed at more than just the Arboretum.
2. How big a problem for you is the lack of physical space at the Visitor's Center?

A. Adams noted that the next meeting will be at 10:00 a.m. Nov. 8, during which Tim Hohn will meet with the committee.

Also there will be a three to four hour meeting Dec. 13 at 10:00 a.m., at which we will develop a mission statement for the committee. It was suggested that members bring a sack lunch to that meeting as we will work through lunch.

A. Adams adjourned the meeting at noon.

Minutes recorded by D. Kelly, with the help of written notes from Brian Mulligan.

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

----- MINUTES FOR COMMITTEE MEETING, SEPTEMBER 20, 1988

(Note: The Sep. 13 meeting had been rescheduled for Sep. 20)

A.Adams convened the meeting at 10:10 a.m. at the Arboretum's Visitor Center. Present were: A.Adams, B.Keightley, C.Simons, M.Wolfe, D.Close and D.Kelly. A.Adams explained that S.Taft was attending studies in England. Elizabeth Moses joined the meeting about 10:30. D.Close had to leave the meeting early at 11:00 in order to attend another meeting.

B.Keightley explained that during the summer CUH had been merged into the Dept. of Forestry, against Harold Tukey's wishes. She suggested LRPC meet again with HT in light of this new development. She said that CUH controls the Arboretum, CUH buildings, and "wildlife", and a possible problem CUH could face is not being reimbursed by Forestry for its use of CUH facilities.

She noted that some CUH personnel have begun to refer to the grounds around their buildings as the "East Arboretum".

C.Simons noted that H.Tukey had made additional requests for funds from the AF this summer, and that the AF had recently authorized that an additional \$23,000 be given to CUH. Of this \$23,000, \$10,000 is for signage in the Arboretum and \$3,000 for supplies for the Herbarium.

D.Close thinks the AF should change the public's general impression that the Arboretum is another park in the Seattle Parks Dept. system. He stressed that the Arboretum is not another park; it's an entirely different entity.

E.Moses observed that the Gift Shop is doing well and generating a profit, which raises the question of what to do with those profits. C.Simons said a good destination for those profits may be public education functions in the Arboretum, which could tie in with D.Close's previous comments.

E.Moses said that Visitors' Center lobby needs some redesign work and the AF will be asked to help pay for that.

B.Keightley noted that UW is being helpful to the AF, permitting the AF to use the E1 parking lot north of Husky Stadium for its

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plant sale next spring, which should benefit the plant sale.

D.Kelly mentioned as a fundraising possibility for the AF, the creation of an "Arboretum" Mastercard or Visa card, whereby a small percentage of every purchase made with the card would go to AF.

E.Moses suggested LRPC meet with the new head of the Parks Dept. D.Close agreed that would be helpful, but suggested we wait until she's had some time in her new job.

A.Adams stated two approaches LRPC could take at this point: begin to draft a mission statement, or get more input from other knowledgeable people and then draft a mission statement. It was agreed that LRPC should first get more input. A.Adams suggested a list of people for LRPC to meet with:

- * Brian Mulligan
- * Tim Hohn
- * Grant Jones.

M.Wolfe read a definition of an arboretum which Tim Hohn had recently stated: "A living museum for the purposes of conservation, education, display and research."

B.Keightley suggested that Frank Minton, a UW fund-raising specialist, might be a good resource for LRPC.

D.Kelly explained that he had learned from John Wott that CUH had a retreat for long-range planning this summer, partly because CUH had been impressed with our committee's work.

E.Moses requested that she regularly receive a copy of the LRPC's minutes. A.Adams approved. The committee agreed that their minutes are confidential and should not be distributed beyond the committee and E.Moses. A.Adams stressed that he has assured people whom we are interviewing that the interviews are strictly confidential, so that those interviews can be as candid and helpful to LRPC as possible.

MEETING WITH BRIAN MULLIGAN, FORMER ARBORETUM CURATOR

It was agreed that the committee would next meet on Oct. 4 and at that time would try to interview either Brian Mulligan or Tim Hohn, depending on their availability. A.Adams led a discussion developing questions to ask BM and TH. They are attached as addendums to these minutes.

A.Adams reminded everyone that unless they hear otherwise from him, the next LRPC meeting will be Tuesday, Oct. 4, 10:00 a.m. in the Visitors' Center.

A.Adams adjourned the meeting at noon.-----

Minutes recorded by D.Kelly

September 20, 1988

ARBORETUM FOUNDATION LONG-RANGE PLANNING COMMITTEE

DISCUSSION QUESTIONS FOR TIM HOHN

1. What is your definition of an arboretum?
2. If you had unlimited funds and power, what would you do with the Arboretum?
3. What has been the most difficult aspect of your work at the Arboretum for you so far?
4. What are your views on the public's use of the Arboretum for educational purposes?
5. What do you consider the appropriate and inappropriate public uses of the Arboretum?
6. What do you think the Arboretum will be like 20 years from now?
7. What do you think the Arboretum Foundation's role is today?
8. What do you think the Arboretum Foundation's role should be in the future?
9. How do you think the Arboretum Foundation could perform that role better?
10. How do you think the public perceives the Arboretum?
11. How do you think the public perceives the Arboretum Foundation?
12. How could the Arboretum Foundation better support you in your dealings with the CUH, the Park Dept. and the public?
13. What professional people are planned to be working in Washington Park Arboretum?
14. How do you see the East Arboretum developing? What effect do you see that development having on the Washington Park Arboretum?

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September 20, 1988

ARBORETUM FOUNDATION LONG-RANGE PLANNING COMMITTEE

DISCUSSION QUESTIONS FOR BRIAN MULLIGAN

1. What is your definition of an arboretum?
2. If you had unlimited funds and power, what would you do with the Arboretum?
3. What has been the most difficult aspect of the Arboretum over the years?
4. What are your views on the public's use of the Arboretum for educational purposes?
5. What do you consider the appropriate and inappropriate public uses of the Arboretum?
6. What do you think the Arboretum will be like 20 years from now?
7. What do you think the Arboretum Foundation's role is today?
8. What do you think the Arboretum Foundation's role should be in the future?
9. How do you think the Arboretum Foundation could perform that role better?
10. How do you think the public perceives the Arboretum?
11. How do you think the public perceives the Arboretum Foundation?
12. How could the Arboretum Foundation better support the Curator of the Arboretum in his dealings with the CUH, the Park Dept. and the public?

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, MAY 10, 1988

A.Adams convened the meeting at 10:00 a.m. at the Arboretum's Visitor Center. Present were: A.Adams, B.Keightley, C.Simons and M.Wolfe. The purpose of the meeting was to review the April 26 meeting with Rae Tufts of the Seattle Parks Dept. and the May 3 meeting with representatives of CUH -- Harold Tukey, John Wott and Tim Hohn.

A.Adams posed the question, "Who do we believe the greatest percentage of people would say owned the Arboretum?" The group agreed that most would say UW, some the City, and a few the State.

CUH AND THE DEPT. OF FORESTRY

M.Wolfe noted the strong stand H.Tukey made against CUH being incorporated into the Dept. of Forestry. C.Simons noted that the physical plant at CUH is ready but temporarily stymied by not having the programs to fill it. She added that HT had mentioned to us his lack of staff and funds, and that graduate students go where there is grant money available.

A.Adams asked, "If we agree that HT is CUH and CUH is HT, what might the picture be 25 years hence without HT? If CUH is incorporated into the Dept. of Forestry what happens to the empire?"

C.Simons noted that CUH's public outreach is not typical of the UW, and is providing an umbrella for the entire horticultural community.

CURATOR OF PLANT COLLECTIONS

It was noted that HT moved quickly away from discussion of this subject, making it difficult for the group to gauge what the Curator's commitments are to the Arboretum. Also HT does not seem to share his personnel planning process, which may suggest he plans as he goes. M.Wolfe views Tim Hohn as an asset and delights in his deep interest in all aspects of the Arboretum community.

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The Committee felt that it needs to be a goal setter and articulate visions to be shared with AF membership.

UW FINANCIAL SUPPORT

UW maintains that it provides \$350,000 per year to help support the Arboretum. The committee felt that this figure is meaningless unless it is broken down, showing, for example, whether it includes salaries and grants. The City is more open with its accounting. It admits that 2/3 of the Japanese Garden's budget comes from admission revenues.

CITY OF SEATTLE

The committee perceived that Rae Tufts believes there is an uneasy truce between the City and UW. For this reason C.Simons sees AF being actively courted by both the City and UW, but seldom admitted as a partner in the triumvirate. Walter Hundley, as Superintendent of Parks, made it clear he looked to AF for support. The Japanese Garden is a good example of this reliance: the Japanese Garden Society uses the Visitor's Center, has a liaison on the AF Board, and has the AF bank its money. C.Simons wondered if AF should request a clarification of the City's reference to "reforestation" or just let it go as one of life's exciting moments.

AF INFLUENCE ON ARBORETUM DECISIONS

LRPC feels that at this time the AF is not included in decision-making about the Arboretum, but it is in the position to apply pressure because: it has money; it is a more equal partner than the UW and City generally acknowledge; it does contribute. The committee would like D.Close to comment on the AF's philosophical alignment with the City. M.Wolfe added that Rip Collins could be another resource here.

TUKEY'S VIEW OF AF

LRPC perceives HT wanting AF to use his professionals (publicity, grant writing, university relations) to tie the AF in to his system. HT wants AF to be a more active fund raiser in the future but he hasn't shared details as to what he has in mind. LRPC considers AF's fund raising as great for AF's image and self-confidence.

A.Adams requested recorded praise for D.Kelly's excellence in writing and publishing the minutes.

ANNUAL REPORT

1. LRPC has no decisions to announce. It is gathering information, identifying its concerns, reading and interpreting all the various reports including the Environmental Impact

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Statement found in the Jones & Jones Master Plan.

2. Clarification. In talks with City and UW it is apparent that there are some specific concerns which will require AF Policy to address.

3. The Report. LRPC's annual report should be concise and should be printed in the newsletter.

PHYSICAL SIZE OF ARBORETUM

In 1936 the size of the Arboretum was set at 206.8 acres. Rae Tufts sees the Arboretum at around 92 acres, but she agrees that some boundary definitions are fuzzy. HT believes the Arboretum is closer to 200 acres, but he includes in that Foster Island and the plantings that line the canal.

LRPC feels there is no advantage to formally defining the Arboretum's boundaries at this time.

The next meeting was scheduled for Tuesday, Sept. 13 at 10:00 a.m. at the Visitor's Center. The purpose of that meeting will be to create an agenda for the next three months. A.Adams suggested, for summertime consideration, further thinking about mission statements for LRPC and AF.

A.Adams adjourned the meeting at noon.

Minutes recorded by B.Keightley and typed by D.Kelly

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, MAY 3, 1988

A.Adams convened the meeting at 9:35 a.m. at the Center for Urban Horticulture (CUH). All members were present: A.Adams, D.Close, B.Keightley, D.Kelly, C.Simons, S.Taft, and M.Wolfe. Also present as guests were Harold Tukey, Director of Arboreta at the Center for Urban Horticulture, and John Wott, a professor at CUH. Tim Hohn joined the meeting as a guest at 10:00.

A.Adams thanked Harold Tukey (HT) and John Wott (JW) for meeting, and explained that the committee is compiling information from knowledgeable sources as part of its process of long-range planning for the AF.

FUTURE OF CUH

A.Adams had previously given HT a list of discussion questions for this meeting, and HT proceeded to respond to those questions. HT said 20 years is not that far in the future. He noted that he has been at CUH 8 years and there's still a lot to be done. He feels that CUH has achieved half to two-thirds of its objectives set out 8 years ago. CUH has about half the graduate students it should have; it has 10 and should have 25. CUH suffers from a staff shortage; for ex., there are only two clerical staff and although they have a conservatory that's ready, there's no one to staff it. HT hopes the building construction phase (except for an expansion to the Elisabeth Miller Library) is over with. His main focus now is to get the staff and funds needed to double present operation and programs. He expects JW's public education programs will grow substantially. HT expects growth of CUH over the next 20 years will be more difficult than the growth of the first 8 years.

CUH WITHIN THE UNIVERSITY OF WASHINGTON

D.Close asked about distinction between CUH and Dept. of Urban Horticulture. HT said there was no distinction. He explained that CUH's status within UW has been the equivalent of a department (for ex., CUH is parallel with the Dept. of Forestry) and that he has reported directly to Provost George Beckman. He

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said that an effort was underway to incorporate CUH into the Dept. of Forestry, which he and CUH were strongly resisting. HT is confident that won't happen and that CUH will maintain its autonomy within UW. HT pointed out that CUH is unique within UW; there's nothing else like it. HT said that he has enjoyed an excellent relationship with Provost George Beckman, who is retiring at the end of June.

D. Close pointed out that CUH is unique because it has a strong constituency among the public which other UW departments don't have. HT agreed, saying that CUH enjoys a stronger, more positive constituency than even the UW Medical School or Athletic Department.

HAROLD TUKEY'S VIEW OF THE ARBORETUM

HT stated his view of the purposes of the Arboretum, in order of importance:

1. Education and Research. This can include various levels of education, from scholars to grade-school children.
2. Display. The display of plants for the public's enjoyment.
3. Conservation.

HT added that "display" is not his principal interest as Director of Arboreta, and that it is actually pretty low on his list of priorities.

HT explained that CUH is already using Arboretum as a place of research. For ex., Clem Hamilton (CUH faculty) is presently conducting research that is based in the Arboretum. Also HT explained that the existence of the Arboretum influences CUH research; for ex., one reason Tim Hohn (TH) recently visited New Zealand is because the flora there is closer to the collections in the Arboretum, than is the flora in some other areas of the world.

HT said that laboratory-type research will not occur at the Arboretum, but rather at CUH. Types of research HT views as appropriate for Arboretum are taxonomic, design, and social research (interaction of people and plants).

JAPANESE GARDEN

D. Close asked how HT views the Japanese Garden (JG). HT said he was relieved when the City took that over. Taking care of the JG was too much for HT and CUH, and if they had to have taken care of it, they wouldn't have been able to do near the job the City has. HT praised the City's management of the JG.

CLASSROOM USE OF THE ARBORETUM

HT said that classroom use will increase. CUH will be instituting a Master's Degree program which will use the

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Arboretum extensively. Social scientists will increase their study of people's relationship with plants. JW observed that the Dept. of Botany's use of the Arboretum has been declining, but he expects that use to start increasing again. TH said there is a tendency for upper campus departments to use upper campus land rather than the Arboretum in their classroom use.

JW said that Lynda Ransley, the new coordinator for the Visitors Center, will increase public education usage of the Arboretum.

PHYSICAL CHANGES TO ARBORETUM

HT doesn't expect much physical change in the Arboretum. He will continue to resist pressure for bike trails in the Arboretum. HT described the Arboretum as a mature collection that needs some renovation and renewal. He said that traffic is a serious problem and hopes it can be improved, possibly by downzoning Lake Washington Blvd. He doubts that it will be politically possible to ever close off Lake Washington Blvd.

HT said that the Jones and Jones Master Plan needs to be updated, with much attention paid to traffic and parking. JW added that planning includes how to accommodate increasing numbers of people. HT said there is an upper limit to how many people the Arboretum can accommodate, and that a expert planner in that area would be needed to determine what that limit is.

CUH'S RELATIONSHIP WITH CITY OF SEATTLE

HT said that he finds the City of Seattle to be difficult and unreliable to work with. By "City" he means all City departments, not any one in particular. He recognizes that CUH suffers in its dealings with Seattle simply because it is part of the University, which has a long history of difficult dealings with Seattle. As an example of a current difficulty, HT cited a problem he is having in getting electrical approval on CUH's new greenhouse from Holland.

C. Simons asked if the situation would be improved by having the division of responsibilities more clearly defined in the Arboretum's Master Plan. HT replied yes.

HT cautioned the AF against ever playing the City off against the University. He said that has happened in the past, and it would be a real negative were it to happen again.

JW said that a problem he has observed with the City's attitude is that sometimes it will abdicate its responsibility to the Arboretum, assuming those responsibilities can be shoved off on the AF, which then becomes a "saviour" group.

ROLE OF ARBORETUM FOUNDATION

HT said that at one time the AF had taken a major leadership

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role in the management of the Arboretum; hiring, firing etc. HT sees AF as now being in transition from a group managing the Arboretum to being a strong support organization for the Arboretum.

Asked to define "support", HT said it was coordinating and mobilizing the lay groups that use the Arboretum. It also included raising money. He said that the AF should work closely with the management of the Arboretum, adding that the AF extends the Arboretum much further into the lay community than Arboretum management (CUH) ever could. HT encouraged AF to make more use of CUH and UW (he cited publicity as one example of how CUH might be able to help the AF).

TH said he would like to see the AF be a stronger advocacy voice for the Arboretum/CUH in their relationship with the City.

A. Adams asked HT how his relationship with the AF has changed since 1980. HT said the AF has been very important to him. He sees the AF getting stronger. He believes CUH has earned AF's respect, and that the AF recognizes that CUH is doing a good job.

D. Close observed that Superintendent of Parks has the final say on anything in the Arboretum. HT recognizes that, saying that he has no problem "recommending" to the Superintendent.

FINANCIAL SUPPORT OF THE ARBORETUM

HT said that there have been tremendous changes in UW's level of support of the Arboretum: in the 1970s UW spent about \$120,000 per year, the low point was in 1980 with \$75,000, and today UW is spending \$350,000 (includes a share of HT's, JW's and TH's time). HT doesn't see UW increasing its financial support of the Arboretum.

HT noted that the City has increased its support also, particularly with the Japanese Garden. However he thinks the City needs to be constantly reminded of their financial responsibilities. HT suggested that the State may be a source of funds for the Arboretum (which is a "regional" resource) which has yet not been adequately investigated,

HT said that the Arboretum just became a line item in the UW capital budget for the first time, reflecting a strong commitment. HT thinks the AF should conduct a fundraising project for the Arboretum. He thinks there is a never-ending requirement for the AF to be actively involved in fund-raising. HT pointed out that any donation to the UW President's Fund can be earmarked specifically for the Arboretum.

PUBLIC'S PERCEPTION OF ARBORETUM

HT hears everywhere that the Arboretum is one of the "sacred" places in Seattle, which he perceives as being very positive.

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He said the press treats it with reverence. He observed that the Arboretum has not yet been recognized as a regional resource, and he advocates having it recognized as regional.

VIEW OF ARBORETUM FOUNDATION

HT said that the AF has been perceived as a stodgy, tight-fisted organization, but some of that has changed with the construction of the building.

HT is not sure what role AF should have in the community, whether it should be restricted to just support for the Arboretum or have broader roles.

TH said that many people are not aware that the AF is a membership organization, i.e. anyone can join. When TH explains that to people, they are usually surprised.

PUBLIC'S USE OF ARBORETUM

HT believes the public enjoys the Arboretum mainly for its display, ambiance and romance; and not because it wants to learn to identify plants. People don't go there for education.

HT said that public use of the Arboretum will increase, and that the Arboretum in the future will not be the "quiet club" that it has been in the past. HT added that he doesn't want the Arboretum to become Central Park either.

TIM HOHN

A. Adams asked HT what percentage of TH's time does he expect TH to spend on the Arboretum. HT explained that TH is "Curator of Plant Collections", not "Curator of the Arboretum" specifically. He said that TH's time will be spent wherever plant collections need attention, including but not restricted to the Arboretum. HT stated that there are 55 acres at the CUH site, and that the area around CUH within fences will be developed as a research garden.

HT said that UW's responsibility at Arboretum was plants and their interpretation. TH added that "garbage and turf maintenance" are the two most important things the City does there. TH said that the Arboretum would greatly benefit from larger crews both from City and UW; just a couple of more people would make a tremendous difference.

HT said that the Arboretum needs a lot of weed pulling, and suggested that volunteer help might be very useful for weeding, and is something that perhaps the AF could help with.

As an aside, HT said that the City and UW in recent years had discussed the UW taking over management of the Volunteer Park Conservatory, but UW rejected that proposal.

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A.Adams reminded the committee that the next meeting would be at 10:00 a.m. next Tuesday, May 10, at the Visitors' Center. That meeting will be the final one until after summer.

A.Adams adjourned the meeting at noon.

Minutes recorded by D.Kelly

WASHINGTON PARK ARBORETUM FOUNDATION

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, APRIL 26, 1988

A.Adams convened the meeting at 9:35 a.m. All members were present: A.Adams, D.Close, B.Keightley, D.Kelly, C.Simons, S.Taft, and M.Wolfe. Also present as a guest was Rae Tufts of the Seattle Department of Parks and Recreation (SDPR).

INTRODUCTION OF RAE TUFTS

Introducing Rae Tufts (RT) to the committee, D.Close praised her as being an ideal public servant, and said that the Arboretum Foundation (AF) has been fortunate to have her at the SDPR.

A.Adams explained to RT that the purpose of the committee was to consider where the AF should be headed in the future, particularly now that the Visitors Center is built. He said that there's much the committee doesn't know, and therefore is going out to knowledgeable people such as Rae to seek information prior to developing mission statements for the AF and for the committee.

DEFINING WASHINGTON PARK AND ARBORETUM

A.Adams had previously given Rae Tufts discussion questions for this meeting. She proceeded to respond to those questions, discussing the question of physical boundaries first.

RT explained that Washington Park, approximately 200 acres in size, is the entire area of the park, encompassing the active recreational areas and the Arboretum. She said that no one is sure what the boundaries or size of the Arboretum are. She said that the SDPR thinks of the Arboretum as that area south of Foster Island Road, west to the Broadmoor fence, and east of Lake Washington Blvd; the Japanese Garden is not included but in actuality the SDPR does consider it part of the Arboretum; the Arboretum does include the Conifer Meadow. She explained that another way to view the Arboretum is that it is what is in the middle of all the roads in Washington Park. She estimated the actual size of the Arboretum to be 92 acres.

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RT added that Washington Park includes a lot of active recreational areas such as the Playfield that is not part of the Arboretum.

CITY'S LONG-RANGE PLANS

RT said that the City does not have very specific long-range plans for the Arboretum, but that the City certainly intends to honor its 1934 agreement with UW regarding areas of responsibility for the Arboretum.

As an aside, RT explained the SDPR refers to the Arboretum and Botanical Garden Committee as simply the Arboretum Advisory Committee.

RT stated that the Arboretum is one of Seattle's great jewels, and that the City will never walk away from it. Noting that the Jones & Jones Plan was adopted in 1978, she said that the City needs to update that because much of what was in that plan has been accomplished and the funds have been spent.

She said that Walt Hundley wanted a long-range plan for reforestation of the Arboretum, but due to Walt's unexpected retirement, that's in limbo now. She added that Harold Tukey has in effect done some reforestation by the University having removed some trees. She stressed that the City does not want to leave that sort of work all up to the University.

D. Close asked about the City's reforestation plans, and RT said that it would probably occur by Pat Elder and Duane Pentilla working with Tim Hohn. She added that reforestation was initially intended to be part of the drainage project but that proved to be more expensive than anticipated so the reforestation project had been diminished. A. Adams asked RT to amplify on her comment about City not wanting UW to handle the whole thing. RT explained that there has been confusion historically about the ownership of the Arboretum: while the City has very clearly been the legal owner, the University has over the years often acted as if it was the owner. She said that the City has reasserted its ownership in the last 15 years, which has generated some resistance from UW which ran the Arboretum pretty much as it wanted to for 40 years.

RT believes the City's relationship with Tim Hohn is good. She observed that Tim Hohn's position as Curator is a unique position in the City; no other park except Discovery Park has a curator.

AGREEMENT BETWEEN CITY AND UW

RT said that in very general terms, the agreement between the City and UW is that the UW does the finer work (e.g. edging, bedding) and the City does the grosser work (e.g. turf maintenance, tree removal and installation). As an example of this agreement, she said that Tim Hohn should ask the City

before he removes a tree in the Arboretum. RT emphasized that the Superintendent of Parks controls the Arboretum and has the final say, however UW/CUH believe they have final say and often do exercise the final say. RT said that she has written a memo to SDPR Acting Director Bud Girtch suggesting that the maintenance agreement between City and UW be revised and tightened up. RT said that when City spends money, then it exercises control.

When asked about uncertain boundaries of Arboretum, RT believed it was okay for boundaries to be undefined; she doesn't see that as a problem. It was the consensus of the Committee that undefined boundaries are a problem. RT stated that the boundary between Broadmoor and Arboretum is accurate, there being a few insignificant deviations.

BUDGET PROCESS

RT said that the budgeting process for the Arboretum is a standard budget process. The only threat she anticipates to the Arboretum's budget would be if the SDPR's overall budget was cut. She observed that the SDPR is always one of the first departments to suffer budget cuts in hard economic times. If such cuts were imposed on the SDPR, she believes they would be spread pretty evenly through Operations and Maintenance. She doesn't believe the Arboretum would ever be singled out for specific cuts. She added that individual parks, except for Discovery Park, are not line items in the City's budget.

DISCOVERY PARK

Asked if there was a long-range plan for Discovery Park, RT said there was (done by Richard Kiley in 1974) but that she wishes there wasn't because there's been so much litigation over Discovery Park.

THREATS OF PHYSICAL ENCROACHMENT

RT anticipates continued threat of physical encroachment on the Arboretum by the freeway. RT said that the Arboretum will continue to experience pressure for bike trails inside it. She doesn't anticipate other threats for recreational use of the Arboretum, and added that SDPR feels strongly that there should be no further active recreational use of the Arboretum. She does not think canoeing pressure will increase because UW boat rental facilities will not be expanding.

RT doesn't think the Playfield as it is today is detrimental to the Arboretum; rather the Playfield is beneficial because it reduces Arboretum's isolation and increases security.

ARBORETUM FOUNDATION

D.Close asked about the need to educate the public about the

Arboretum. RT replied that such education of the public is critical, and that it helps strengthen the Arboretum politically.

RT feels that the AF is perceived, by both City government and the public, as consisting of upper-income, middle-aged people living on Mercer Island and the east side of Lake Washington. To combat the negative effects of this perception she suggested publicizing more AF members who live in Seattle, and publicizing the Arboretum as a "regional" resource. She said that "regional" is a good current buzzword which the AF can use to its advantage. She believes that the AF would benefit by having a broader based membership, and suggested that the AF have a membership drive.

RT believes that AF is closer philosophically and practically to the City than to UW. SDPR sees AF as dominant among all citizen groups, advisory agencies or support groups that it deals with. She suspects that the City looks to the AF for ideas and help more than the AF is aware of. The City would like greater involvement with the AF. She advocates semiannual meetings with the Superintendent of Parks. She added that the City needs AF not only for help on Arboretum, but also as advisory group for entire passive park use in the City.

Asked what she thinks the AF does, she said that it raises money in various ways to improve Arboretum; helps City care for and improve Arboretum; helps in operations with tours and with promotion via publicity. She said that in lean times the City could not have done without AF, and in healthier times the City very much benefits from the AF.

RT noted that the Arboretum enjoys a special status within SDPR, with it even being considered "sacred" by many employees.

CITY'S RELATIONSHIP WITH CUH

RT described the City's relationship with CUH as an uneasy truce, and sort of distant. She added that at one time it was adversarial. She doesn't feel that CUH has been a useful resource for SDPR. Questioned about differences in philosophy about the Arboretum, she replied that the SDPR wants Arboretum to be for the public, believing that the public has a right to be there. She believes that CUH views the Arboretum as belonging to the UW, which "allows" the public to be there.

S.Taft asked about future of Arboretum and Botanical Garden Committee (ABGC). RT thinks it will continue indefinitely. D.Close said that he thought the ABGC should be the clearinghouse for all major policies and development of the Arboretum.

BUDGETS AND ACCOUNTABILITY

The committee questioned RT about budgets and accountability. RT said there was general acknowledgement that UW is required to account for expenditure of money provided by AF.

RT explained that City and UW are supposed to share equally on the costs of operating the Arboretum, and she thinks that that is roughly how it works out in practice.

RT restated that the City owns the land and the SDPR manages it, adding that UW benefits greatly from the Arboretum.

A.Adams asked how much it cost to operate the Arboretum. RT is not sure if anyone knows. She did not know how much the City spends operating the Arboretum, although she thought Duane Pentilla could come up with those numbers. She doesn't know how much UW spends operating the Arboretum either.

B.Keightley asked RT's opinion of the Arboretum Bulletin. RT said it is great, that she always reads it. B.Keightley pointed out that publishing the Bulletin is part of AF's charter with the City.

SEATTLE'S ADOPT-A-PARK PROGRAM

RT explained that this program was adopted in a time of lean budgets, and that it has been successful. The City allows people to work in a park of their choice and do certain things to maintain and/or improve a park such as weeding and clean-up; pruning is not permitted. The program's intent is to encourage citizens to identify with an individual park. The program has mainly developed with the smaller parks in Seattle.

520 RAMPS

A.Adams questioned the City's position in regard to the 520 ramps. RT replied that City would like to close the on-ramp, but is less concerned about off-ramp. She said that the Montlake community now would like to have the ramps closed, although it used to have the opposite opinion. RT observed that as long as those ramps are there they will increase traffic pressure on the Arboretum.

A.Adams thanked RT for visiting the committee, and RT left the meeting.

D.Close said that the existence of CUH has helped Arboretum by having raised the level of awareness and appreciation of urban horticulture, and since the Arboretum is an urban arboretum, that increased awareness benefits the Arboretum.

B.Keightley expressed surprise at RT's statement that the Arboretum was only 92 acres, excluding the Japanese Garden.

D.Kelly observed that having a 92-acre Arboretum instead of a 200-acre one weakens publicity potential on a national level for the Arboretum.

The committee agreed that:

- *it will advocate defining the Arboretum's boundaries,
- *it will try to establish how much it does cost to operate the Arboretum,
- *it will advocate changing the charter of the Arboretum and Botanical Garden Committee somehow so that the AF will always be represented on it.

C.Simons agreed with RT's suggestion that the AF should meet regularly with the Superintendent of Parks.

The upcoming meeting with Harold Tukey was discussed. Additional questions to ask HT are:

- *What percentage of Tim Hohn's time does HT expect to be spent on the Arboretum?
- *Are there any plans for an arboretum in Woodinville?

A.Adams told the committee that the next meeting would be with Harold Tukey, from 9:30 to 11:30 a.m. on May 3 at CUH. The committee also agreed to meet the following Tuesday, May 10, at 10:00 a.m. at the Visitors Center for a final meeting before adjourning for the summer when many of the committee members will be traveling. Following the May 10 meeting A.Adams will prepare a report for Elizabeth Moses for inclusion in the AF Annual Meeting this summer.

A.Adams adjourned the meeting at noon.

Minutes recorded by D.Kelly

WASHINGTON PARK ARBORETUM FOUNDATION

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
CAROL SIMONS
SHEILA TAFT
MOLLY WOLFE

----- MINUTES FOR COMMITTEE MEETING, APRIL 12, 1988

A.Adams convened the meeting at 10:00 a.m. Six members were present: A.Adams, D.Close, D.Kelly, C.Simons, S.Taft, and M.Wolfe.

MISSION STATEMENT

A.Adams said that the scope of the committee had changed in that the committee now is developing a mission statement (MS) for the AF prior to developing one for the committee itself. He said that a preliminary question is, "Is the committee writing a MS for the AF as it exists today, or as it might exist in the future."

D.Kelly believed the AF's MS that the committee will draft should be for and reflect the AF as it is today.

M.Wolfe noted that the beginning of the AF's By-Laws could serve as the AF's MS:

"The Purposes and Objectives of the Arboretum Foundation are, in conjunction with the Unit Council, to promote, foster and assist in the establishment, development, growth and maintenance of an Arboretum, Botanical Garden and Herbarium in Washington Park . . . ; to support, contribute, allot, transfer and deliver funds and property for the purposes herein mentioned and to expend said funds for said purposes, as may be determined upon . . .

C.Simons suggested that the MS be specific, as generalizations aren't very useful. She also suggested that the MS, once developed, should be highly visible so everyone associated with the AF understands clearly what the AF's purposes are.

D.Close suggested as a way to facilitate the committee's work that discussions about the AF be divided into 3 categories:

1. What the Arboretum is right now.
2. What might be future threats against the Arboretum.
3. What are desired future enhancements for the Arboretum.

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C.Simons believed that the committee should consider the AF separately from the Arboretum.

MISSION STATEMENT FOR ARBORETUM

D.Kelly said he was unclear about what the Arboretum's mission was, and would find an explanation of that helpful. D.Close read from the introduction of the Jones & Jones Master Plan and suggested that was the Arboretum's MS, albeit expressed poetically:

"The University of Washington Arboretum in Seattle's Washington Park is a unique and special resource for the people of the state: pleasure-ground and living textbook; historic legacy and wildlife sanctuary; public park and priceless botanic gene-bank; commuter corridor and stroller's paradise; brilliant, exotic display and somber, native counterpoint; curiosity whetted and questions answered."

The committee agreed that that Jones & Jones Master Plan introduction would serve, for the present working purposes of the committee, as the MS for the Arboretum.

S.Taft believed that the committee needs to address the needs of the AF, which aren't necessarily the same as the needs of the Arboretum.

C.Simons observed that the AF, because of its power and funds, can sometimes unwittingly affect the policies and future of the Arboretum, and that such influence can be premature in that Tim Hohn and others are still considering what the future of the Arboretum should be. As an example of this, she said that Tim Hohn felt pressure to develop the Sorbus Collection and Winter Garden before he had completed his planning.

S.Taft observed that there is a danger of burnout for the Curator due to constrictions from CUH. A.Adams said the committee in its deliberations should explore how the AF might minimize the risk of the Curator becoming burned out.

D.Close noted that there is confusion about what are the physical boundaries of the Arboretum. He reported that Rae Tufts recently said that the physical distinction between the Arboretum and Washington Park is unclear.

D.Close believed that expansion of the Arboretum should be one of the considerations of this committee. A specific issue is the fate of the 520 ramps.

TIM HOHN REPORTS ON AZALEA WAY DEVELOPMENTS

B.Keightley entered meeting and explained that Tim Hohn had just come from a meeting critiquing the conceptual plan for the

drainage work on Azalea Way and had offered to give the committee a brief report. The Committee welcomed this offer. T.Hohn entered the meeting and gave the following report:

The plan calls for replacement of the top 6 in. of soil on Azalea Way with sand. This is also intended to facilitate drainage on the east side of Azalea Way. He is concerned that the plan will only improve the drainage problem, not solve it. The limiting factor is the \$130,000 budget (from City bond funds) for this project. Some ongoing increase in grounds maintenance by the City will be required, but the City recognizes and accepts that.

S.Taft asked how much more funding would be needed to do a good job instead of a mediocre one. He wasn't sure. He said that the budget was intended to solve the drainage problem the entire length of Azalea Way. D.Close and A.Adams felt that the \$130,000 should be spent to do a good job on part of Azalea Way rather than a mediocre job on all of it.

T.Hohn explained that he had to pressure for his attendance at this critiquing meeting, otherwise he didn't think he would have been invited.

A.Adams thanked T.Hohn for his report. T.Hohn left the meeting.

S.Taft expressed concern that there appears to be poor communication between Parks Dept., CUH and the Curator. She pointed out that this was a good example of the inherent problems of the Arboretum having 3 parents. She also observed that the Arboretum has an ongoing problem in that higher planning and maintenance standards should be, but often aren't, applied to the Arboretum than to a normal City Park.

The committee discussed H.Tukey's view of the AF. A section of his recent letter to B.Keightley was read:

"For me, the mission of a support organization is said perfectly in the last three lines of the paragraph: 'The mission of the Arboretum Society is to provide the advocacy, interpretation, and support this botanical garden needs to realize its full potential for the public it serves.' Nothing could be simpler and more to the point."

B.Keightley said that H.Tukey was very interested in attending one of the committee's meetings.

D.Close stated that the main responsibility of the AF is for the "preservation" of the Arboretum, as opposed to its "support". The reason for this distinction is that "support" implies financial support, and that is the responsibility of the state and the city, not of the AF.

S.Taft said that increasing the public's awareness of the

Arboretum is one function of the AF, and that such increase strengthens the Arboretum since it is supported by public taxes.

ARBORETUM GETS NEW PROGRAM COORDINATOR

B.Keightley reported that the Arboretum is getting a new building manager, whose official title is "Program Coordinator". Her name is Linda Ramsley, she's now completing her Master's Thesis at Longwood, and she has very strong outreach skills. B.Keightley said that the hiring of this person indicates that CUH is being very supportive of outreach functions at the Arboretum.

C.Simons explained that CUH tends to view itself as the focus for the horticultural community and the Arboretum as the focus for the public community, and she observed that this recent hiring is consistent with that. B.Keightley added that another example of the Arboretum being viewed as serving the public was that the City is going to be applying more pressure for outside groups to use the Visitors Center.

A.Adams suggested that the committee hear from Rae Tufts and Harold Tukey before proceeding further with mission statements. A.Adams noted that our next regularly scheduled meeting is at 10:00 May 10. He believed it's important for the committee to meet with these two key people before summer when it will be difficult for all committee members to be present at meetings. He suggested scheduling a meeting April 26 with Rae Tufts and one May 10 with Harold Tukey. These two meetings will be planned to be 2 1/2 hours long with the guest being there from 9:30 to 11:30 and the committee meeting by itself from 11:30 to noon. A.Adams will coordinate and confirm this schedule with the two guests and the committee members.

The committee decided it would be helpful both to the guest and the committee to present the guest with a list of discussion questions prior to the meeting. A list of questions was then compiled (attached to these minutes as an addendum).

A.Adams reminded the committee that the next meeting would begin at 9:30 a.m. on April 26.

A.Adams adjourned the meeting at 12:35 a.m.

Minutes recorded by D.Kelly

ARBORETUM FOUNDATION LONG-RANGE PLANNING COMMITTEE

DISCUSSION QUESTIONS FOR RAE TUFTS

1. What are the Park Department's long-range plans for the Arboretum?
2. What is your opinion of the Arboretum's budget process? Do you anticipate any changes or threats to that budget process?
3. Do you anticipate pressures on the Arboretum of physical encroachment? If so, from where?
4. What are the physical boundaries of the Arboretum? Of Washington Park?
5. What do you think the Arboretum Foundation's role is today?
6. What do you think the Arboretum Foundation's role should be?
7. How do you think the Arboretum Foundation could perform that role better?
8. How do you think the public perceives the Arboretum?
9. How do you think the public perceives the Arboretum Foundation?
10. How has the Adopt-A-Park program developed? How effective is it?
11. How would you describe the Park Department's relationship with the Center for Urban Horticulture?

ARBORETUM FOUNDATION LONG-RANGE PLANNING COMMITTEE

BM

↓ DISCUSSION QUESTIONS FOR HAROLD TUKEY

1. What is your vision for CUH 20 years from now?
- ✓ 2. What is your opinion about what an "arboretum" is?
3. What do you anticipate being CUH's future classroom use of the Arboretum?
- ✓ 4. What do you think the Arboretum will be like 20 years from now?
- ✓ 5. What do you think the Arboretum Foundation's role is today?
- ✓ 6. What do you think the Arboretum Foundation's role should be?
- ✓ 7. How do you think the Arboretum Foundation could perform that role better?
- ✓ 8. How do you think the public perceives the Arboretum?
- ✓ 9. How do you think the public perceives the Arboretum Foundation?
- ✓ 10. What are your view's on the public's use of the Arboretum for educational purposes?
11. How would you describe the Center for Urban Horticulture's relationship with the City of Seattle and its Park Department?
12. Do you anticipate any changes in financial support of the Arboretum by the City or the State in the future?

WASHINGTON PARK ARBORETUM FOUNDATION

LONG-RANGE PLANNING COMMITTEE

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DUANE KELLY
CAROL SIMONS
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MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, MARCH 8, 1988

A.Adams convened the meeting at 10:00 a.m. Five members were present: A.Adams, D.Close, M.Wolfe, C.Simons, and B.Keightley.

NEW MEMBER

A.Adams invited Carol Simons, who had come as a guest, to join the committee as a regular member. She accepted.

COMMITTEE MISSION STATEMENT (MS)

Discussion resumed from where it left off in last meeting regarding developing a MS for the committee.

Additional resource material was introduced: a sample of MS's from other arboreta and gardens; and an example of a similar effort by a municipal government to develop a MS.

C.Simons observed that the terms used in a MS can cause difficulties as they are sometimes interchangeable and difficult to keep separate.

MISSION STATEMENT FOR ARBORETUM FOUNDATION

A.Adams stated that the committee must work through its difficulties without going on a retreat or bringing in facilitators. He added that the AF must also determine its MS along with its goals and objectives.

B.Keightley said that the AF may be looking to this committee for the development of the AF's MS. C.Simons added that it would be a duplication and very time-consuming for the AF to come up with a MS separately.

A.Adams raised the question: should the committee then go ahead and develop a MS for the AF? B.Keightley felt the committee

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should develop one, adding that it would probably change as the committee proceeded, but it would be useful as a starting point.

C.Simons suggested that the committee perhaps serve as the "mastermind", bringing in others for input. It would be an efficient use of time to propose to the AF a good, well-defined MS.

A.Adams noted that if the committee is to develop a MS for the AF as well as for itself, several more months of planning may be required.

C.Simons raised the question: Does the AF have a broader role than just support of the Arboretum? Additional options for the AF should be considered. She suggested that the committee's MS be viewed as a tool; it does not need to be as fixed as the AF's MS.

A.Adams asked what might be the best way to develop a mission statement. B.Keightley suggested looking at some of the samples offered at the beginning of the meeting.

C.Simons asked if the Washington Park Arboretum is a "curator's arboretum", adding that it is fortunate the Arboretum does not have just a "caretaker curator". She asked what was the AF's historical involvement with satellite programs such as the waterfront trail (including signage, bird books and brochures) and the Japanese Garden.

REPORT ON THE ARBORETUM AND BOTANICAL GARDEN COMMITTEE (ABGC)

D.Close entered meeting, just having returned from the ABGC meeting, of which he gave a report:

Bike Trail. Seattle Park Department has a political commitment to the large bicycle lobby to complete the inter-tie from I-90 to the Burke-Gilman trail. A new scheme would close the 520 on and off ramps; Arboretum Drive would be divided in half, one side for a bike trail, the other side for one-way vehicular traffic. Maps of the plan will be presented to the ABGC in May.

Drainage. The drainage work on Azalea Way may require Azalea Way to be closed off with fencing for at least six months while the work is done. Karl Kuhn is doing the drainage design and bond monies are funding the project.

Seattle Dept. of Parks View of Arboretum. Rae Tufts, the Parks Dept. planner, could be a great resource for the committee, giving input on restrictions, limitations and generally what the Park Dept. has in mind for the Arboretum. A recommendation was

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made to invite her to a future meeting.

A.Adams thanked B.Keightley for bringing in the new resource information.

A.Adams established a goal of the committee developing a mission statement for itself at the next meeting, scheduled to begin at 10:00 a.m., Tuesday, April 12. He asked that members bring a lunch so that the committee's work can continue beyond noon.

A.Adams adjourned the meeting at 12:00 a.m.

Minutes recorded by B.Keightley and typed by D.Kelly

WASHINGTON PARK ARBORETUM FOUNDATION

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
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MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, FEB. 9, 1988

A.Adams convened the meeting at 10:00 a.m. Five members were present: A.Adams, D.Close, M.Wolfe, D.Kelly, and B.Keightley. Present as a guest was Carol Simons.

A.Adams explained that he had met with D.Close since the last meeting, to update D.Close on the committee's last two meetings.

D.Close displayed a copy of the original 1935 Articles of Incorporation of the Arboretum Foundation, a copy of which is being distributed with these minutes. He explained that the AF is currently a legal non-profit corporation, adding that its legal incorporation had been neglected and allowed to lapse for a 10-year period between 1972 and 1982.

D.Close explained that while the AF's Bylaws have been changed often over the years, those changes have not always been incorporated in the official Bylaws.

D.Close observed that the AF is a volunteer organization, that it is the nature of volunteer organizations to not be particularly well organized, and that the AF is no exception to that. He said that the interrelationships between the various groups associated with the Arboretum, such as the UW, City of Seattle, Seattle Parks Department and the AF, are complex and constantly changing. Also constantly changing are the politicians and the State, City and University budgets. He gave as an example of a typical change the recent retirement of Walter Hundley as Superintendent of Parks and Recreation and the succession of that position.

D.Close believes that the Center for Urban Horticulture has benefited the Arboretum because CUH makes it easier to demonstrate to the State that the University is making more and better use of the Arboretum. He suggested that any development and growth of CUH at Union Bay will only complement the Arboretum, not compete with or harm it, and that the Arboretum is more stable with the existence of CUH.

D.Close distributed documents to show some of the history of the

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Arboretum and the AF:

1. The City of Seattle's "Use Management Guidelines for Japanese Garden" at the Arboretum.
2. A UW Interdepartmental correspondence from H. Tukey to Provost George Beckman protesting budget cuts imposed on the Arboretum.
3. A letter dated Nov. 13, 1981 from D. Close to George E. Benson, Seattle City Councilman and Chairman of the City's Parks & Community Services Committee.
4. A letter dated Nov. 20, 1981 from D. Close to William M. Polk of the Washington State Office of the Speaker regarding a Resolution of the Arboretum and Botanical Garden Advisory Committee supporting restoration of budgets for the Arboretum.
5. A letter dated Jan. 7, 1982 from R. Duane Penttila of the Seattle Dept. of Parks and Recreation to Ken Sorrels of the AF requesting funding for some restoration work in the Japanese Garden.
6. A 1985-1986 fact sheet describing the Arboretum and the AF, which showed the extent to which the AF supports the Arboretum.
7. A story from the UW Alumnus magazine describing the creation of CUH.

D. Close explained that his letter to George Benson addressed the threat of encroachment on Arboretum property. D. Close believes that this is an ongoing threat that must be anticipated and recognized. He also anticipates ongoing pressure to make Lake Washington Boulevard an arterial, and suggested that the AF continue to work against that. He added that there is a history of ambiguous property lines between Broadmoor and the Arboretum.

C. Simons noted that there is also ongoing pressure to put a bike path in the Arboretum.

C. Simons explained that 200 acres is considered the minimum space necessary for the Arboretum to be a great arboretum, and therefore any additional encroachment on Arboretum land or loss of acreage cannot be tolerated. The 200-acre minimum takes into account the Arboretum's mature tree and plant collection.

D. Close explained that the City manages the Waterfront Trail. It was unclear to the committee who actually owns the Waterfront Trail. D. Close said he would research the ownership, management and maintenance of the Waterfront Trail and advise the committee.

D. Close distributed copies of the 1934 Agreement (Ordinance #65130) which established an "Arboretum and Botanical Garden Committee" (ABGC) to oversee the Arboretum. D. Close explained that the availability of funds for the use of the Arboretum which were originally designated for the R.H. Thompson Expressway precipitated the activation of the ABGC and the drafting of the 1978 Master Plan for the Arboretum by Jones & Jones.

D. Close explained that the ABGC consists of seven appointed

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people: one by the Governor of the State of Washington, three by the Mayor of Seattle, and three by the President of the UW.

The current ABGC members are:

State Appointee

Don Close

City Appointees

Jan Sylvester

Walter Hundley

Montlake rep. ?

UW Appointees

Harold Tukey

Dale Cole

Sedge Thompson

A.Adams suggested that one proposal of the Long-Range Planning Committee be to ensure that a representative of the AF always be on the ABGC. It was suggested that that objective may be more easily achieved by expanding the size of the committee rather than somehow reallocating appointed members.

D.Close said that the ABGC is in reality what sets policy for the Arboretum. Its only mandate is the Arboretum. The ABGC allocates funds to use within the Arboretum. It is limited in its lobbying activities.

B.Keightley pointed out the real possibility of dealing with financial cuts by the UW, City or State and the importance of trying to hold all parties responsible for their contributions.

C.Simons stressed that CUH needs to clearly identify their role and use of monies and grants in the Arboretum. Total accountability from CUH is necessary.

Preliminary draft mission statements for the Long-Range Planning Committee were submitted by A.Adams, D.Kelly and M.Wolfe. Each was read and briefly discussed.

These three draft mission statements were:

A.Adams:

To formulate a flexible, viable plan to help guide the AF Board of Directors over the next two or three decades.

The primary purpose is to perpetuate and enhance the goals and objectives of the Washington Park Arboretum.

The goals and objectives are defined as information and display arboretum with participation, education and research of plant culture accessible to the public and dedicated to public service.

M.Wolfe:

The basic Mission Statement of the AF at this time is taken from Article I, Purposes and Objectives of the Bylaws of the AF: The AF, in conjunction with the Unit Council, shall promote, foster and assist financially in the development, growth and maintenance of the Washington Park Arboretum. Ongoing support shall be provided through volunteer work including fundraising (e.g. plant sales), educational programs and staffing.

The mission of the Long-Range Planning Committee is to

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assist and encourage the AF to define its continuing goals and objectives in the Arboretum over the next 25 years. The need for flexibility in the AF's ongoing relationship with CUH, the City of Seattle and the ABGC should be stressed.

D.Kelly:

The purpose of the Long-Range Planning Committee is to consider and propose activities and responsibilities which the AF will emphasize in the next 25 years, including (but not limited to) the obvious ones of:

- A. Ensuring the welfare and perpetuation, including financial stability, of the Arboretum.
- B. Ensuring the maintenance and increase of membership for the AF.
- C. Developing a mission statement for the Arboretum Foundation.

Another purpose is to investigate the existence of a mission statement and long-range plan for the Arboretum, and in their absence, to pressure for their development and to provide input into them.

A.Adams stated that the establishment of a mission statement for the committee is the goal of the committee's next meeting. It was agreed that an essential part of that statement should be a description of the difference between the Arboretum and a city park.

C.Simons was invited to attend the next committee meeting which is scheduled for Tuesday, March 8th, from 10:00 to 12:00 a.m.

A.Adams adjourned the meeting at 12:00 a.m.

Minutes recorded by D.Kelly and M.Wolfe

79.5
February 9, 1968

ARTICLE NO. 82161

UNITED STATES OF AMERICA

STATE OF WASHINGTON

Office of the
SECRETARY OF STATE

Be it known that whereas, Sophie M. Krauss, Donald G. Graham, Harriet O. Stimson, Mary E. Williams, Genevieve R. Henry, P. E. Harris, W. H. St. Clair, O. J. C. Dutton, Caroline Johnson, Mabel E. Oulmonn, Frances W. MacBride, Edna Grinstead, O. D. Fisher, Frances M. Tarr, Jessie Ring Garrett, Mrs. E. C. Hughes, Mrs. C. Y. Larrabee, Miriam Gallagher and W. T. Douglas have associated themselves together with the intention of forming a corporation under the name of

"THE ARBORETUM FOUNDATION"

For the purpose to promote, foster and assist in the establishment, development, growth and maintenance of an Arboretum, Botanical Garden and Herbarium to be located in the area in Seattle, King County, Washington, set apart for that purpose by the Park Board of the City of Seattle, the same to be under the supervision of the University of Washington; further, to contribute, allot, transfer and deliver funds and property for the purposes herein mentioned and to expend said funds for said purposes, as may be determined upon; further, to receive, hold, invest and reinvest, either as donee, trustee, legatee, devisee, transferee, or otherwise, cash, securities, funds or other property to be used, or the income therefrom to be applied, for the purposes herein set forth.

And have complied with the provisions of the laws of
and provided as appears from

WASHINGTON PARK ARBORETUM FOUNDATION

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
SHEILA TAFT
MOLLY WOLFE

----- MINUTES FOR COMMITTEE MEETING, DEC. 22, 1987

A.Adams convened the meeting at 10:00 a.m. Five members were present: A.Adams, M.Wolfe, S.Taft, D.Kelly, and B.Keightley.

MINUTES

The minutes of the Dec. 8 meeting were reviewed. It was agreed that it is very helpful to have the minutes written and distributed soon after each meeting.

RESOURCE REFERENCE MATERIAL

A.Adams distributed copies of Seattle City Ordinance 110135, dated Sept. 21, 1981, which defines the legal relationship between the City (owner of the Arboretum) and the Arboretum Foundation.

M.Wolfe distributed copies of Article I "Purposes and Objectives of the Arboretum Foundation" as contained in the By-Laws of the Arboretum Foundation, amended June 9, 1982.

A.Adams urged all committee members to read these two documents as background for the committee's deliberations. He also requested that copies be made of the 1978 Arboretum Master Plan and the related 1979 Environmental Impact Statement, both prepared by Jones and Jones, and distributed to committee members for background reading. Copies (including only selected summary pages from the the E.I.S.) have been enclosed with each distributed copy of these minutes.

MISSION STATEMENT

A.Adams began a discussion regarding the development of a mission statement for the Committee. There was a wide-ranging discussion of the parameters of the committee's planning. A central question was to what degree the committee should be planning for the Arboretum Foundation and to what degree for the Arboretum itself. S.Taft questioned whether the committee should be planning or formulating policy for the Arboretum. Stressing importance of long-range planning, D.Kelly perceived a difficulty

in developing a long-range plan for the Arboretum Foundation without also doing some planning for the Arboretum. Questions were raised about the University of Washington's long-range plan for the Arboretum, if any, and the seriousness of the University's commitment to the Arboretum.

S.Taft asked about the Arboretum and Botanical Garden Committee which was established in 1939 per City Ordinance 65130 but which wasn't implemented until 1975. She explained that that Committee is to consist of seven members: three chosen by the UW, three by the City of Seattle, and one by the Governor of the state.

S.Taft suggested that the committee needs to talk to other people knowledgeable about the Arboretum, and its relationship with the City and University, before the committee can develop a mission statement for itself. All committee members agreed with this suggestion.

A.Adams expressed regret that Don Close was absent from meeting since he is so familiar with the history of the Arboretum.

A.Adams stressed the importance and difficulty of developing a mission statement for the committee, and that the time spent developing such a statement would be well spent. A.Adams requested that each committee member write a preliminary, draft mission statement for the committee prior to the next meeting, and then bring it to the next meeting for discussion.

It was suggested and agreed that Carol Simons be brought up to date on the committee's discussions, and be invited to attend the next meeting to contribute her ideas about the process of long-range planning.

The next committee meeting will be Tuesday, February 9, from 10:00 to 12:00 a.m.

A.Adams adjourned the meeting at 12:00 a.m.

Minutes recorded by D.Kelly

WASHINGTON PARK ARBORETUM FOUNDATION

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR COMMITTEE MEETING, DEC. 8, 1987

A.Adams convened the meeting at 10:10 a.m. Four members were present: A.Adams, M.Wolfe, S.Taft and D.Kelly.

MINUTES

The minutes of the initial Nov. 10 meeting were reviewed. Members considered the minutes adequate for the committee's purposes. S.Taft suggested the establishment of some kind of indexing system for the committee's minutes after it's been meeting for a while, to facilitate referring back to meetings when necessary. When possible D.Kelly will write and distribute minutes shortly after each meeting, so that members will have read them before the next meeting.

A.Adams said that he anticipates the committee's first six months of meetings will consist primarily of investigation and research, which in subsequent meetings will provide a solid background for the committee's deliberations and conclusions.

MEETING WITH KEY CONTACTS

A.Adams proposed an approach to solicit opinions and views from the key outside resources which were identified at the Nov. 10 meeting. His proposal was for individual committee members to meet with these key contacts, advise them of the committee's objectives and process, and invite them to attend a meeting of the committee and share their views. A.Adams suggested drafting a schedule for these contacts to meet with the committee, and delegating responsibilities as to which committee members would approach which contacts.

D.Kelly suggested adding Grant Jones, senior partner of the Jones & Jones landscape architecture firm, to the key contact list, since his firm prepared a draft master plan for the Arboretum in 1977, and has extensively researched arboreta around the world and prepared plans for a number of them.

D.Kelly mentioned an article on zoo planning and design in the December issue of Atlantic Monthly (with extensive reference to

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Jones & Jones and Seattle's Woodland Park Zoo). He thought that the author's description of the evolution of zoo planning since 1700 might be interesting and useful for committee members to read.

S.Taft located the 1977 Jones & Jones draft plan and distributed several copies. D.Kelly explained that Roger Sherman of Jones & Jones has offered to collect some materials on arboretum planning for the committee's use.

S.Taft explained that in the early 1970s there was held at the Arboretum a symposium to explore the nature, purposes and operations of an arboretum. She located several copies of the proceedings of this symposium, and suggested it would be helpful background for the committee.

DEVELOPING A MISSION STATEMENT

D.Kelly suggested that the committee develop a "mission statement" to clearly define its objectives and parameters. A detailed discussion followed, particularly regarding the relationship between the Arboretum Foundation, the Arboretum, and the Arboretum Foundation's Long-Range Planning Committee. Questions were raised about the University's long-range plans, if any, for the Arboretum; and about CUH. S.Taft suggested that C.Simons might be the best AF representative to solicit H.Tukey's views on the Arboretum's future. D.Kelly suggested that the committee consider consulting Prentice Bloedel at some point, as his views regarding the State, the University, and horticultural reserves may be insightful.

M.Wolfe gave an overview of the relationship between the City, the University, and the AF. The City is responsible for routine grounds maintenance and the operation of the Japanese Garden; the University is responsible for plantings and research; the AF is the principal support group for the Arboretum. It was noted that were it not for the AF's efforts over the years, it's doubtful that the Arboretum would even exist today. M.Wolfe pointed out that CUH's continued support of the Arboretum is essential. She added that, conversely, H.Tukey has said that without the support of the AF, he doesn't know how CUH and the University could maintain the Arboretum.

There was a brief discussion of the history of the AF, CUH and the Northwest Ornamental Horticultural Society (NOHS).

It was agreed that the development of a mission statement for the committee was very important, requiring additional discussion, including the participation of D.Close and B.Keightley. It was also agreed that this mission statement should be developed prior to the committee going out and consulting anyone else, so that committee members, as well as outside parties being consulted, are clear on what is being requested and accomplished. Therefore the scheduling of contacts

with outside parties was postponed until this mission statement is developed.

A.Adams would be out of town during the next regularly scheduled committee meeting, Jan. 12. Because of the importance of developing a mission statement before proceeding further, and because of the importance of all six members participating in that development, it was agreed that the committee would next meet on Tuesday, Dec. 22 from 10:00 to 12:00 a.m., contingent on D.Close and B.Keightley being able to attend. The purpose of that meeting will be to discuss a mission statement for the committee.

A.Adams adjourned the meeting at 12:10 a.m.

Minutes recorded by D.Kelly

WASHINGTON PARK ARBORETUM FOUNDATION

LONG-RANGE PLANNING COMMITTEE

CHAIR: ALAN ADAMS
ASST. CHAIR: BARBARA KEIGHTLEY

MEMBERS: DONALD W. CLOSE
DUANE KELLY
SHEILA TAFT
MOLLY WOLFE

MINUTES FOR INITIAL COMMITTEE MEETING, NOV. 10 1987

A.Adams convened the meeting at 10:15 a.m. Present were all six committee members as well as Carol Simons and Elizabeth Moses.

Each committee member gave a brief description of their personal background and their association with the Arboretum Foundation (AF). Members provided their phone nos.:

Alan Adams	1/898-2966 or 232-2563
Donald Close	232-2341
Barbara Keightley	232-3556
Duane Kelly	282-8067 (home) or 789-5333 (work)
Sheila Taft	523-5027
Molly Wolfe	454-2215

The definition of "long-range planning" was discussed. A.Adams anticipates the committee working for two years, with the end result being a 25-year plan. Other members were in agreement.

It was explained that the most basic mandate of the AF is to ensure the perpetuation of the Arboretum.

It was agreed that minutes be taken of each committee meeting to establish a record of the proceedings. Minutes should be written and copies provided to committee members at the subsequent meeting. D.Kelly volunteered to take notes at each meeting and write the minutes.

It was agreed that the committee should have an assistant chair, to chair the meetings if and when A.Adams is unable to attend. A.Adams noted that he will be away 3 weeks in January. B.Keightley volunteered to be Asst. Chair.

A suggestion was made that the committee receive some mention or exposure at the next AF annual meeting in June. It was agreed that every 6 months the committee should make a report to the AF Executive Committee.

As a tentative goal, the committee agreed to try to have their

final report prepared in time for the 1989 AF annual meeting. This goal will be flexible, however, depending on the committee's progress.

The committee discussed the usefulness of some type of survey of AF members to obtain their views of the future of the Foundation and the Arboretum. D.Close noted that surveys are not always useful, and can represent an abdication of responsibility by planners. Obtaining input from the AF's 60 various committees and groups was mentioned as another way to get member input.

B.Keightley suggested the committee bear in mind the existence of groups related to the AF but located outside of the greater Seattle area. Recently she has perceived an increase in interest in the AF from groups outside of the Seattle area.

S.Taft suggested that the committee's considerations include the role and responsibilities of the AF in the future, as well as of the Arboretum itself. As a hypothetical example, the committee could consider the AF becoming an umbrella organization for a wide variety of horticultural groups.

B.Keightley noted that education is an important means the AF has of reaching out to other individuals and groups. S.Taft suggested that the committee not completely neglect short-term planning. E.Moses said that the attraction of more members to the AF is an important issue. It was agreed that the AF's relationship with the Center for Urban Horticulture is a major factor as the future is considered.

A.Adams suggested that, in light of the committee's substantial goals and 2-year time-frame, committee members should expect to meet individually with outside parties in between the committee's monthly meetings, and then report to the committee on any findings from those third-party meetings.

It was asked if there was a current "mission statement" for the AF. E.Moses mentioned that the beginning of the AF's bylaws could serve as a mission statement.

It was agreed that the committee will meet the second Tuesday of each month at 10:00 a.m. at the Arboretum's Visitors' Center. The committee will meet no less frequently than monthly.

A preliminary list of outside sources the committee might consult is:

- .Tim Hohn
- .City of Seattle planners
- .other arboreta
- ."think tanks", such as Battelle or Rand
- .Pat Elder
- .Brian Mulligan
- .the heads of the AF's various committees and groups.

D.Kelly offered to expore other sources of information about long-range planning for arboreta and parks as he meets with companies in the nursery and garden industry on his company's business. The other members agreed this could be useful.

The next meeting will be held Dec. 8 at 10:00 a.m. That meeting will include a discussion of how the committee should plan to plan.

A.Adams adjourned the meeting at 12:15 a.m.

Minutes recorded by D.Kelly