

UNITED STATES BOTANIC GARDEN
5 Year Business Plan
2018-2022



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Message from the Architect of the Capitol

The United States Botanic Garden (USBG) welcomes more than one million visitors each year, sharing plant expertise and passion with people from across the country and around the globe. In displaying botanical treasures, from unique native North American orchids to the common plants that grow the foods we eat, the USBG lives its mission of demonstrating the importance of plants to the well-being of humankind.

The Architect of the Capitol carries the title of Acting Director of the USBG, and I am proud of the special role the garden plays on Capitol Hill, in addition to its national and global impact. The previous business plan guided the USBG in providing engaging and relatable experiences, increasing internal collaboration to foster an innovative work environment and supporting staff development.

This USBG business plan for 2018-2022 is a culmination of thoughtful work by USBG employees gathering and refining goals to help the USBG improve internal processes, reinforce its curatorial mission, strengthen external relations and enhance its educational programs. I commend the dedication and

collaboration that went into creating this business plan, which builds on USBG's progress to provide extraordinary services to visitors and the Congress.

I look forward to working with the USBG team to make this business plan a reality. In conjunction with the AOC's Strategic Plan, it will provide a solid foundation for continued growth and success. I am confident that this framework positions us well to realize our mission to serve, preserve and inspire.

Stephen T. Ayers, FAIA, LEED AP

Architect of the Capitol

Acting Director, United States Botanic Garden



Message from the Acting Executive Director

This business plan will guide the work at the USBG over the next five years as we grow a diverse living collection, continue to empower our talented workforce, educate visitors about plants, maintain awe-inspiring facilities, and offer stunning educational botanical exhibits to the public. Garden employees and volunteers helped sculpt this plan to build on our strengths and to better meet our mission as a team.

Specifically, the 5-year business plan is designed to improve our practices in a variety of areas, including demonstrating horticultural excellence, building and maintaining a skilled workforce, reaching diverse audiences, and planning and presenting world-class exhibits. It is intended to be a living document that we will incorporate into our performance plans and practice in our daily work.

Every member of our USBG team should see themselves and their role in this plan. Our Operations team keeps our buildings and systems in top form and facilitates exhibits. Our Administration team ensures we have the supplies and contractors we need to accomplish our work. Our Public Programs team transmits the importance of plants and gardens to the public and our congressional stakeholders.

Our Horticulture team selects, propagates, tends, and catalogs the plants we collect and display. Meeting our mission and fulfilling this 5-year business plan would be impossible without all of these teams working together as one.

Thank you for your dedication to the Garden, our mission, and our customers. Together we connect people to plants and foster an appreciation of the importance of plants to our own health and to a healthy environment. This plan will help us accomplish these goals more efficiently and effectively.

Susan K. Pell, Ph.D.

Acting Executive Director

United States Botanic Garden



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Background

Inclusive process with employees:

- > All employees were sent a questionnaire to collect initial thoughts across the whole Botanic Garden team
- > Employees attended workshops where they brainstormed ideas for the future, including the bicentennial celebration, Bartholdi Park, Living Collection, Terrace, and National Garden
- > Employees discussed ideas for improving internal processes, strengthening external relations, and reinforcing the curatorial mission of the USBG

The result:

A five-year plan that outlines the USBG's ambitions through new initiatives, improved internal processes, and strengthened positioning in the botanic garden profession.





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The AOC Promise

The dedicated, professional staff of the Architect of the Capitol is the cornerstone of our success.

Together, we work to effect change and improve efficiencies throughout the organization as we serve Congress and the Supreme Court. We will work to anticipate problems and we will propose solutions.

We will protect and preserve the awe-inspiring facilities entrusted to our care, and we will strive to be recognized for our unsurpassed craftsmanship, stewardship and service. We will create new and innovative ways of doing things, and lead by example.

We will continue to go the extra mile for our customers and visitors in order to inspire memorable experiences that educate, inform and enrich people's lives.





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Mission

The United States Botanic Garden (USBG) is dedicated to demonstrating the aesthetic, cultural, economic, therapeutic and ecological importance of plants to the well-being of humankind. The USBG fosters the exchange of ideas and information relevant to national and international partnerships.

We carry out this mission by:

Promoting botanical knowledge through the cultivation of an ordered collection of plants;

Presenting displays of plants, exhibits and educational programs to the Congress and the public; and

Fostering sustainability and plant conservation





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Vision

Our vision at the USBG is that we will:

Educate visitors about the role of plants in supporting ecosystems and human well-being.

Emphasize our dedication to improving safety, professionalism and well-being of visitors and employees.

Strive for achievements at a high level in stewardship, horticulture, education and visitor services.

Ensure that we engage visitors with relatable and interactive messages.

Impact Statement

USBG visitors value the Garden's restorative and aesthetic qualities and expand their botanical literacy as they come to better appreciate the relationships among people, plants, and the Earth.



Improve Internal Processes

1A Evaluate annual workload in conjunction with budget trends & annual strategic priorities

Goal:

Produce high-quality work valued by the public, other stakeholders, and the USBG team

Objectives

- I. At the start of each fiscal year, realign work load to available resources, while focusing on the USBG mission, **2018-2022**
- II. Use the Business Plan as the foundation for project prioritization and for informing individual performance plans, **2018-2022**



Improve Internal Processes

1B Systemize educational exhibit planning process

Goal:

Implement a goal-oriented exhibit planning process to support content, messaging, and strategy development as well as fabrication, installation, maintenance, and de-installation

Objectives

- I. Create and publish manual for planning and development of educational exhibits; include time requirements for all teams and appointing of an exhibit coordinator for each exhibit, **2018**
- II. Incorporate discussions about exhibit planning progress into quarterly all-staff meetings, **2018-2022**
- III. Implement exhibit manual using annual thematic approach and bicentennial celebration as test cases, **2019-2020**
- IV. Revise protocols as necessary based on test cases, **2021**



Improve Internal Processes

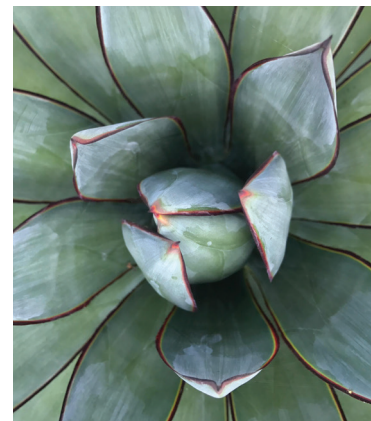
1C Demonstrate horticultural excellence

Goal:

Meet or exceed best horticultural management practices

Objectives

- I. Develop and use general Standard Operating Procedures (SOPs) for the plants we grow, **2018**
- II. Develop and use procedures for internal Horticultural Review Process Committee and subcommittees to assess qualitative horticultural goals, including growing conditions of all gardens, displays, and growing areas. Set review schedule of distinct areas through 2022, **2018**
- III. Develop and use SOPs for the Collections Department's areas of responsibility, **2019**
- IV. Develop and use SOPs for the Exhibits and Displays Department's areas of responsibility, **2020**
- V. Review Department SOPs, and refine process for the future, **2020-2022**
- VI. Develop and use SOPs for the Gardens and Grounds Department's areas of responsibility, **2021**



Improve Internal Processes

1D Strengthen human resource strategies

Goal:
Celebrate and align employees (current and new) with USBG's mission

Objectives

- I. Strengthen and apply interview protocols enabling USBG to assess interviewees' capacities, skills, and passions for executing the USBG mission as a member of a cohesive team, **2018**
- II. Strengthen and apply onboarding procedures, **2018**
- III. Acknowledge and celebrate the USBG team's accomplishments, **2018-2022**
- IV. Continue providing managers and supervisors professional development to strengthen their personnel management skills, **2019**
- V. Continue providing non-supervisory employees training in leadership skills, **2019**



Reinforce Our Curatorial Mission

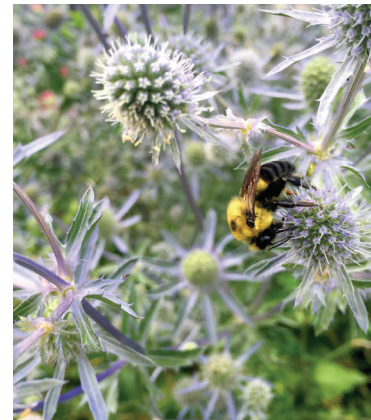
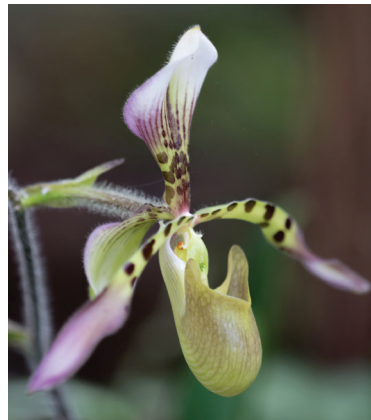
2A Refine and
prioritize the living
collection

Goal:

Instill a unified
understanding of
USBG's curatorial
mission

Objectives

- I. Train all team members to be aware of and ensure all comply with the collections policy, **2018**
- II. Continue to expand collections of plants of known wild provenance, **2018-2022**
- III. Continue to apply best practices in collections management, **2019**
- IV. Use collections to support relationships with external collaborators (see Objectives III, page 16-17), **2021**





Strengthen External Relations

3A Broaden
organizational
culture of building
relationships

Goal:

Deepen educational
engagement with
people in underserved
communities

Objectives

- I. Expand reach of USBG educational mission by seeking assistance from the USBG team, volunteers, and other stakeholders to identify underserved populations / communities, **2018**
- II. Select approximately three populations / communities to better serve through educational programs, **2019**
- III. Identify local organizations that serve the identified populations / communities and begin building relationships with those organizations, **2020**
- IV. Begin collaborating with identified local organizations, **2021**
- V. Develop communication strategies to reach new audiences / communities, **2021**
- VI. Offer programming for these new populations with partnering organizations, **2022**



Strengthen External Relations

3B Strengthen relationships with professional organizations

Goal:
Develop and maintain collaborative relationships with professional organizations: advance the USBG mission locally and nationally and bring best practices to the USBG

Objectives

- I. Develop a list of educational and other professional organizations with which to form strategic partnerships and pursue building those relationships, **2018**
- II. Develop and track a list of outstanding tasks from previous American Alliance of Museums (AAM) accreditation and any other requirements for 2023 re-accreditation, **2018**
- III. Plan for American Public Gardens Association (APGA) 2019 conference, **2018**
- IV. Explore feasibility of innovative performance measurements for USBG, such as peer review processes or others, **2019**
- V. Cohost APGA annual conference, **2019**
- VI. Establish relationships with botanic gardens and identify collecting expeditions with which to partner, **2020**
- VII. Address items from 3B-II (above) to prepare for AAM re-accreditation in 2023, **2020**
- VIII. Investigate implementing peer review or other processes to refine USBG practices, **2021**
- IX. Complete and submit self-study for AAM re-accreditation, **2022**

Goals & Objectives

2018

Improve Internal Processes

1A

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Evaluate annual workload in conjunction with budget trends & annual strategic priorities

Goal: Produce high-quality work valued by the public, other stakeholders, and the USBG team

I. At the start of each fiscal year, realign work load to available resources, while focusing on the USBG mission

II. Use the Business Plan as the foundation for project prioritization and for informing individual performance plans

1B

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Systemize educational exhibit planning process

Goal: Implement a goal-oriented exhibit planning process to support content, messaging, and strategy development as well as fabrication, installation, maintenance, and de-installation

I. Create and publish manual for planning and development of educational exhibits; include time requirements for all teams and appointing of an exhibit coordinator for each exhibit

II. Incorporate discussions about exhibit planning progress into all quarterly staff meetings

1C

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Demonstrate horticultural excellence

Goal: Meet or exceed best horticultural management practices

I. Develop and use general SOPs for the plants we grow.

II. Develop and use procedures for internal Horticultural Review Process Committee and subcommittees to assess qualitative horticultural goals, including growing conditions of all gardens, displays, and growing areas. Set review schedule of distinct areas through 2022

1D

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Strengthen human resource strategies

Goal: Celebrate and align employees (current and new) with USBG's mission

I. Strengthen and apply interview protocols enabling USBG to assess interviewees' capacities, skills, and passions for executing the USBG mission as a member of a cohesive team

II. Strengthen and apply onboarding procedures

III. Acknowledge and celebrate the USBG team's accomplishments

Reinforce Our Curatorial Mission

2A

Page 14

Refine and prioritize the living collection

Goal: Instill a unified understanding of USBG's curatorial mission

I. Train all team members to be aware of and ensure all comply with the collections policy

II. Continue to expand collections of plants of known wild provenance

Strengthen External Relations

3A

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Broaden organizational culture of building relationships

Goal: Deepen educational engagement with people in underserved communities

I. Expand reach of USBG educational mission by seeking assistance from the USBG team, volunteers, and other stakeholders to identify underserved populations / communities

3B

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Strengthen Relationships With Professional Organizations

Goal: Develop and maintain collaborative relationships with professional organizations: advance the USBG mission locally and nationally and bring best practices to the USBG

I. Develop a list of educational and other professional organizations with which to form strategic partnerships and pursue building those relationships

II. Develop and track a list of outstanding tasks from previous AAM accreditation and any other requirements for 2023 re-accreditation

III. Plan for APGA 2019 conference

2019

2020

2021

2022

III. Implement exhibit manual using annual thematic approach and bicentennial celebration as test cases

IV. Revise protocols as necessary based on test cases

III. Develop and use SOPs for the Collections Department's areas of responsibility

IV. Develop and use SOPs for the Exhibits and Displays Department's areas of responsibility

VI. Develop and use SOPs for the Gardens and Grounds Department's areas of responsibility

V. Review Department SOPs, and refine process for the future

IV. Continue providing managers and supervisors professional development to strengthen their personnel management skills

V. Continue providing non-supervisory employees training in leadership skills

III. Continue to apply best practices in collections management

IV. Use collections to support relationships with external collaborators (see Objectives III)

II. Select approximately three populations / communities to better serve through educational programs

III. Identify local organizations that serve the identified populations / communities and begin building relationships with those organizations

IV. Begin collaborating with identified local organizations

V. Develop communication strategies to reach new audiences / communities

VI. Offer programming for these new populations with partnering organizations

IV. Explore feasibility of innovative performance measurements for USBG, such as peer review processes or others

V. Cohost APGA annual conference

VI. Establish relationships with botanic gardens and identify collecting expeditions with which to partner

VII. Address items from 3B-II to prepare for AAM re-accreditation in 2023

VIII. Investigate implementing peer review or other processes to refine USBG practices

IX. Complete and submit self-study for AAM re-accreditation



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