

The Path Ahead

2014-2016 Strategic Plan



The Path Ahead

2014-2016 Strategic Plan of The Water Conservation Garden

Adopted by the Board of Directors
January 28, 2014



MESSAGE FROM THE BOARD PRESIDENT & EXECUTIVE DIRECTOR

The Water Conservation Garden exists to enrich the lives of our visitors and supporters. Whether through our beautiful and inspirational exhibits, our award-winning education programs, our family-friendly community events, or our strategic partnerships with the water agencies of San Diego County, our goal is to make a difference in our community. We remain committed to the same important message that launched The Water Conservation Garden in 1999: Inspire Southern Californians of all ages to conserve our most precious resource – water.

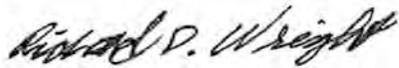


*Board President Richard Wright and
Executive Director John Bolthouse*

As The Garden observes its fifteenth anniversary in 2014, we begin to ask ourselves – and the community we serve – a fundamental question: What is the direction ahead for this organization? In order to plot a course for the future, considerable time and energy was invested to craft a strategic plan. Each goal, vision and ideal you will find outlined here will add value to The Garden's already successful track record. The steps in this plan create a viable path to strengthen The Garden and ensure it is positioned to meet the challenges of the future. This plan will require commitment, focus and cooperation from our Board of Directors, professional staff, volunteer corps, and our growing list of supporters within the community. The work will be hard but the rewards will be great.

We extend our sincere gratitude to the numerous individuals who dedicated their personal time and talents during the creation of this plan. Their insights, energy, sincerity, and passion for The Water Conservation Garden helped make this the visionary blueprint that you find before you.

Those of us at The Water Conservation Garden who are tasked with ensuring that this great nonprofit institution is a meaningful resource to the community take our responsibility seriously. We understand the importance of building on the strong foundation of past success, and we hope that this strategic plan effectively conveys to the thousands of members, donors, volunteers, founders, and potential supporters a high level of confidence and excitement about the future of The Water Conservation Garden.



Dr. Richard Wright
President, Board of Directors (2011-2013)



John Bolthouse
Executive Director

January 2014

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2014-2016 Strategic Plan

EXECUTIVE SUMMARY

This Strategic Plan was developed collaboratively by the Board of Directors of the Friends of the Water Conservation Garden, staff, volunteers, and stakeholders.

The process for developing the strategic plan included retaining a facilitator, designing and distributing and compiling responses to a questionnaire to identify key issues and objectives, a facilitated one-day workshop followed by preparation of this document to expand on the outcomes of the workshop and publish a specific plan of action.

The pre-workshop work identified several desired outcomes of the workshop, including the identification of the top opportunities and challenges on The Garden's horizon; agreeing upon The Garden's top strategic goals for a *three-year strategic plan* and developing prioritized strategic-level initiatives to further the success of The Garden; emerging with agreements and action-plans for implementing quick wins and medium and long term initiatives; and cultivate camaraderie, teamwork and a constructive culture and climate to create even greater organization excellence.

The Strategic Plan is the highest level of action to achieve the Mission of the Garden: To educate and inspire through excellent exhibits and programs that promote water conservation and the sustainable use of related natural resources.

A dedicated focus on implementing The Garden's five core areas of focus, or "Key Result Areas," will be essential for achieving The Garden's mission. They include:

- **Strengthen Fiscal Health**

Create a development plan and expand corporate membership program to increase member participation, recruit and retain members, shore up JPA support to ensure meaningful financial commitment as the major funders and asset holders of The Garden, and create a long-range financial plan to ensure growth and appropriate stewardship of financial resources.

- Enhance The Garden's Leadership Position in Water Conservation Education and Practices**
 Create three education plans in line with K-12, higher education, and adults; and develop a master education program for future exhibits identifying types of exhibits by “scanning the landscape,” understanding the JPA timeframe, and then making exhibits according to the JPA and community/donor needs and compatible with the master plan.
- Enhance Marketing and Stakeholder Engagement**
 Create a comprehensive marketing plan, implement a customer relationship management program, create a dynamic outreach kit, and create a volunteer team of marketing professionals to advise staff on successive marketing plans.
- Align Facilities and Infrastructure Capacity with Organizational Growth**
 Create a facilities master plan with a focus on growth, versatility, income generation, enhanced visitor experience and LEED certification; develop a capital asset management plan, accounting for depreciation of facilities and plant replacement; complete projects currently in progress, including the Butterfly Pavilion and developing suitable space for staff; and establish a Facilities Committee and Exhibits Master Plan Committee made up of stakeholders with key skillsets.
- Ensure Staffing and Organizational Excellence**
 Create a professional growth plan for staff including roles and responsibilities, continuing education and training, and recruitment strategies for staff, volunteers, docents and interns; develop a plan and schedule for an organizational data management system; and develop a board orientation training and continuing education program.

Schedules, responsible parties, and other resources are specified in the detailed plan. Implementation of these strategic initiatives to achieve the strategic goals between 2014-2016 will enable The Garden to achieve success in this next era of its history.

MISSION STATEMENT

To educate and inspire through excellent exhibits and programs that promote water conservation and the sustainable use of related natural resources.

VISION STATEMENT

The Water Conservation Garden will be the premier public botanical garden in Southern California committed to water-wise gardening and, through its exhibits and outreach programs, will provide the most inspiring educational experience possible to the widest audience possible.

STATEMENT OF VALUES

The Water Conservation Garden strives to change lives for the better through:

- **Knowledge** – Making education the centerpiece of The Garden’s mission
- **Effectiveness** – Promoting a greater appreciation for and sustainability of the natural environment
- **Service** – Serving the community through outreach to the public and cooperation with our neighbors and professional colleagues
- **Stewardship** – Acting as good stewards of our donors’ and members’ trust by caring for The Garden’s assets professionally, ensuring the financial health of The Garden in perpetuity, and wisely investing in the commitment to The Garden’s mission
- **Quality** – Adhering to the best practices and highest standards of excellence expected of an American nonprofit cultural and education institution

STATEMENT OF GUIDING PRINCIPLES

The fundamental principles that guide The Water Conservation Garden's actions and assure consistency and accountability are:

- **Education** about plants, gardening, landscaping, conservation, and environmental awareness in its broadest sense, **is the number one priority of The Garden**. Our public programs reflect the highest standards of excellence, effectiveness and accessibility.
- **The Garden exists to affect positive change by promoting water conservation** through its own efforts and in collaboration with others. Through community outreach, we bring The Garden's water conservation message to as many individuals and organizations as possible.
- **The Garden's facilities and botanical collections**, the primary physical assets that are the foundations for its mission, **are critical supporting elements in educational programming**.
- **The Garden develops its exhibits in accordance with the professional standards** of botanical gardens and similar public outdoor educational venues. The provenance of all additions to The Garden's plant collection is fully and accurately recorded.
- **The Garden will be a good steward** of its donors' generosity and the community's trust.
- The Garden and its operations will be managed with the **highest level of professionalism and commitment to excellence** in delivering its mission to the community.
- The function of the Board of Directors is to provide **oversight, set policy, engage in fundraising, and ensure financial health**.

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CONSTITUENCIES

The following internal and external stakeholders have been identified as representing the constituencies served by and/or which serve The Water Conservation Garden, or otherwise have an interest in The Garden:

- *Adult attendees of Garden education programs*
- *Board of Directors*
- *Contractors*
- *Cuyamaca College Ornamental Horticulture Department*
- *Donors, sponsors and contract funders*
- *Educators and education administrators*
- *Employees*
- *Event planners*
- *External groups (recipients of speakers bureau)*
- *Garden event attendees*
- *Government agencies*
- *Grossmont-Cuyamaca Community College District*
- *Homeowners and homeowner associations*
- *Joint Powers Authority members*
- *Landscape professionals*
- *Master Gardeners*
- *Media (print, broadcast)*
- *Members – Corporate*
- *Members – Individuals*
- *Nonprofit community*
- *On-site visitors*
- *Online community (website visitors and social media followers)*
- *Professional organizations*
- *Residents of San Diego County and Southern California*
- *Students – K-12 schoolchildren*
- *Students – College & university*
- *Third-party/private event clients*
- *Vendors*
- *Volunteers, docents and interns*
- *Water agencies of San Diego county*

CRITICAL FACTORS FOR SUCCESS

The following are factors deemed essential for The Water Conservation Garden to succeed in a highly competitive environment amongst nonprofits and ensure its long-term viability and relevance:

- **Earnings Capability** – Given the expected decline in financial support amongst the Joint Powers Authority, The Garden must be able to generate significant earned income across a broad business base. Earnings from contributions, fundraising events, membership, contracted educational services, gift shop sales, and private event facilities rentals. Ticketed attendance should be considered as a future source of revenue.
- **Financial Strength** – The Garden must secure sufficient financial resources in the form of an endowment to ensure its long-term viability during difficult economic times and/or periods of high expenses where earned income is insufficient to meet operating needs. It must have the means to meet its capital expansion/improvement needs via effective fundraising efforts that secure or identify sources of funds prior to commencement of major projects.
- **Facilities** – The whimsical architecture of The Garden’s facilities is both attractive and award-winning (1999 “Orchid” recipient of San Diego Architectural Foundation’s Orchids & Onions Award). However, the structures lack space to accommodate The Garden’s aggressive programmatic growth in recent years. Additionally, the public’s demand and expectation of the facilities calls for upgrades, renovations and, in some cases, new construction.
- **Location** – The Garden’s location adjacent the campus of Cuyamaca College is one of its greatest assets, particularly to students of the Ornamental Horticulture program. Nevertheless, The Garden’s location in East County is perceived by some as “too far” from central San Diego. Directional signage from public roads to The Garden and on the Cuyamaca College campus itself is poor.

- **Presentation of Exhibits** – The Garden is unique as a public botanical garden due to its compact size, award-winning exhibit designs, demonstration of practical application in home landscaping, diversity of plant life, and professional manner in which exhibits are maintained. After fifteen years, some exhibits require upgrades and/or overhaul, while others require a re-assessment of both design and continued relevance to The Garden’s programs. Opportunities to expand exhibit space must be capitalized on, when presented.
- **Programs** – In spite of the age and relative size of The Garden as an organization, its public programs are the pride of its operations. The Ms. Smarty-Plants youth program is nationally-recognized and the recipient of numerous local awards. The Garden’s adult education programs, while satisfactory, should be enhanced and strengthened to attract wider appeal and participation. Program evaluation must be strengthened to assess quality and impact.
- **Community Reputation** – The Garden enjoys an excellent reputation in the community as a public botanical garden and authority on water-wise gardening. Frequently called upon by educators, local media, landscape architects, and DIY gardeners and homeowners, The Garden must continue to provide the level of service and quality of exhibits that preserves this reputation.
- **Public Relations** – The Garden has been effective in enhancing its public profile by building positive relationships with the media via newspaper, radio and television. In recent years, this effort has gradually grown from modest yet reliable East County-centered coverage to greater County-wide, regional and even national exposure.

- **Marketing** – Like most nonprofits, insufficient public awareness and recognition continue to make The Garden a virtual unknown amongst many residents of East County, to speak nothing of the rest of San Diego County. Targeted investment (i.e., paid advertising) is key to raising The Garden’s visibility to generate greater attendance, membership, contributions, third-party special event bookings, and merchandise sales. The Garden’s branding is satisfactory but could be further strengthened to enhance its geographical identification to the region and to further counter the common perception that the organization is simply part of Cuyamaca College’s campus.
- **Special Events** – To date, The Garden’s events have been free-admission, community-focused initiatives (as opposed to fundraisers), generally successful at drawing attention to The Garden and its programs and generating modest levels of income via sponsorship, vendor booths and residual sales. While such events must remain important parts of The Garden’s public outreach efforts, they can no longer be the *only* types of events. A robust, sustainable fundraising events program must be established that achieves two key strategic goals: establish a new source of meaningful annual revenue and cultivate new donors for other organizational initiatives.
- **Governance** –The Garden’s recent efforts to improve its governance have produced marked results. Proactive Board development has resulted in the recruitment of engaged community leaders and clear expectations. The Garden’s expanded committee structure has introduced greater and more effective participation in The Garden’s activities. Comprehensive revision to bylaws has added parliamentary simplicity and clarity. Emphasis must continue to be placed on establishing a more philanthropy-centric culture amongst Board.

- **Personnel Team Integration** – The three major internal stakeholders – Board of Directors, staff and volunteers – must aspire to work together to embrace a vision and body of effort that is seamless in its execution. The current culture is a generally very positive one, allowing actions to be pursued to achieve progress towards the common goals of The Garden.
- **Strategic Partnerships** – The Garden must continue to forge robust and mutually-beneficial collaborative efforts with other organizations – both for-profit and nonprofit – in order to broaden its base of support and business. Its positive relationships with its water agency partners remain essential to The Garden’s success, even in an era of declining financial support.
- **Membership** – The Garden must have a larger and more diverse membership base, providing the foundation of its donor base, reflecting its most loyal supporters and visitors, and serving as the core ambassadors for The Garden’s advocacy within the community. Membership must not only grow by attracting new members from an expanding public but also feature a strong retention program to ensure the continued support of current members.
- **Stewardship** – The Garden must maintain a highly professional process of stewardship in all facets of its management involving Board, staff and volunteers with all outside parties. Effective recognition of individual and corporate supporters will institutionalize a culture of building lifelong relationships with The Garden’s major donors, ensure The Garden is their charity of choice, discover what donors want, and be positioned to exceed their expectations.



APPENDIX

- A.** Implementation Matrix (Key Result Areas)
- B.** Strategic Planning Workshop
 - Strategic Planning Committee
 - Strategic Planning Participants
 - Facilitator biography
- C.** April 13, 2013 Workshop Images
- D.** Board of Directors, Staff (2013)
- E.** Organizational History

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THE WATER CONSERVATION GARDEN
Strategic Plan 2014 - 2016
IMPLEMENTATION MATRIX

PROGRESS TRACKER CODE

	Completed
	On schedule to be completed by target date
	Currently behind but completion is anticipated by target date
	Will not be completed by target date

Key Result Areas (KRAs)	Lead / Support	Start Date	Completion Date (Targeted / Actual)	Progress Tracker	Notes
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KRA 1: Strengthen Financial Health

Objective 1A: Create long-range institutional financial plans

Strategy 1A-1	Completed a review of operations to increase productivity and effectiveness and re-allocated resources to support the implementation of the strategic plan.	Executive Director	2/1/2014	6/30/2014			
		Board of Directors					
Strategy 1A-2	Develop two and five-year projections of all sources of revenue and expenditures	Executive Director	2/1/2014	6/30/2014			
		Treasurer; Finance Committee					
Strategy 1A-3	Develop and execute two and five-year investment plan	Finance Committee	4/1/2014	12/31/2014			
		Treasurer; Executive Director					

Objective 1B: Enhance income stream from restricted and unrestricted contributions

Strategy 1B-1	Double restricted and unrestricted contributions, with particular focus on bequests, estate planning and corporate support	Development Officer	1/1/2014	12/31/2016			Should include donor prospecting, donor recognition, annual giving, major unrestricted gifts, corporate partner program, and naming opportunities; capital campaign element TBD (BASELINE: Total unrestricted donations for FY2103: \$78,000 ; total restricted donations for FY2013: \$140,000)
		Executive Director; Board of Directors					
Strategy 1B-2	Achieve individual membership 50% net increase	Membership Committee	1/1/2014	12/31/2016			Requires development of multi-year Membership Plan
		Membership, Sales & Office Manager; Executive Director; Board of Directors					
Strategy 1B-3	Develop annual fundraiser event with minimum net income of \$50,000, growing by 25% each year	Events Committee	7/1/2013	12/31/2016			Requires development of multi-year Development Plan
		Director of Marketing & Events; Executive Director; Development Officer					
Strategy 1B-4	Secure substantial designated funding for capital improvements to current and future new facilities and exhibits	Executive Director	2/1/2014	12/31/2016			Based on outcome of Facilities Master Plan and determine strategies outlined in subsequent capital campaign plan
		Development Officer; Board of Directors					

Strategy 1B-5	Secure initial seed money to achieve a targeted \$500,000 endowment by 2026	Development Officer	1/1/2015	12/31/2016			Requires development of multi-year Development Plan
		Executive Director; Board of Directors					

Objective 1C: Establish and strengthen earned income centers

Strategy 1C-1	Implement essential short-term facilities improvements necessary to enhance Garden's appeal as a third-party venue, based on priority-based summary of needs and available capital funding	Executive Director	7/1/2013	12/31/2016			
		Facilities Committee; Membership, Sales & Office Manager; Director of Marketing					
Strategy 1C-2	Double annual facilities rental revenue (baseline to FY2013)	Executive Director	7/1/2013	12/31/2016			Requires development of multi-year Facilities Use Business and Marketing Plan (BASELINE: Total gift shop net income for FY2103: \$18,300)
		Membership, Sales & Office Manager; Director of Marketing					
Strategy 1C-3	Double annual gift shop sales revenue (baseline to FY2013)	Membership, Sales & Office Manager	7/1/2013	12/31/2016			Requires development of multi-year Gift Shop Business and Marketing Plan (BASELINE: Total gift shop net income for FY2103: \$13,497)
		Director of Marketing					
Strategy 1C-4	Develop and launch e-retail business to supplement gift shop sales	Membership, Sales & Office Manager	1/1/2015	6/30/2015			Requires development of multi-year Gift Shop Business and Marketing Plan
		Director of Marketing					
Strategy 1C-5	Develop and deliver more fee-based educational programs	Director of Education	1/1/2014	12/31/2016			
		Executive Director					

KRA 2: Enhance The Garden's Leadership Position in Water Conservation Education and Practices

Objective 2A: Develop and present high-quality programs that educate and inspire diverse audiences about design, care and sustainability of water-wise gardens

Strategy 2A-1	Implement sequential learning experiences and educational offerings that align with state K-12 school activities and make The Garden an appealing learning center for children	Director of Education	1/1/2014	6/30/2015			
		Executive Director					
Strategy 2A-2	Develop a comprehensive and inspiring master exhibits interpretation plan that effectively conveys The Garden's role as a showcase for landscape design, science, and water conservation efforts	Director of Horticulture & Exhibits	9/1/2014	3/31/2015			
		Executive Director; Director of Education; Exhibits Advisory Committee *					
Strategy 2A-3	Implement phased enhancements to the children's garden to integrate hands-on experiential learning into a unique, fun interpretive exhibit area	Director of Horticulture & Exhibits	1/1/2014	12/31/2016			
		Director of Education					
Strategy 2A-4	Develop strategic plan for Ms. Smarty-Plants program that explores programmatic growth, mass media outreach and franchising	Director of Education	5/1/2014	11/30/2014			
		Executive Director					
Strategy 2A-5	Establish formal intern program for high school and college students	Director of Education	1/1/2014	6/30/2014			
Strategy 2A-6	Create annual event showcasing the landscapes of San Diego homeowners who have transformed their gardens into water-wise landscapes	Director of Marketing & Events	1/1/2015	12/31/2016			
		Events Committee; Director of Education					

Objective 2B: Collaborate with other organizations to support and produce educational and professional development within San Diego County

Strategy 2B-1	Develop stronger ties with regional colleges and universities to help build enrollment in both their programs and that of The Water Conservation Garden	Executive Director	1/1/2014	12/31/2016			Cuyamaca College Ornamental Horticulture; SDSU Geography
		Director of Education; Director of Horticulture & Exhibits; Director of Marketing					
Strategy 2B-2	Serve as a leader in developing annual mutual concerns conference of San Diego County professionals responsible for public outreach water conservation education	Director of Education	1/1/2014	12/31/2015			
		Executive Director					
Strategy 2B-3	Explore viability of establishing xeriscape landscape design certificate program, in partnership with local educational institutions	Executive Director	1/1/2014	12/31/2015			Potential partners: Cuyamaca College, Southwest College, Association for Professional Landscape Designers, ASLA, California Landscape Contractors Association
		Director of Education; Director of Horticulture & Exhibits					

KRA 3: Enhance Marketing and Stakeholder Engagement

Objective 3A: Establish strategies for long-term marketing, public relations, donor stewardship, and business opportunities

Strategy 3A-1	Develop and implement a comprehensive three-year marketing plan, using market research, innovative public programs, and audience tracking to monitor progress in achieving targets	Director of Marketing & Events	7/1/2013	6/30/2014			
		Executive Director					
Strategy 3A-2	Employ a comprehensive portfolio of communication tools to convey educational information, including lectures, print, on-site materials, and electronic media	Director of Marketing & Events	1/1/2014	6/30/2014			
		Executive Director					
Strategy 3A-3	Ensure staff and volunteers are trained in best practices for serving Garden visitors and effective in conveying water conservation messaging at all opportunities of public interaction	Executive Director	1/1/2014	12/31/2016			
		Director of Marketing; Director of Education (Volunteer Coordinator)					
Strategy 3A-4	Develop and capitalize on partnerships with other organizations and markets to leverage cooperative opportunities amongst previously untapped constituencies	Director of Marketing & Events	1/1/2014	12/31/2016			Areas of focus might include cross-border (Mexico), African-Americans, Chaldeans, Orange County, etc.
		Executive Director; Board of Directors					
Strategy 3A-5	Clarify and communicate The Garden's brand of conservation and sustainability to internal audiences and stakeholders	Executive Director	7/1/2013	6/30/2014			
		Director of Marketing & Events					
Strategy 3A-6	Upgrade all communications technology, including website and social media	Director of Marketing	7/1/2013	6/30/2014			
		Executive Director; Marketing Committee*					

Objective 3B: Strengthen support amongst local water agencies

Strategy 3B-1	Issue quarterly strategic plan outcomes progress report to Joint Powers Authority Board	Executive Director	9/1/2013	12/31/2016			
		Board President; JPA President					
Strategy 3B-2	Leverage relationships JPA member agencies have amongst corporate community to garner new support for The Garden	Executive Director & JPA President	4/1/2014	12/31/2016			
		Board President					
Strategy 3B-3	Reach out to non-JPA member water agencies in San Diego County to attract additional financial support and develop opportunities for program outreach amongst a wider community	Executive Director & Board President	1/1/2014	12/31/2016			
		JPA President					

Objective 3C: Ensure facilities enable the highest quality in visitor experience and program delivery

Strategy 3C-1	Make physical improvements at The Garden to enhance the experience of visitors by addressing issues of comfort, directional wayfinding and general aesthetic appeal	Executive Director	1/1/2014	12/31/2016			
		Facilities Manager					
Strategy 3C-2	Develop modern information delivery systems within The Garden that provide patrons a more relevant and engaging experience, including new information kiosk stations and interactive screens	Executive Director	11/1/2013	12/31/2014			New information kiosk under development and scheduled for completion in March 2014
		Facilities Manager; Executive Director					
Strategy 3C-3	Develop new main entry gate staffing program to ensure visitors are greeted by a representative of the Garden during all regular public hours	Executive Director	7/1/2013	6/30/2014			Pending funding available for installation of turnstiles
		Director of Education (Volunteer Coordinator)					
Strategy 3C-4	Upgrade classrooms to enhance the experience of attendees to Garden classes, and improve working environment for Education Department staff conducive to flexibility, growth and effective program execution	Facilities Committee	7/1/2013	12/31/2015			New roll-around HD screen scheduled for completion in February 2014
		Facilities Manager; Executive Director					
Strategy 3C-5	Determine configuration and location of auxiliary facilities necessary to support program growth (r.r., additional restrooms, catering facilities, storage, etc.), while minimizing impact on exhibit areas of Garden	Facilities Committee	3/1/2012	12/31/2015			
		Facilities Manager; Director of Horticulture & Exhibits; Executive Director					

KRA 4: Align Facilities and Infrastructure Capacity with Organizational Growth

Objective 4A: Execute capital projects currently under development

Strategy 4A-1	Complete Dorcas E. Utter Butterfly Pavilion on time and within budget	Facilities Manager	4/1/2013	3/21/2014			
		Executive Director; Director of Horticulture & Exhibits					
Strategy 4A-2	Bring interim office/classroom expansion needs to closure	Facilities Committee	7/1/2013	1/31/2014			To be further addressed by Facilities Master Plan
		Executive Director; Facilities Manager					

Objective 4B: Develop Facilities Master Plan

Strategy 4B-1	Conduct preliminary Program Needs Assessment	Executive Director	3/5/2012	8/2/2012	8/2/2012		
		Project Architect					
Strategy 4B-3	Develop program documents and Facilities Master Plan	Project Architect	6/13/2013	1/28/2014			
		Executive Director; Facilities Committee					
Strategy 4B-3	Secure all necessary approvals from Board of Directors, strategic partners and stakeholders	Facilities Committee	1/28/2014	6/30/2014			
		Executive Director					

Objective 4C: Develop Asset Management Plan for current assets including depreciating on facilities and plant replacement

Strategy 4C-1	Conduct comprehensive inventory of all assets	Facilities Manager	1/1/2015	6/30/2015			
		Facilities Committee					
Strategy 4C-2	Determine feasibility of contracting professional consultant to develop Asset Management Plan	Facilities Committee	1/1/2015	6/30/2015			
		Executive Director; Facilities Manager					

KRA 5: Ensure Staffing and Organizational Excellence

Objective 5A: Develop and enhance growth in Garden-wide human resources

Strategy 5A-1	Develop a Board of Directors committed to a new "culture of philanthropy" through the recruitment of high-quality community leaders, with a focus on diversity of skills, experience, ethnicity, and geography	Governance Committee	7/1/2013	12/31/2016			
		Executive Director; Board of Directors					
Strategy 5A-2	Develop a Board orientation, training and continuing education program	Governance Committee	1/1/2014	6/30/2014			
		Executive Director					
Strategy 5A-3	Create professional growth plan for staff that focuses on improving The Garden's ability to offer meaningful opportunities for professional development throughout their careers at The Garden	Executive Director	7/1/2014	10/31/2014			Emphasis on roles and responsibilities, continuing education and training, and recruitment strategies for staff
Strategy 5A-4	Create professional growth plan for volunteer program that offers more meaningful and enticing opportunities for educational growth and personal fulfillment throughout their time as Garden volunteers	Director of Education	1/1/2014	6/30/2014			Emphasis on roles and responsibilities, continuing education and training, and recruitment strategies for volunteer program
		Docent/Volunteer President; Executive Director					

Objective 5B: Improve The Garden's business systems

Strategy 5B-1	Develop plan for Organizational Data Management System	Executive Director	4/1/2014	9/30/2014			Consider retaining consultant to conduct Business System Analysis
		Membership, Sales & Office Manager					

STRATEGIC PLANNING COMMITTEE (2013-2014)

Harold Bailey, Chair

Sue Ellen Benson

Luis Generoso

Elyssa Robertson

Suzie Wiest

Richard Wright

John Bolthouse, Executive Director (*ex officio*)

John Gavares, Workshop Facilitator

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STRATEGIC PLANNING WORKSHOP PARTICIPANTS

The Water Conservation Garden is grateful to those who participated in its Strategic Planning Workshop on April 13, 2013, at Cuyamaca College:

WORKSHOP FACILITATOR

John Gavares

Tom Allingham, Water Conservation Garden

Cindy Miles, Water Conservation Garden

Harold Bailey, Water Conservation Garden

Cheryl Minshew, Water Conservation Garden

John Bolthouse, Water Conservation Garden

Elizabeth Ramos, Water Conservation Garden

Tony Embrey, Water Conservation Garden

Paul Redeker, Water Conservation Garden

Jason Foster, San Diego County Water Authority

Elyssa Robertson, Water Conservation Garden

Lorraine Frigolet, Water Conservation Garden

Daniel Romo, Hi Tech High Elementary

Eleanor Garnet, Water Conservation Garden

James Smyth, Sweetwater Authority

Luis Generoso, City of San Diego

Yen Tu, San Diego County Water Authority

Jose Lopez, Otay Water District

DeAna Verbeke, Helix Water District

Pamela Meisner, Water Conservation Garden

Richard Wright, Water Conservation Garden

Brad Monroe, Cuyamaca College

RECORDING SECRETARY

Kay McGrath, Water Conservation Garden

ABOUT OUR FACILITATOR

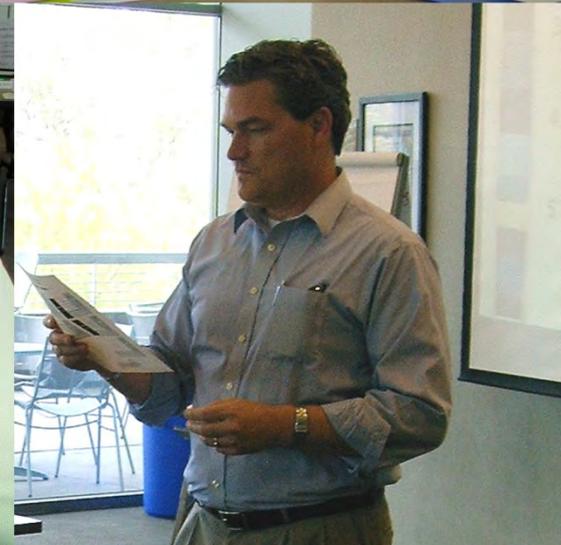
John Gavares has over 25 years of experience as an Organization Development consultant. John's areas of expertise include strategic planning, team building, leadership development, partnering workshops, and conflict resolution. John established The Gavares Group in 1995 having previously served for ten years with the Organization Effectiveness Program for the City of San Diego. John taught Organization Dynamics at UCSD for eight years, and was a core adjunct staff at San Diego State's Management Development Center for ten years.

Since 2007, John has managed the Strategic Support Services Section of the San Diego's Public Utilities Department, focusing on strategic planning, leadership development, optimization and efficiency studies, team building and climate improvement initiatives. John has been the lead strategic planning consultant to the Department for the past six years, developing a 2008 Wastewater Strategic Plan, a two-year 2009-10 Strategic Plan and a five-year 2011-2016 Strategic Plan. Previous strategic planning clients include San Diego Metro Commission/JPA; Orange County Sanitation District; San Diego Convention Center; USIU-Kenya; JFK Memorial Hospital; City of Visalia; Padre Dam Municipal Water District; and San Diego Housing Commission.

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Strategic Planning Workshop
April 13, 2013

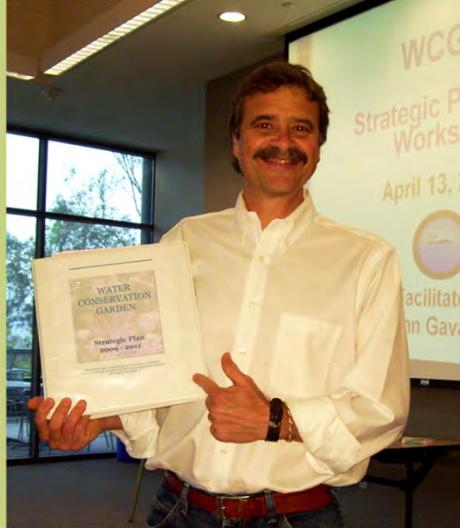


The Path Ahead

2014-2016 Strategic Plan

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Image courtesy Harold Bailey, 2014

Organizational History (1991-2013)

In the early 1990s, during a multi-year drought, the Helix and Otay Water Districts envisioned a water conservation garden that would show the public how to save water outdoors. Cuyamaca College, which had an excellent horticulture department, joined as a third partner, agreeing to provide land for the garden. The Water Conservation Garden Authority incorporated in 1992 with these three original partners and received 501(c)(3) tax-exempt status. The Authority took on the task of funding, developing, managing and operating the Water Conservation Garden, which opened to the public in 1999.

TIMELINE

- 1991** – Garden concept adopted as a combined immediate/long-term solution for water conservation by East County Water Conservation Council (ECWCC).
- 1992** – Joint Powers Authority officially formed as “Water Conservation Garden Authority.” Garden conceptual design commissioned and created by architect Jon Powell.
- 1994** – Garden officially named the Water Conservation Demonstration Garden.
- 1995** – Water Conservation Garden Authority incorporated as nonprofit 501(c)(3) organization.
- 1999** – Garden awarded “Orchid” for design from San Diego Annual Orchids & Onions Awards program.
 - Garden awarded President’s Award and Merit Award for design from San Diego Chapter, American Society of Landscape Architects.
 - Construction accomplished and opening held on May 15; officially open to public in summer.
 - Garden’s formal volunteer program launched.
- 2000** – Garden’s “watering can” kiosk wins Best New Exhibitor Award and Award of Merit at the Del Mar Fair.
 - Garden awarded Merit Award for graphic design of Garden icons from Creative Show of San Diego.
- 2001** – San Diego County Water Authority becomes a member agency of The Garden’s JPA.
 - Garden awarded Constructor Award by Associated General Contractors of California for The Garden’s contribution to San Diego’s east county community.

- 2002** – City of San Diego becomes a member agency of The Garden’s JPA.
- 2004** – Garden names its first Executive Director, Marty Eberhardt.
- 2005** – H. Warren Buckner Cactus and Succulent Garden opens.
 - Friends of the Water Conservation Garden forms.
 - Garden holds first California-Friendly Gardening Festival.
- 2006** – Garden reaches 30,000 annual visitors.
 - Garden holds first Spring California-Friendly Plant Sale.
 - New children’s signage and exhibits open.
 - Garden acquires additional land from Grossmont-Cuyamaca Community College District.
- 2007** – Garden wins the Rain Bird Corporation’s Intelligent Use of Water Award.
 - Sweetwater Authority becomes a member agency of The Garden’s JPA.
 - Garden opens three new exhibits: Bird and Butterfly Garden, Fire-wise Landscape, and Irrigation exhibit.
 - The Garden joins the Environmental Protection Agency’s WaterSense partners program.
- 2008** – The Garden reaches 45,000 visitors.
 - Patio Garden exhibit and the Dorcas Utter Memorial Sensory Garden open.
 - Garden Partners Program begins.
 - “Ms. Smarty-Plants” program launched.
- 2009** – Garden reaches over 50,000 people on-site and 100,000 offsite.
 - Meadow Garden opens.
 - “Ms. Smarty-Plants” program reaches 1,200 youths.

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- 2010** – Amphitheater shade installed.
- “Ms. Smarty-Plants” program reaches 21,000 youths; school tours and assemblies reach 25,000.
- 2011** – Via operating agreement, all Garden operations and institutional governance transitions from the Joint Powers agency to Friends of the Garden on January 1. Human resources maintained under Grossmont-Cuyamaca Community College District Auxiliary.
- New governing Board established. Michael Grisdale assumes office of Board President, and Richard Wright succeeds him later in the year.
- “Ms. Smarty-Plants” program reaches 29,000 youths.
- 2012** – John Bolthouse named Executive Director of The Garden.
- Garden acquires additional land from Grossmont-Cuyamaca Community College District to bring The Garden’s size to nearly six acres.
- Final elements of Garden human resource management transferred from Grossmont-Cuyamaca Community College District Auxiliary.
- Garden hosts West Coast premiere of Redford Center documentary *Watershed*.
- Garden receives bequest from Utter family to develop and install butterfly pavilion exhibit.
- “Ms. Smarty-Plants” program reaches 38,000 youths.
- 2013** – Dorcas E. Utter Memorial Butterfly Pavilion achieves phase one of completion.
- Work begins on three-year strategic plan
- Work begins on Facilities Master Plan for long-term Garden expansion and remodeling
- Garden receives major gift from William Verbeck for naming the “William & Norma Verbeck Courtyard” at the Butterfly Pavilion
- “Ms. Smarty-Plants”™ program is recognized at the annual conference of North American Association for Environmental Education as a “Bright Spots and Great Ideas” program
- “Ms. Smarty-Plants”™ program is awarded a 2013 Governor’s Environmental and Economic Leadership Award (GEELA) by the State of California
- “Ms. Smarty-Plants”™ program reaches 47,000 youths.





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