

PACIFIC HORTICULTURE

STRATEGIC PLAN
2020 - 2023



PACIFIC HORTICULTURE SOCIETY: ADAPTING FOR A RESILIENT FUTURE

Since 1968 Pacific Horticulture Society (PHS) has provided the West Coast garden community with specially curated horticultural content through its award-winning quarterly magazine, *Pacific Horticulture*. In 2018 an organizational transformation was initiated in response to the impact of the digital revolution on the publishing industry and a steady decline in donor support over the last ten years. We have a renewed sense of purpose, enthusiasm for technology, and a determination to ensure a sustainable and secure financial future for the organization. Pacific Horticulture Society is adapting.

We're adapting our mission to provide free education to all people.

Long before sustainability became a household buzzword, Pacific Horticulture Society was at the forefront of sustainable horticulture. In response to the global climate crisis we will use our position to build awareness that gardeners, landscape managers, farmers, environmental scientists – everyone concerned with the human relationship to the land – are combating climate change. We provide our curated regional information free to the public. A vision focused on nature-based solutions elevates the relevance of horticulture for everyone.

We're adapting our programming to maximize impact.

Pacific Horticulture Society is a non-profit organization. Success is measured by our impact. We will strengthen our long tradition as an environmental education organization by expanding to include multiple media formats like webinars, short-form video, peer-to-peer forums, and other digital offerings. Delivering more high-quality, cross-platform content will engage and grow our audience to increase our reach and impact.

We're adapting our technology to be successful.

Using digital publishing, video, and social media will help us reach wider audiences in the Pacific region and beyond. We will meet our community members where they are and bring new generations of would-be gardeners into the fold. Programming will focus on expanding our digital presence and exploring how these tools can be used to support education. We celebrate innovation and strive to become a leader in the garden and environmental community by mastering available and emerging technology.

MISSION

To advocate for the garden and its power to enrich lives and inspire environmental stewardship.

VISION

We envision a resilient world dependent on the thoughtful cultivation of plants.

WE BELIEVE

...Pacific Horticulture Society will redefine horticulture and educate the public about gardens as a solution to the climate crisis.

...our mission is best served by providing educational content freely to the broadest possible audience, and that this content has value to everyone concerned about humanity's impacts on the planet.

...success rests in our ability to rapidly adapt to cultural and technological changes with relevant programming and sustainable development practices.

...we are part of a larger community built upon trust and transparency, and will maintain the highest level of integrity in all interactions executed in the name of Pacific Horticulture Society.

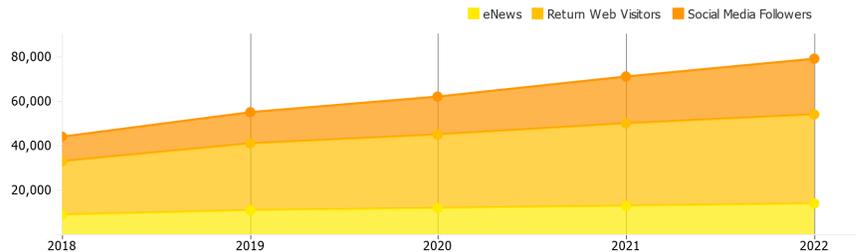
STRATEGIC GOALS:

IMPACT
RESILIENCE
LONGEVITY

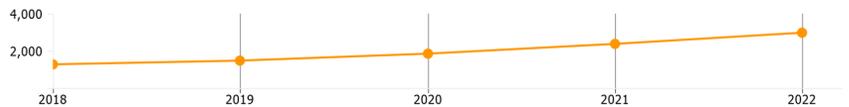
STRATEGIC GOAL: IMPACT

Increasing and diversifying the audience that is engaged with our mission and content will maximize our reach and impact.

Audiences



Individual Donors



STRATEGIC GOAL: RESILIENCE

Building the annual operating budget by 25% in 2021, and year over year, will allow us to begin executing this strategic plan.

Annual Operating Budget

2019	2020	2021	2022	2023
\$230K	\$230K	\$285K	\$360K	\$450K

STRATEGIC GOAL: LONGEVITY

Rebuilding the reserve account back to 1/2x the annual operating budget will begin to ensure a secure financial future for the organization.

Rebuilding Reserve Account

2019	2020	2021	2022	2023
\$23K	\$45K	\$90K	\$180K	\$225K

KEY OBJECTIVES

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To achieve the three strategic goals – to maximize impact, to build sustainable operations, and to ensure a secure financial future – eight key objectives were developed. These objectives will guide programming, messaging, and development over the next three years as PHS grows into a mission-based, donor-funded non-profit organization.

1. INCREASE & DIVERSIFY PROGRAMMING

2. ENGAGE STAKEHOLDERS IN THE NEW PHS VISION

3. GROW AWARENESS OF PHS

4. STRENGTHEN COMMUNITY PARTNERSHIPS

5. DEVELOP THE PHS LEADERSHIP

6. EXPAND EXISTING INCOME STREAMS

7. CREATE NEW OPPORTUNITIES FOR GIVING

**8. CULTIVATE A NEW DONOR BASE &
GROW THE NUMBER OF INDIVIDUAL DONORS**

KEY OBJECTIVE 1
**INCREASE &
DIVERSIFY
PROGRAMMING**

INCREASE & DIVERSIFY PROGRAMMING

Educational content needs to be generated in all media and distributed on multiple platforms, cross-pollinated, integrated, archived, and re-issued frequently. We remain committed to providing value through high-quality content and images, and curating for the most relevant information. As new programs are developed experimentation, distribution, data analysis, and evaluation for improvement will also be prioritized.

TACTICS

- A. Increase volume of high-quality programming.
- B. Create work flow that optimizes consistent and regular content delivery.
- C. Explore new distribution channels.
- D. Expand programming formats.
- E. Engage PHS partners to help produce content.
- F. Create cross-over between programming channels.

KEY OBJECTIVE 2
**ENGAGE
STAKEHOLDERS
IN THE
NEW PHS
VISION**

ENGAGE STAKEHOLDERS IN THE NEW PHS VISION

The “we” in this Society is all of us: readers, supporters, contributors, sponsors, Board, staff, and future audience. The PHS mission and purpose must be clear to all as we engage in evaluating and achieving the strategic goals of the organization. The first step in achieving this objective is the publication of this plan.

TACTICS

- A. Craft a clear and inspiring PHS story.
- B. Publish and widely distribute the Strategic Plan 2020-2023.
- C. Initiate and strengthen relationships with all stakeholders.
- D. Increase communication with existing audience and supporters.

KEY OBJECTIVE 3

GROW AWARENESS OF PHS

GROW AWARENESS OF PHS

Every aspect of this plan relies on the necessity of growing awareness of PHS. The organization's mission has been adapted to include educating the public, as well as informed gardeners and horticulturists. By increasing the size of our community, we can provide a broader understanding of plants, people, and humanity's deep connection to nature to a more informed public

TACTICS

- A. Create a strong and inspiring message.
- B. Continue providing educational value through programming.
- C. Harness the power of the PHS person-to-person network.
- D. Expand coverage to include British Columbia, Baja, CA, Alaska and Hawaii.
- E. Develop and execute a marketing plan.
- F. Optimize conversions across all channels: website, direct email, social media, in-person events, and video channels.

KEY OBJECTIVE 4

STRENGTHEN COMMUNITY PARTNERSHIPS

STRENGTHEN COMMUNITY PARTNERSHIPS

Community partnerships have always been fundamental to the operation and growth of PHS, beginning with its founding by six regional horticultural societies. The Pacific region's horticulture world is large, diverse and knowledgeable. By working together we can build awareness of the entire community, support the sharing of expertise, and encourage success for all.

TACTICS

- A. Engage the Pacific region's garden and environmental community in the new PHS story.
- B. Open dialogue with mission-aligned organizations to better understand how we could benefit by partnering.
- C. Explore ways we can provide value to new and existing partners.

KEY OBJECTIVE 5
**DEVELOP
PHS
LEADERSHIP**

DEVELOP PHS LEADERSHIP

A larger team with a diversity of talents, interests, and influence is needed for the transition of PHS to be sustainable and successful.

TACTICS

- A. Craft a clear and inspiring PHS story to recruit new team members.
- B. Revisit Bylaws and board policies with adoption of an update by end of 2020.
- C. Increase the number of seats on the board.
- D. Recruit new board members with a diversity of talents, from a wide-range of regional coverage, from within and outside of the horticulture community, and with influence in the philanthropic world.
- E. Develop long-term staffing plan that includes a full-time Executive Director.
- F. Research capacity building options to fund future staff positions in development, programs and marketing.
- G. Explore creating advisory or other volunteer committees.

KEY OBJECTIVE 6
**EXPAND
EXISTING
INCOME
STREAMS**

EXPAND EXISTING INCOME STREAMS

Existing income streams – travel program, advertising and grant funding – have proven relatively resilient to changes initiated during the transition period. The PHS brand continues to be well-regarded in the community and lends itself to further growth in emerging markets.

TACTICS

- A. Pursue grant funding to support programming, development, and capacity building.
- B. Maximize travel program income potential.
- C. Create a new sponsorship program to transition existing advertisers and encourage business donors.
- D. Explore underwritten program opportunities that fit within the PHS mission.
- E. Digitize and post online currently unpublished PHS article archive.

KEY OBJECTIVE 7
**CREATE NEW
OPPORTUNITIES
FOR GIVING**

CREATE NEW OPPORTUNITIES FOR GIVING

As part of the new PHS story we will continue to promote the organization as a donor-funded nonprofit. The transition period has already seen many successful operational changes made to membership renewals and donor outreach. We will continue to evaluate, retire, and replace old systems to develop new giving opportunities.

TACTICS

- A. Replace advertiser program with a new sponsorship program emphasizing corporate donors.
- B. Develop a comprehensive planned giving program.
- C. Seek grant funding for development capacity building.
- D. Use available technology to make giving easier and more accessible.
- E. Integrate donation messaging into all aspects of the organization.
- F. Increase communication with supporters.

KEY OBJECTIVE 8
**CULTIVATE
A NEW
DONOR BASE**

CULTIVATE A NEW DONOR BASE & GROW THE NUMBER OF INDIVIDUAL DONORS

In the last decade the number of donors has dropped, but digital audiences have grown. Fundraising over the next three years will focus on keeping current donors, inspiring support from our growing digital audience, and finding members of the philanthropic community who support our mission.

TACTICS

- A. Increase awareness of the organization to expand potential donor base.
- B. Cultivate a donor-centric organizational culture.
- C. Develop relationships with new and potential donors using the new PHS story.
- D. Optimize conversions across all channels: website, direct email, social media, in-person events, and video channels.
- E. Restructure supporter levels and benefits.

**GROW THE
NUMBER OF
INDIVIDUAL
DONORS**

ONWARD!

Pacific Horticulture Society is dedicated to horticultural excellence in an era of increasing technology and climate impacts. We will remain the authority for horticultural and environmental information in the Pacific region by growing on new platforms while remaining true to our traditions. We are committed to providing this information for free to the public, supported by donations from our community.

Belief in the PHS mission fortifies our commitment to successfully transform the organization and fuels our optimism that we can help secure a healthy future for the planet.



From left: Princess Norman, former board member Greg Graves, Laura Wilson, Pamela Berstler, Saxon Holt, Randi Herman, Don Baldocchi, Richard Hayden, Ellen Zagory, Linda McKendry

BOARD OF DIRECTORS

Don Baldocchi
Jodie Cook
Richard Hayden
Randi Herman
Saxon Holt

Linda McKendry
Princess Norman
Clayton Tschudy
Laura Wilson
Ellen Zagory

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Pacific Horticulture Society is a 501(c)(3) organization dedicated to promoting horticultural and environmental literacy throughout the Pacific region. A copy of the latest official registration and financial report may be obtained by contacting PHS at our mailing address.

Cover photo: Saxon Holt/PhotoBotanic www.photobotanic.com