

The Arboretum State Botanical Garden of Kentucky

2019 Action Plan Committee Report

October 25, 2019



Executive Summary

In 2018, the Dean of the College of Agriculture, Food and Environment (CAFE) initiated a review of The Arboretum. This review, led by Dr. Vanessa Jackson, Chair of the Department of Retailing & Tourism Management, culminated in a report released in January 2019.

Based on the 2019 report, the Dean charged an Action Plan (AP) Committee to determine strategies that will guide The Arboretum's future over the next five-six years as a university, community and state-wide resource, with the expectation that the AP Committee would make recommendations from diverse perspectives from both inside and external to the University. The AP Committee was formulated in the summer of 2019 and was chaired by Dr. Lisa Collins, Associate Dean in CAFE, with CAFE Director of Assessment Tricia Coakley as project manager. The AP Committee consisted of thoughtful leaders from the Lexington-Fayette Urban County Government, the Friends of The Arboretum, and the University of Kentucky. Members of the AP Committee are listed on page 2 of this document.

This Action Plan is now the basis for The Arboretum's strategic initiatives through 2024, with The Arboretum director and the chair of the Department of Horticulture charged to develop an annual report that will be issued by October each year for the prior fiscal year.

This Plan consists of six overarching recommendations, each with enabling strategies that start on page 3 of this report:

1. Evaluate and refine the role of each area of the vibrant leadership coalition, including the director, department chair, Advisory Board, Friends of The Arboretum, the college, and the university.
2. Continue to engage LFUCG leadership in strategic planning and discussions to enhance the UK partnership with local government.
3. Create new business and philanthropic opportunities through development of a business plan and comprehensive fundraising strategy.
4. Prioritize renovation and expansion of the existing Dorothea Smith Oatts Visitor Center at The Arboretum. Continue to update facilities and develop assessment tools for equipment and space quality and utilization (gift shop, meeting space, classroom space).
5. Continue existing and create additional professional development opportunities for staff and director.
6. Develop a process to work with faculty and students to enhance utilization of The Arboretum, to be more fully aligned with the university's land-grant mission of teaching, research, and extension.

2019 Arboretum Action Plan Committee Members

Name	Association
Dr. Lisa Collins (Committee Chair)	CAFE Associate Dean
Dr. Mark Williams	Horticulture Department Chair
Mayor Linda Gorton	LFUCG
Molly Davis	Arboretum Director
Dr. Orlando Chambers	CAFE Associate Dean
Professor Ned Crankshaw	Landscape Architecture Department Chair & Arboretum Advisory Board
Susan Campbell	CAFE Director of Finance
Elizabeth Vaughn	CAFE Philanthropy
Dr. Dewayne Ingram	Horticulture Department faculty & Arboretum Advisory Board
Dr. Rob Paratley	Department of Forestry and Natural Resources faculty & Arboretum Advisory Board
Dr. Scott Smith	immediate past CAFE Dean, Friends of The Arboretum Board member
Susan Lamb	LFUCG City Council Member & Arboretum Advisory Board
Monica Jones Conrad	LFUCG Parks & Recreation
Don Crawford	UK Physical Plant Division, Grounds Keeping
Stacy Borden	UK Arborist
Nancy McNally	Friends of The Arboretum Board President & Arboretum Advisory Board
Dawn Bazner	Friends of The Arboretum Board Vice President
Tricia Coakley	CAFE staff, Strategic Planning and Assessment

2019 Action Plan

Recommendation 1: Evaluate and refine the role of each area of the vibrant leadership coalition, including the director, department chair, Advisory Board, Friends of The Arboretum, the college, and the university.

1. A. We recommend the February 5, 2014 Revision of Organization and Operating Procedures for The Arboretum, State Botanical Garden of Kentucky be revised to:

1.A.1. Reflect the current college and university administrative structure. The Arboretum director reports to the Chair of the Department of Horticulture who, in turn, reports to the Dean of CAFE.

1.A.2. Reflect that the role and purpose of The Arboretum's Advisory Board is to advise the Chair of the Department of Horticulture and the Director of The Arboretum.

1.A.3. Include that future Advisory Board appointments by both partners incorporate input from the Advisory Board to strengthen Board effectiveness. (crosswalk with 2.F.)

1.A.4. Include that regular Advisory Board meetings occur four times a year (March, June, September and December) to provide more in-depth discussion. Special meetings may be scheduled as needed.

1.A.5. Establish term limits for UK representatives (possibly to match LFUCG term limits), board composition guidelines, and onboarding process for Advisory Board.

1.A.6. The Arboretum will keep track of Advisory Board terms of UK representatives so at the appropriate times the Dean of CAFE can write a letter to the UK President requesting new or reappointed members.

1. B. We recommend that the Advisory Board review progress and plans in the following areas and make recommendations where appropriate:

1.B.1. Establishing The Arboretum's budget priorities

1.B.2. Periodic strategic planning

1.B.3. Fundraising

1.B.4. Development of additional resources from grants, public appropriations and income

1.B.5 Educational programming, research and outreach efforts for and at The Arboretum

1.B.6. Design, planning and establishment of new or proposed buildings, structures, gardens or horticultural/landscape features.

1.B.7. Updates on progress will be made at every Advisory Board meeting

1.C. The Subcommittee is supportive of the motions made and passed at the Friends of The Arboretum (FOA) Board of Directors (BOD) July 17, 2019 meeting.

1.C.1. A motion was made and approved to change terminology from “member/membership” to “Friend(s) of The Arboretum” with the additional clarification that this will apply to all individuals making a qualified gift to The Arboretum.

1.C.1. A second motion was made and approved to suspend the operations of the FOA BOD pending the implementation of a Transition Committee to be appointed by Mark Williams.

1. D. We recommend that succinct vision, mission and values statements be updated and/or developed as part of the strategic planning effort. Staff and stakeholders shall have extensive input into this process.

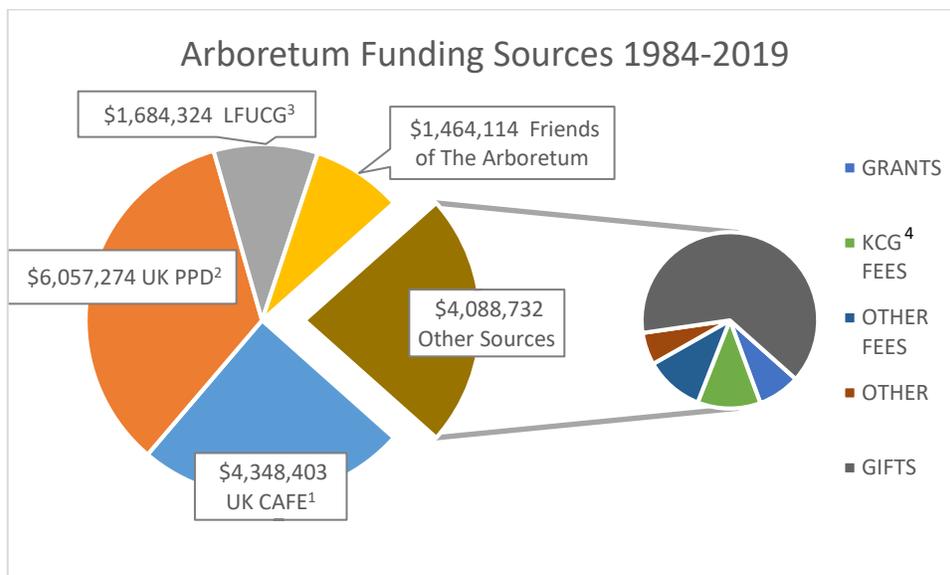
Recommendation 2: Continue to engage LFUCG leadership in strategic planning and discussions to enhance the UK partnership with local government.

Continue to engage LFUCG leadership in strategic planning and discussions to strengthen further the UK – LFUCG partnership.

The Arboretum was created through a partnership of the University of Kentucky and the Lexington Fayette Urban County Government. Throughout its existence it has received essential funding and support from both partners. If The Arboretum is to continue building excellence of programs and facilities, this partnership must be sustained and strengthened.

The subcommittee (Mayor Gorton, Council Member Susan Lamb, Arboretum administrator Mark Williams, Dewayne Ingram, Beth Vaughan, and Scott Smith attending) met on June 11, 2019 in the Mayor’s Office to discuss recommendations and strategies for achieving this goal. This recommendation and those that follow arose from a thoughtful and fruitful conversation related primarily to the LFUCG partnership with the Arboretum.

2. A. The history of funding by LFUCG and UK should be documented and included in the Action Plan Committee’s report. See Appendix A for additional information.



1. UK College of Agriculture, Food and Environment
2. UK Physical Plant Division
3. Lexington-Fayette Urban County Government
4. Kentucky Children’s Garden

The Arboretum funding history from all sources is provided in a separate file. This record demonstrates that both LFUCG and UK have made substantial investment in The Arboretum on a continuing basis throughout more than three decades. The LFUCG investments have been predominantly in support of projects, facilities and programs while the UK investment has supported a base budget of recurring and operating funds. Thus, the budgeting process and the types of support have differed for UK and LFUCG, and are likely to differ in the future. However, both partners have been and will continue to be essential to the development of The Arboretum. Undoubtedly, future advancement is dependent on continuing growth of support and investment from multiple sources.

2. B. In the near future, opportunities for additional support from LFUCG are most likely to be in the form of grant programs and non-recurring collaborative agreements. These opportunities should be evaluated and actively pursued by Arboretum staff, LFUCG partners and other collaborators.

The subcommittee did not directly discuss the possibilities for recurring operating funding for The Arboretum from LFUCG, although this issue was raised in preliminary Committee surveys. Any such discussions should occur among UK and LFUCG leadership.

2. C. Arboretum leadership and advisors should compile a “needs list” of appropriate opportunities for LFUCG funding, revise this annually, and share with LFUCG leadership.

Examples, which could be appropriate targets for LFUCG investment, include:

2. C. 1. Expansion of the parking lot as a demonstration, education project of pervious paving.

2. C. 2. Storm water or water quality community education programs.

2. C. 3. Plantings or landscaping which demonstrates and supports public education about environmental or resource issues, analogous to the KU street tree planting.

2. C. 4. A shared environmental education staff position (as was jointly funded by the partners in the past).

2. D. The Arboretum should collaborate with Cooperative Extension, Parks and Recreation, Urban Forestry, non-profits and other appropriate organizations to make Arbor Day at The Arboretum even more of a major annual event.

Although the suggestion was made in preliminary Committee discussions, the subcommittee agrees that there would be limited interest in increasing the number of partnership events at The Arboretum, and benefits would be minimal. Additional partnership events are not recommended at this time.

The subcommittee believes that one annual high visibility event involving a community-wide partnership would best advance the LFUCG partnership with The Arboretum.

2. E. While the current partnership with Parks and Recreation has been fruitful and positive, future opportunities for growth of the LFUCG partnership may be found with other local government entities, including Urban Forestry, Environmental Services and the Environmental Commission. We recommend that stronger linkages with staff and programs in these units be developed.

2. F. We recommend that future Advisory Board appointments by both partners become more intentional in order to strengthen Board effectiveness in guiding Arboretum planning and programs. This could be accomplished in part through more communication among leadership of The Arboretum, CAFE, LFUCG, and current Board members when making future Board appointments.

Representation and engagement of the UK and LFUCG partners may be strengthened through an even more active, informed, representative Advisory Board, including members from key areas such as VisitLex. (crosswalk with 1.A.3.)

2. G. Limited knowledge of The Arboretum, locally and beyond, significantly constrains community perception of The Arboretum as a substantial asset. To sustain progress toward The Arboretum goal - becoming a nationally and internationally recognized botanical garden and therefore an elite community asset - we recommend additional efforts to promote community awareness.

Simple examples might include:

- 2. G. 1. Attractive brochures or informational material available at VisitLex and other regional visitor centers
- 2. G. 2. Better cross links on LFUCG and Arboretum web sites and social media
- 2. G. 3. Increased interstate and local wayfinding signs
- 2. G. 4. Annual presentations to the LFUCG Council about The Arboretum
- 2. G. 5. Hosting Council and other LFUCG leadership at The Arboretum for a reception scheduled close to Arbor Day celebrations.

Recommendation 3: Create new business and philanthropic opportunities through development of a business plan and comprehensive fundraising strategy.

3. A. Review naming/giving levels across The Arboretum to ensure congruency with University guidelines

- 3. A. 1. Develop new list of naming/giving levels

3. B. Develop comprehensive fundraising plan for five years, with yearly action items that includes annual fund, capital gifts, major gifts, cultivation, stewardship, etc. in conjunction with CAFE Philanthropy staff

- 3. B. 1. Work with UK Graduate students in health care to determine opportunities for grants to cover new areas
- 3. B. 2. Plan should include all projects and endowment opportunities within The Arboretum
- 3. B. 3. Investigate new giving options such as text-to-give
- 3. B. 4. Investigate options for promoting payroll deductions among UK faculty and staff to support The Arboretum

3. C. Rewrite the case statement for fundraising for The Arboretum

- 3. C. 1. Work with Martin School to conduct economic and functional impact study to help rewrite statement

- 3. C. 1. Statement should clearly articulate impact of gifts on larger community through The Arboretum

- 3. D.** Document year-round staffing needs for Arboretum indoor and outdoor staff, include cost projection of positions
- 3. E.** Review and recommend a revised membership/Friends structure and donor recognition
 - 3. E. 1. Consider rates for Friends recognition levels
 - 3. E. 2. Recommend benefits to donors for giving levels
- 3. F.** Investigate options to work with UK Healthcare, UK HR, UK student activities and other UK areas to help support existing programs at The Arboretum
- 3. G.** Analyze entry fee for Kentucky Children's Garden and review daily passes and annual pass rates
- 3. H.** Expand existing foot race policy to become event policy, make recommendations for fees to be charged for renting space, incorporate UK event policies
- 3. I.** Create an Education Funding Plan that is part of business plan, but robust enough to stand alone and work with the college business center to assess cost of staffing and programs
- 3. J.** Investigate existing 501(c)(3) option within Bluegrass Community Foundation and as a stand-alone entity that would be acceptable within UK policy
 - 3. J. 1. Review structure of Markey, UK Women's Club, UK Alumni Association, CAFE Alumni Association and 4-H Foundations to determine best practices
 - 3. J. 2. Review and recommend how the 501(c)(3) would work without Friends Board/Committee Structure
 - 3. J. 3. Consult with legal counsel within the college to determine advantages and challenges of establishing 501(c)(3)
- 3. K.** Develop cost benefit analysis of fencing entire Arboretum or fencing portion of Arboretum and make recommendation on which would have higher return on investment
 - 3. K. 1. Review swipe card systems to allow members/neighbors to access through fence in neighborhoods surrounding Arboretum
 - 3. K. 2. Review how Flight 5191 Memorial access would be impacted with fencing and make recommendations regarding family visitations
 - 3. K. 3. Review budgetary requirements for changing exhibits within a fenced area to draw return visits
- 3. L.** Develop a long-term business plan (10 years minimum) and a short-term business plan (5 years) that ties to strategic and master plans for The Arboretum and includes a site assessment of grounds areas and functions.
 - 3. L. 1. Utilize CEDIK, SBDC and college resources to assist with plan
 - 3. L. 2. Consider using MBA students to assist with plan
- 3. M.** Develop a more robust gift shop in new visitors center building

3. N. Investigate viability and strategies for implementing a parking fee

3. O. Investigate feasibility of UK and/or LexTran putting The Arboretum on the bus route so that more area residents have a means to visit The Arboretum. Investigate feasibility of the Medical Center and/or the Ronald McDonald House providing a shuttle to and from The Arboretum so patients and families of patients have a means to visit The Arboretum.

Recommendation 4: Prioritize renovation and expansion of the existing Dorothea Smith Oatts Visitor Center at The Arboretum. Continue to update facilities and develop assessment tools for equipment and space quality and utilization (gift shop, meeting space, classroom space).

4. A. Collect data on utilization of space to identify bottlenecks and opportunities for expansion with a goal to establish a world class Arboretum.

4. B. Visit peer institutions to gauge current Arboretum resources and to help identify future needs.

4. C. Inventory Arboretum plant collections, equipment, and space.

4. D. Develop and implement a new design for The Arboretum Visitors Center. This process should be inclusive and transparent, and involve a thorough assessment of current and future space needs, including increased utilization as an event space.

4. E. Develop and implement a design for a Ground Crew facility that facilitates increased management capacity of the plant collections.

Recommendation 5: Continue existing and create additional professional development opportunities for staff and director.

5. A. Report on continuing education in which Arboretum staff have participated (2014 to 2019).

5. B. Identify internal and external professional development (PD) opportunities for all Arboretum staff, including director. Support at least one PD engagement per staff member each year (including college support or grant funding, when applicable).

Examples of some UK and CAFE opportunities are:

- CAFE Business Center professional development resources website:
 - https://cafebusinesscenter.ca.uky.edu/files/staff_professional_development_opportunities.pdf
- UK HR Training and Development programs/courses:
 - <http://www.uky.edu/hr/training>
- UK Employee Education Program:
 - <http://administration.ca.uky.edu/content/employee-education-program-cafe>
- CAFE staff mentoring program:
 - https://cafebusinesscenter.ca.uky.edu/files/mentor_program_-_web_site_wording.pdf
- CAFE staff online orientation course
- CAFE supervision online orientation course (coming soon)

- CAFE Staff Professional Development Fund:
 - https://cafebusinesscenter.ca.uky.edu/files/staff_professional_development_fund_-_testimonials.pdf
- UK Environmental Health and Safety classes:
 - <http://ehs.uky.edu/classes/>
- College Business Management Institute (CBMI):
 - <https://www.sacubo.org/Professional%20Development/CBMI>

5. C. Collaborate with Physical Plant Division (PPD) supervisor Stacy Borden to identify PD opportunities for PPD staff assigned to The Arboretum and provide these opportunities.

5. D. In collaboration with PPD, determine a way for Arboretum staff to learn how to apply for admission to UK and register and take courses aligned with The Arboretum's mission under the UK Employee Education Program (EEP) at appropriate times of day. IF EEP opportunities are not available to all Arboretum staff, provide a rationale.

5. E. Determine the feasibility of fundraising for a PD fund for Arboretum staff.

5. F. Seek someone from UK HR or a local trainer who can provide guest services training and team building activities to Arboretum personnel in order that they have the ability to provide outstanding guest services fitting for a public garden.

5. G. Seek advice from UK HR on ongoing mentoring and performance feedback on a more regular basis than an annual performance review.

Recommendation 6: Develop a process to work with faculty and students to enhance utilization of The Arboretum, to be more fully aligned with the university's land-grant mission of teaching, research, and extension.

6. A. Action Plan Recommendation Connected to All Three Mission Areas: Develop and publish a publicity brochure highlighting faculty, student, and extension opportunities for use of The Arboretum. Provide the brochure through New Faculty Orientation, Faculty Council, Student Tours, New Extension Agent Orientation, and County Extension Offices.

6. B. Teaching and Learning: Take actions to increase educational use of The Arboretum in intensive ways and in a broad spectrum of more occasional interactions.

6. B. 1. Explore opportunities within the CAFE Horticulture program curriculum to create a public gardens certificate or emphasis area using The Arboretum as a host for high impact practices in education. Consider collaboration with the CAFE Department of Community and Leadership Development for non-profit management, the CAFE Department of Landscape Architecture for design, and Public Health or Behavioral Medicine units for the health benefits of contact with nature.

6. B. 2. Communicate with faculty members in specific departments to encourage greater use of The Arboretum by courses in plant identification, planting design, soil science, ecology and evolutionary biology or others that could benefit from The Arboretum as a learning venue.

6. B. 3 Publicize the opportunity for faculty members university-wide to use The Arboretum as a venue for experiential learning on The Arboretum website, through contact with the Center for Enhancement of Learning and Teaching and other institutional education coordinators, and in venues such as UKnow.

6. B. 4. Develop plans for sharing information about The Arboretum with incoming UK undergraduate students, possibly involving K-week, UK 101, See Blue orientation days, and others.

6. C. Extension Education: Develop the capacity for The Arboretum to serve as a venue for Extension programming related to environment and sustainability, horticulture, landscape architecture, nutrition connected to gardening, horticultural therapy/stress reduction, and other interest areas.

6. C. 1. Ensure that design and construction of the Visitor Center addition results in indoor and outdoor space that facilitates extension education programming. When facilities are in place, communicate with Extension faculty and specialists in CAFE to encourage use of The Arboretum as a venue for programming.

6. C. 2. Continue developing interpretation at The Arboretum to convey knowledge about environmental benefits of native plants, horticultural practices, environmental sustainability, and landscape design to a general audience.

6. D. Research: Communicate with faculty and staff at UK and other institutions/organizations about the availability of The Arboretum as a venue for research and demonstration projects.

6. D. 1. Create concise synopses of research projects conducted at The Arboretum over a multi-year period and highlight the description on The Arboretum website.

6. D. 2. Work with CAFE Research Office to track annual totals for grants and publications supported by The Arboretum facilities.

6. D. 3. Working with UK Foundations Philanthropy, identify potential faculty collaborations to seek research funding specific to public gardens projects.

6. D. 4. Develop a seminar presentation highlighting the historical importance of Botanical Gardens and a spotlight on the potential of our own Arboretum to increase awareness in UK units of potential interest.

6. D. 5. Investigate grant opportunities for joint application with LFUCG.

6. D. 6. Investigate feasibility of UK and/or LexTran putting the Arboretum on the bus route so that more area residents have a means to visit the Arboretum. Investigate feasibility of the Medical Center and/or the Ronald McDonald House providing a shuttle to and from the Arboretum so patients and families of patients have a means to visit the Arboretum.

6. D. 7. Determine with the chair of the Department of Horticulture and the Dean of CAFE the feasibility of adding a new faculty or staff line that focuses on research and education at The Arboretum.

Appendix A
ARBORETUM FUNDING BY SOURCE

FISCAL YEAR	COLLEGE (NOTE 2)	PPD (NOTE 3)	LFUCG (NOTE 4)	FRIENDS (NOTE 5)	GRANTS	INCOME (NOTE 6)			GIFTS	FY TOTAL
						KCG FEES	OTHER FEES	OTHER		
1984-6	\$ 40,000		\$ 540,000		\$ 15,000					\$ 595,000
1987	\$ 25,000		\$ 15,000							\$ 40,000
1991		\$ 4,287								\$ 4,287
1992		\$ 13,396								\$ 13,396
(NOTE 7) 1993		\$ 20,748	\$ 8,000	\$ 3,891						\$ 32,639
1994		\$ 59,403		\$ 3,006	\$ 10,000					\$ 72,409
1995		\$ 87,539		\$ 13,068	\$ 18,500					\$ 119,107
1996		\$ 55,054		\$ 22,071	\$ 3,500					\$ 80,625
1997		\$ 83,608	\$ 5,000	\$ 14,305	\$ 10,000					\$ 112,913
1998	\$ 28,650	\$ 106,135	\$ 2,700	\$ 25,502	\$ 7,000					\$ 169,987
1999	\$ 35,262	\$ 88,660	\$ 2,700	\$ 7,004	\$ 7,500					\$ 141,126
2000	\$ 42,885	\$ 192,816	N7 (paving)	\$ 12,841	\$ 2,500					\$ 251,042
2001	\$ 48,107	\$ 222,051		\$ 35,808	\$ 16,500					\$ 322,466
2002	\$ 88,120	\$ 211,744	\$ 50,000	\$ 500,567	\$ 22,500					\$ 872,931
2003	\$ 97,414	\$ 211,515	N7 (paving)	\$ 22,288	\$ 35,000					\$ 366,217
2004	\$ 107,201	\$ 245,935	\$ 550	\$ 157,697	\$ 20,000					\$ 531,383
2005	\$ 170,538		\$ 13,374		\$ 15,000		\$ 9,600	\$ 50,000		\$ 258,512
2006	\$ 222,579	\$ 362,368	\$ 25,000	\$ 114,254	\$ 44,300		\$ 13,978	\$ 50,000		\$ 832,479
2007	\$ 247,417	\$ 365,315	\$ 525,000	\$ 29,419	\$ 57,300		\$ 18,568			\$ 1,243,019
2008	\$ 259,207	\$ 309,600	\$ 25,000	\$ 99,261	\$ 18,200		\$ 28,296		\$ 2,800	\$ 742,364
2009	\$ 263,396	\$ 282,525	\$ 25,000	\$ 60,660			\$ 17,597		\$ 50,000	\$ 699,178
(N7) 2010	\$ 292,986	\$ 308,250	\$ 125,000	\$ 58,077	\$ 9,992		\$ 16,349		\$ 465,539	\$ 1,276,193
NOTE 1										
2011	\$ 214,639	\$ 316,665	\$ 50,000	\$ 33,843		\$ 9,072	\$ 32,084	\$ 69	\$ 147,019	\$ 803,391
2012	\$ 225,047	\$ 344,667		\$ 36,282		\$ 50,566	\$ 47,046	\$ 81	\$ 216,325	\$ 920,014
2013	\$ 216,545	\$ 256,941	\$ 125,000	\$ 34,251		\$ 43,304	\$ 88,822	\$ 112	\$ 101,979	\$ 866,954
2014	\$ 265,432	\$ 317,851	\$ 50,000	\$ 44,381		\$ 51,763	\$ 12,006	\$ 4,235	\$ 187,609	\$ 933,277
2015	\$ 267,481	\$ 317,025	\$ 50,000	\$ 33,241		\$ 62,151	\$ 64,647	\$ 5,818	\$ 178,099	\$ 978,462
2016	\$ 290,778	\$ 320,990	\$ 32,000	\$ 28,655		\$ 71,737	\$ 27,087	\$ 32,440	\$ 200,811	\$ 1,004,498
2017	\$ 274,182	\$ 346,826	\$ 15,000	\$ 28,958	\$ 3,066	\$ 63,700	\$ 22,257	\$ 33,178	\$ 582,249	\$ 1,369,416
2018	\$ 285,682	\$ 299,423		\$ 23,425	\$ 2,700	\$ 66,645	\$ 23,203	\$ 33,905	\$ 172,531	\$ 907,514
2019	\$ 339,855	\$ 305,937		\$ 21,359		\$ 53,843	\$ 21,641	\$ 32,882	\$ 306,531	\$ 1,082,048
TOTAL	\$ 4,348,403	\$ 6,057,274	\$ 1,684,324	\$ 1,464,114	\$ 318,558	\$ 472,781	\$ 443,181	\$ 242,720	\$ 2,611,492	\$ 17,642,847

Notes

- 1- Budget data prior to 2011 were taken from a report compiled by Marcia Farris. Data starting in 2011 were provided by CAFE Business Office. Multiple changes in account structure and budgeting practices were implemented around this time, not all data are comparable across years.
- 2- Since The Arboretum was administratively moved to the college, these funds make up The Arboretum's primary operating account. This account funds most of the full-time Arboretum staff. Any in-kind contributions provided by the college (i.e., faculty or staff labor, facilities maintenance, event support, etc.) beginning in 1984 are not included in these annual resource totals.
- 3- These numbers are the value of labor/services contributed by UK Physical Plant Division, calculated at their standard billing rates. Physical Plant Division does not transfer these funds to The Arboretum budget. Two staff positions in the PPD budget are assigned primarily to The Arboretum.
- 4- LFUCG funds are transferred to The Arboretum primarily as grants or agreements for programs, educational services, or capital projects. Not included are LFUCG costs for contributed services, e.g., paving.
- 5- Friends funding prior to 2011 is not comparable to after 2011. Budgeting and accounts management changed significantly around this time.. A significant fraction of pre-2011 Friends funding is comparable to what would now be received as gifts.
- 6- KCG is Kentucky Children's Garden. Other fees are predominantly from classes and events not associated with KCG. "Other" income includes a KY appropriation in 2005 & 2006, endowment income starting 2011, and a parking agreement with Athletics starting 2016.
- 7- LFUCG funding includes some funds not directly transferred to The Arboretum:
\$8,000 in 1992 for WAKY design, \$4,000 of this was reimbursed to LFUCG by UK
\$100,000 of the amount in 2010 for 5191 Memorial, source of these funds was Transportation Cabinet
It is not known whether Marcia Farris included this or any other funding for the memorial in the gifts accounting at the time.
Significant paving contributions by LFUCG in 2000 and 2003 are listed although no monetary value is available.

Significant paving contributions by Lexington Fayette Urban County Government in 2000 and 2003 are listed although no monetary value is available.
LFUCG has supported The Arboretum with additional in-kind contributions.