

COMMUNITY DEVELOPMENT AT HERONSWOOD BOTANICAL GARDEN

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The overall main goal of this research is to assist with the planning and creation of an ethnobotanical addition at the Heronswood Garden, a botanical garden located in northwest Washington state recently purchased by the Port Gamble S'Klallam Tribe. Methods included a three month long ethnographic study of Heronswood Garden as an official intern, and conducting a needs assessment that primarily employed participant observation and semi-structured open-ended interviews with all garden employees. Information revealed through the research includes causal issues behind a lack of community participation at the garden, elaboration on the solutions to various issues facilitated by negotiating and combining the views and opinions of the garden's employees, and author reflections on the needs assessment report and the project as a whole. This research connects itself with and utilizes the methodologies and theories from applied anthropology, environmental anthropology, and environmental science to provide contemporary perspective into the subject of preserving or preventing the loss of biodiversity, language diversity, and sociocultural diversity.

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CHAPTER 1

INTRODUCTION

In February 2014, I travelled to Washington state to meet with several people to discuss aspects of the Elwha River Restoration Project, an environmental impact assessment project that I hoped could become the focus of my graduate thesis. While traveling through the northwest region of Washington state, I learned about several other environmentally and bio-culturally focused projects located throughout the area, as well as more of the history and environmental change that had occurred in that region. During my stay in the area, I contacted the Heronswood Garden to inquire about their volunteer opportunities and very soon after visited the botanical garden for the first time, meeting both Joan Garrow, the Executive Director for the Heronswood Garden, and Celia Pederson, the Head Gardener. During this initial visit, I was taken on an extremely informative tour of the Heronswood Garden, as well as the Port Gamble S'Klallam Reservation, where I was informed of the Heronswood Garden committee's and additional subcommittees' desires for an ethno-botanical area to be added to the garden in the near future. On that day, I discussed the possibilities of Heronswood Garden becoming my "client" for my graduate thesis, pending an approved project proposal.

Over the next few months, I communicated via email with Mrs. Garrow and carefully crafted a project proposal which was eventually approved of by both my new site sponsor and my graduate committee. All parties involved agreed that I would conduct my thesis research as an official intern for both the Heronswood Garden and the Port Gamble S'Klallam Foundation. Initially, the plan focused on my assistance with the completion of an ethnobotanical area located on the Heronswood Garden property, and my creation of a "master list" of plants for future additions to this garden area that would include plant knowledge from local community. These

activities were, it was hoped, to help create a closer connection with the Native American community that owns the Heronswood Garden. After I began my research, my focus shifted and it was agreed that I would conduct a “needs assessment,” in addition to creating a more comprehensive “master list” of all future plants that could be added to this ethnobotanical garden area. We concluded that this “needs assessment” would do a better job of addressing the level of Port Gamble S’Klallam Tribe (PGST) community involvement at the Heronswood Garden.

This document represents the culmination of my thesis research. In this chapter, I introduce the purposes of the project, as well as the background history of the Heronswood Garden, and the community that now owns it, the Port Gamble S’Klallam Tribe. I also explain the evolution of my work, concluding this chapter with the research questions that ultimately guided my research. Chapter 2 details the literature review and theoretical foundations for conducting this thesis research project. Chapter 3 introduces my project design, data collection, and analysis methods. Chapter 4 presents my findings of the needs assessment and details different aspects of my participation in many of Heronswood’s special events. And lastly, chapter 5 concludes with my conclusions and reflections on the project as a whole.

Heronswood Garden’s History

Heronswood Garden was established in 1987 by renowned horticulturalists Dan Hinkley and Robert Janes, and held in high esteem during the 1980s and 1990s among gardeners, researchers, and botanical enthusiasts (Easton 2014). Dan Hinkley informed me that the name came to him shortly after arriving on the first day he purchased the property. When he opened front gate, which was incredibly old and rusted, it fell off and scared a heron in the back pond that immediately took off flying. Later that evening, he and Janes named the yet to be created

garden “Heronswood.” The golden star found in Figure 1 indicates Heronswood Garden’s location within the greater Puget Sound area.

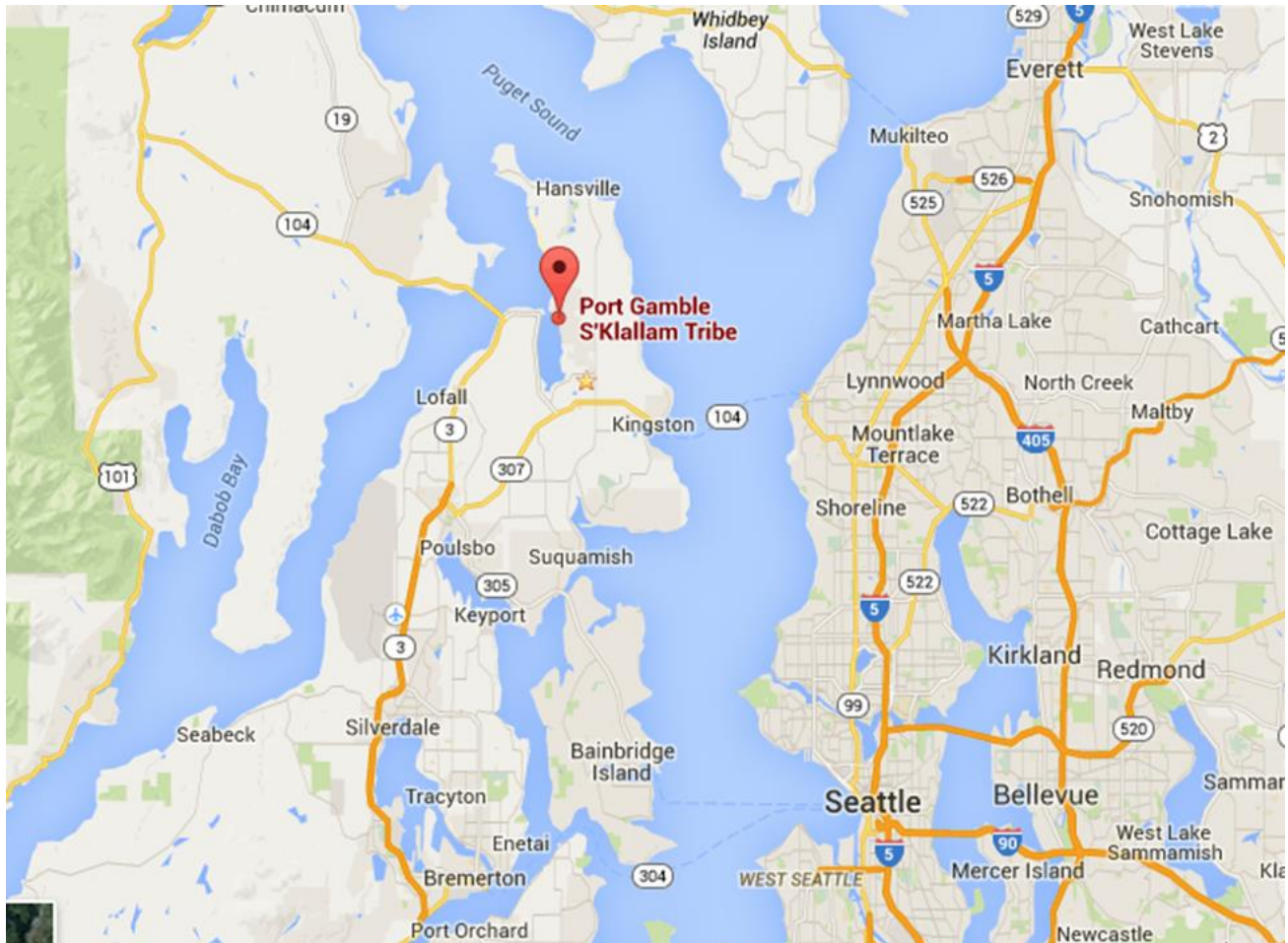


Figure 1. Location of Port Gamble S’Klallam Reservation in Puget Sound Region

Over the years, Dan Hinkley traveled the world, including China, Chile, Japan, Tibet, New Zealand, Thailand, and other countries collecting particular plants for additions to the Heronswood Garden, while Robert Janes was responsible for much of the design and architecture of the property and its buildings. Eventually, Heronswood became a well-known establishment in the Pacific Northwest, receiving visitors and both national and international acclaim for the variety of plants in its collection. At the height of its catalog, the garden held nearly 20 thousand

individual plant varieties as indicated by the partial database that exists from then. This same database is still currently being used to verify the plant varieties that remain or have been lost.

Much of the following Heronswood history has been derived from information gained through the interview process. In 1998, the current head gardener, Celia Pederson, began work at the garden assisting the mail order catalog operations of Heronswood. This was a time when the nursery sales under Dan Hinkley's original ownership were reaching their peak. The Heronswood Garden in the past boasted eighteen green houses on the property, a sight very different from the open areas at the garden now. Currently, the property only has one complete and four partially restored greenhouses. All of the nursery plants were grown inside the eighteen green houses, and according to the Celia Pederson just the variety of plants shipped out was greater than all the plants on the garden property currently. During the mailing process, all plants were systematically removed from the soil, had soil removed from around the rootball, and were carefully packed in a very precise manner in order to keep these plants, which were shipped all over the world, alive until their destinations. In 1999, Pederson was promoted to the position of assistant gardener after a year and a half working at the nursery side, getting much hands-on experience weeding and working in and around the garden during the down season of plant orders. Unbeknownst to the owner Dan, and the then Garden Manager Duane West, Pederson had a graduate school background in horticulture and was in her words, "a quick study," who had the ability to precisely follow directions, a skill that she deemed was decisive in her promotion.

In 2000, Dan Hinkley sold Heronswood Garden and its nursery operations to George Ball, the CEO of Burpee Seed Company, who quickly changed it over to Burpee corporate operations. W. Atlee Burpee transformed it into a full time nursery where thousands more plant

varieties were shipped all over the U.S. and the world. However, after several years of razor thin profits the garden subsequently closed it to the public. For the years between 2006 and 2012, the Heronswood Garden sat almost abandoned, aside from one extremely dedicated employee who was kept on as the maintenance person and groundskeeper, though his hours were gradually reduced to just a few a month.

The original idea for the Port Gamble S'Klallam Tribe to seek the purchase of Heronswood Garden came largely from the Development Authority department. Joel Higa , director of the Development Authority, presided over the bidding that won the auction that George Ball conducted in June of 2012. As revealed in the Kitsap Sun newspaper, at the time of purchase there was no definitive direction for the garden, but Higa and the tribal council sought to purchase the garden as an economic opportunity. They originally planned to utilize the garden as a special events venue, intending for weddings and other formal occasions to bring in revenue for the community. However, as a result of experiencing various different issues after re-opening the garden to the public and conducting several small weddings and events, the conclusion was reached by the steering committee and members of the tribal council that the restoration of the garden would require much more time than previously estimated. It was then decided that the garden would better serve the community if it operated more like a governmental or non-profit property instead of a profit oriented business.

From the time of my initial contact with the Heronswood Garden until my leave at the end of my fieldwork, I witnessed much of this directional change. Joan Garrow was hired as executive director for both the PGSF and the Heronswood Garden in January of 2014, and almost immediately she began to seek input from a wide variety of people and sources in order to figure out the best ways the garden could serve the interests of the Port Gamble S'Klallam Tribe

community. The management of Heronswood Garden and all its fundraising efforts are now under the management of the Port Gamble S'Klallam Foundation, a non-profit organization.

To the best of my research efforts, this is the first European style traditional botanical garden to ever be owned by a Native American community. Because the property sat in decline for several years, the green houses were left in disarray; many of the plants had been carelessly removed by its interim owners or were completely left without protection and pruning for years, several buildings on the property needed various levels of renovation, and the water and plumbing infrastructure was in need of expansion. The plant repertoire was reduced to half of what it was at its peak. There are now researchers, employees, and volunteers tirelessly working to update the old catalog so that there is a clear mapping and understanding of what plant species have survived the years of neglect. These much needed restoration efforts are currently underway and there are signs of community support for the project in the form of volunteer work and fundraising events such as plant sales, garden memberships, and garden openings. As the property is now in trust of the Port Gamble S'Klallam community, it will perpetually be a part of the community vision, which is well summarized in the draft mission statement for the Port Gamble S'Klallam Foundation and the Heronswood Garden as follows:

The Port Gamble S'Klallam Tribe is dedicated to preserving the unique resources and natural environment that have surrounded its tribal members for generations. In keeping with that tradition, the mission of the Heronswood Garden is to restore, maintain, and to develop this unique horticultural facility as a place for special events, plant sales, educational programs, and tours that recognize and are consistent with the heritage of the Garden and the Tribe.

(Heronswood Steering Committee July, 2014)

Port Gamble S’Klallam Tribe’s Connection to the Garden

The people of the S’Klallam Nation historically were spread across dozens of villages and occupied islands and shore sites in the Puget Sound, areas along the Strait of Juan de Fuca, and several sites along the general north shore of the Olympic Peninsula. Before colonization, seasonal travel between temporary and long-term used sites was extremely common, and there is archaeological evidence to suggest that the areas around the Port Gamble Bay have been utilized for at least a millennium and possibly much longer (Port Gamble S’Klallam Tribe 2012). In 1792, the first Europeans “explored” northwest Washington, and within several decades increased colonization pressures resulting in several Native American nations and tribes of the area signing the Treaty of Point No Point in 1855.

The modern Port Gamble S’Klallam Tribe community was then several decades in the making. A few short years after the Treaty of Point No Point, several Chemakum and S’Klallam families began moving and increasingly purchasing land located on the east side of the Port Gamble Bay, as well as a few families who lived in the nearby Little Boston community. Though other tribes and groups were moved to allotted reservation lands, the Port Gamble S’Klallam families refused to move to undesirable allotments proposed following the Dawes Act (Port Gamble S’Klallam Tribe 2012). Initially the Port Gamble S’Klallam Tribe was unable to be granted federal recognition or receive reservation allotments in areas that were preferable or customary, but during the first two decades of the 20th century, several lobbying efforts with the U.S. Government resulted in one payment for treaty settlement claims. Though these were very paltry amounts, these funds enabled many more families to buy additional land and the community grew. Unfortunately, during the Great Depression many of these land purchases were lost due to tax issues with Kitsap County (Port Gamble S’Klallam Tribe 2012). During the mid-

1930's, the Port Gamble S'Klallam families and the Little Boston community pushed to be a top priority for the federal agency responsible for the area, so when the 1934 Indian Reorganization Act was passed there was a new opportunity for official recognition. With this act, funds were allocated to purchase slightly over 1,200 acres from the McCormick Lumber Company and in 1938 the Port Gamble S'Klallam Reservation officially came into being (Port Gamble S'Klallam Tribe 2012).

Skipping forward several decades, the Port Gamble S'Klallam Tribe Reservation is a prosperous community with many economic, cultural, and educational programs and resources. Having achieved considerable economic surplus, the Port Gamble S'Klallam has made two additional land purchases in last decade. The first was in 2005, where 390 acres were purchased from the Natural Resources Department and set into trust for the community. The second was the purchase of Heronswood Garden in July of 2012 for \$859,000 USD (Vaughn 2012). The purchase of Heronswood Garden was an ideal purchase for two reasons. As shown in Figure 2, Heronswood Garden's location is located extremely close to the Port Gamble Reservation, as well as literally across the street from the additional trust land purchased in 2005.

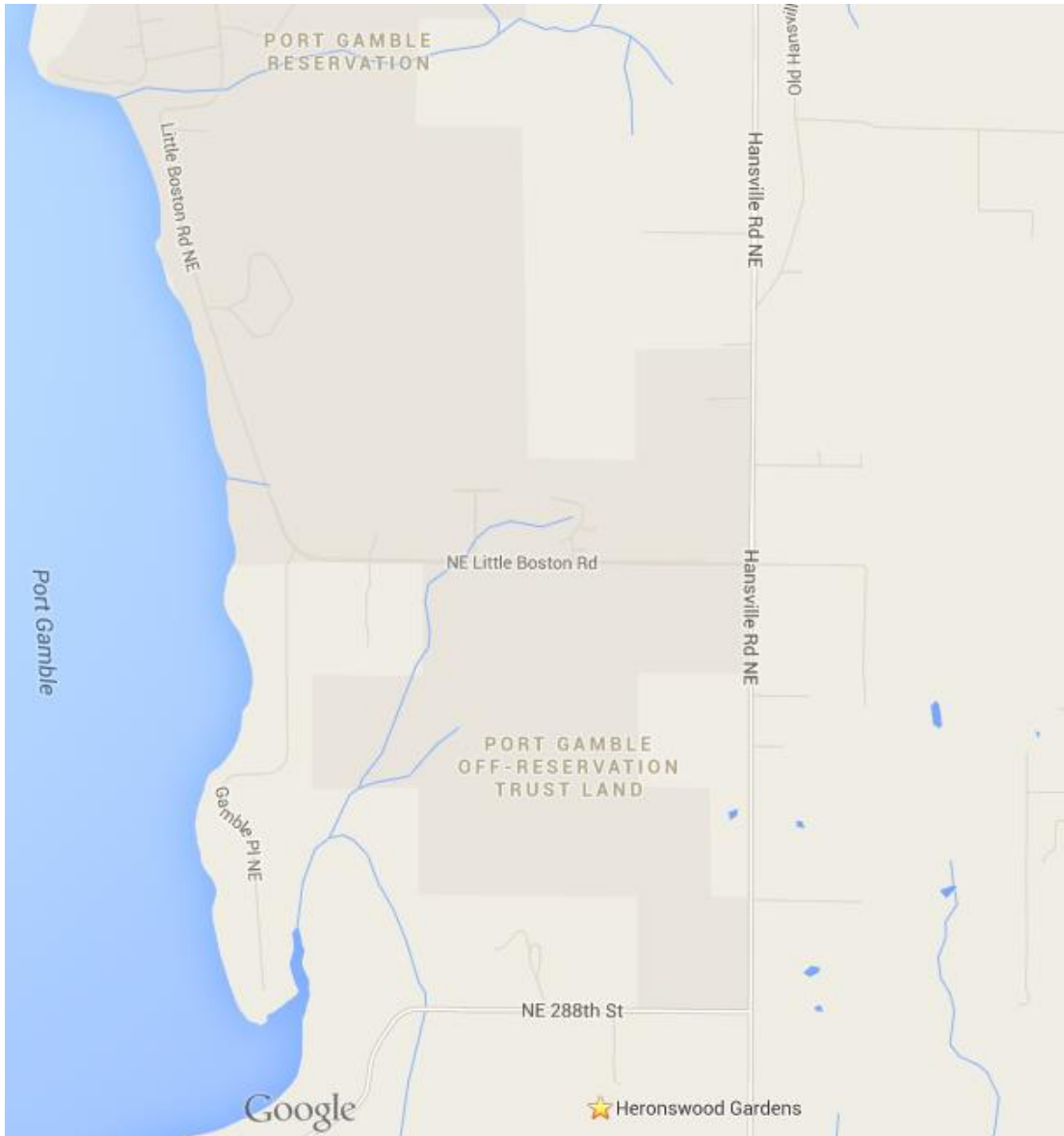


Figure 2. Map of Port Gamble S’Klallam Reservation and Heronswood Garden Location

The second reason, which been well summarized in the draft Heronswood mission statement from the previous section, is largely for environmentally conscientious and educational purposes. The following section details different aspects of the new relationship between the Port Gamble S’Klallam Tribe and the Heronswood Garden.

PGST and Heronswood Garden: A New Relationship

Héronswood Garden has been located extremely close to the Port Gamble S’Klallam Reservation since its inception, however there was only a small amount of Port Gamble S’Klallam Tribe community involvement at the botanical garden before the tribe purchased the property in 2012, and only a marginal increase since that time. Dr. Timothy Montler of University of North Texas, an expert in S’Klallam language and culture, provided me with some insight on some of the reasons why he thinks there is a lack of PGST community participation at Heronswood Garden. He reminded me that S’Klallam communities, like many other cultures of the Pacific Northwest, did not typically practice or adopt gardening or horticulture as a subsistence or economic method; it is still very much a “western” practice. Therefore, as it is in no way directly related to their community’s practices, culture, or daily life, Dr. Montler was not surprised that there is a lack of community participation at the Heronswood Garden. He would also go on to inform me that although plants are still very important, much of the PGST ethnobotanical knowledge has largely been lost and is nominally available in published sources. Dr. Montler also elaborated to me that people in the PGST community still do participate in activities such as gathering a variety berries, harvesting bark for weaving and other crafts, and collect certain plants for teas, but gardening itself is absent from most of the PGST reservation. Separately, I have found that many of traditional gathering places for plants of great significance and use in S’Klallam culture, such as blue camas, bear grass, and sweet grass, are disappearing rapidly. This has largely been due to development outside the PGST reservation, resulting in individuals having to travel farther and farther to find them or giving up the practice all together (Port Gamble S’KlallamTribe 2012; Harris and Stevens 2006).

So while the Port Gamble S’Klallam Tribe community has had a long heritage of traditional and medicinal plant use and knowledge, the management of a formal botanical garden, as well as acquiring and retaining the knowledge of the immense catalog of plants from all over the world that the Heronswood Garden possesses, is the beginning of an entirely new relationship with plants and the local environment for the Port Gamble S’Klallam Community. This is as it would be for any group that acquired a botanical garden, especially if its catalog historically exceeded 20 thousand plant varieties. This community for quite some time has had a role in the environmental management and development of this particular area of Washington State (Port Gamble S’Klallam Tribe 2012), but is now embarking on a merger of the world of botanical gardens with the preservation and education of their traditional and medicinal plant knowledge to their own community.

As a first step, the Heronswood Garden Committee, and its subcommittees consisting of members of the Port Gamble S’Klallam Tribe, initially chose twenty native edible and medicinal plants that they would like added to the garden. The initial plants were:

Common Name	Latin Name	S’Klallam Name
Licorice Fern	<i>Polypodium glycyrrhiza</i>	ʔaʔsíp
Sword Fern	<i>Polystichum munitum</i>	scxáyəm’
Giant Horsetail	<i>Equisetum telmatia</i>	túuc’
Horsetail	<i>Equisetum laevigatum</i> A.	máʔəx ^w
Cattail	<i>Typha latifolia</i>	k ^w úʔət
Wild Onion	<i>Allium cernuum</i>	q ^w əx ^w íyəc
Blue Camas	<i>Camassia quamash</i>	q ^w húʔi

Nettle	<i>Urtica dioica</i>	c̄c̄x̄ál̄č
Cascara	<i>Rhamnus purshiana</i>	q̄əȳx̄íl̄č
Marsh Tea	<i>Ledum groenlandicum oeder</i>	ʔəc̄t̄iŋ̄ix̄w̄ł̄ tíy
Soapberry	<i>Shepherdia canadensis</i>	sx̄w̄ásəm
Everygreen huckleberry	<i>Vaccinium ovatum</i>	yéʔx̄əm
Red Huckleberry	<i>Vaccinium parvifolium</i>	píx̄w̄
Yarrow/Squirrel Tail	<i>Archillea millefolium</i>	λ̄əȳíq̄w̄l̄č
Thimbleberry	<i>Rubus parviflorus</i>	t̄əq̄w̄əm , bush t̄əq̄w̄əmíl̄č
Salmonberry	<i>Rubus spectabilis</i>	ʔəl̄íluʔ
Wild Blackberry/Dewberry	<i>Rubus ursinis</i>	sq̄w̄əȳáȳŋx̄w̄
Wild Strawberry	<i>Fragaria virginiana</i> , (blue), <i>Fragaria chiloensis</i> (seaside), <i>Fragaria fresca</i> (woodland)	t̄éʔȳəq̄w̄
Pacific Crab Apple	<i>Malus fusca</i>	q̄áʔəx̄w̄
Wapato, Wild Potato	<i>Sagittaria latifolia</i>	sq̄áwc

Table 1. List of Desired Plant Additions by Language, Created from information adapted from Gunther 1945, Montler 2012, and Turner 2012

All concerned recognized that traditional plants alone would not necessarily foster the kind of connection hoped for between the Heronswood Garden and the PGST community. Shortly after I began my internship, I became aware of an unfortunate similarity between many ethnobotanical garden projects in the greater Pacific Northwest vicinity. I quickly concluded that

in order for any ethnobotanical project to come to fruition and succeed on a long term basis there would need to be a fair amount of community involvement both in the planning phase, and also in the eventual long term use and maintenance of such an area. Though there were a handful of community members involved with a subcommittee committed to making Heronswood Garden reflect the language, plant knowledge, and cultural heritage of the Port Gamble S’Klallam Tribe, planning for such an endeavor had been restricted to meetings and discussion with the garden’s board of directors. I was very concerned that this state of affairs might doom the proposed garden addition at its onset. This is discussed in greater detail in chapter 3, the project design.

In addition, before this project no one could accurately describe the level of Port Gamble S’Klallam Tribe community awareness of or involvement with Heronswood Garden. Though the garden’s committees assumed that incorporating a traditional plants area in the garden would increase awareness, interest, and participation, these assumptions lacked substantive evidence.

Research Plan

Thus the shift of research focus to a “needs assessment” proved to be critical, as the data I would collect would provide crucial information to assure the long-term success of the garden and its traditional plants area. Since many locations for many endemic and traditional plants have been lost through decline in use for various historical and social reasons (Port Gamble S’Klallam Tribe 2012; Wray 2002), or through intentional destruction, such as development, pollution of prairie, forest, and aquatic areas, or logging (DeFerrari and Naiman 1994), the need for this kind of resource locally is obvious. Heronswood with its already existing large collection of various plants, and sizeable acreage that can be made into additions for the garden, became an ideal place for environmentally related initiatives to begin. This research will contribute to the overall

Heronswood Garden imperative of using the garden as a source of economic, cultural, and community renewal and enhancement for the Port Gamble S'Klallam community.

My broad research questions were:

1. Why is Port Gamble S'Klallam community involvement so low at Heronswood Garden?
2. How can community involvement be increased to better ensure the use and long-term success of an ethnobotanical traditional plants addition to the garden?

My specific research questions included:

- A. What are the differences in experience and impressions for PGST members and non-tribal member employees at Heronswood Garden? And how has this affected the level of community involvement?
- B. How can Heronswood Garden increase community involvement to make an ethnobotanical garden addition become successful?
- C. What solutions or actions do the employees and volunteers of Heronswood Garden recommend to increase community involvement there?

In the next chapter, I review the literature that informed the development of these questions, and that justify the methods used for this research study.

CHAPTER 2

LITERATURE REVIEW

The goals of this project were to find various means of increasing the Port Gamble S’Klallam community involvement at Heronswood Garden in order to better ensure the success of a S’Klallam traditional and medicinal plants addition in the future. Though the focus of this project is a needs assessment, it was only possible to conduct this research through the knowledge I gained from the field of environmental science, the methods and theories from applied anthropology, the precepts found within the environmental anthropology, and the information gained from literature related to research of Klallam/S’Klallam communities and their ethnobotany, language, history, and culture.

Preservation of Bio-cultural Diversity

In the past, research with regard to the Port Gamble S’Klallam Tribe (PGST), the environmental issues in the area, and the preservation and continuation of their language has focused on creation of new knowledge, as well as the classifications of plant species (Montler 2012; Gunther 1948). This thesis project sought to use the previous research and to apply it to a contemporary issue facing the Heronswood Garden, a property and organization of this tribal community.

Anthropology has long investigated into the links between culture, language, and the environment. Over the last two or three decades, many researchers have come to the unfortunate conclusion that the loss of ecological diversity has been accompanied and sometimes tied to the terminal decline of the world’s language diversity (Maffi 2005, Posey 1999). These researchers began to examine the loss of language, loss of culture, and loss of biodiversity as being very

much tied to one another and can even all face common forces that are acting against them (Mauffi 2005). Such dire possibilities exist for many Native American communities, as the moribund state of many languages and the degradation, loss, or destruction of indigenous lands and ecosystems has been the result of the socioeconomic and political spread of colonization, and its lack of regard or value for bio-cultural diversity. The discussion of the events and forces that have affected the Klallam/S'Klallam communities for the purposes of this thesis have been detailed previously in chapter 1. It is worth noting that some research from individuals such as William Sutherland, have found evidence to suggest that languages are at an even higher risk of extinction compared to biodiversity (Maffi 2005; Sutherland 2003). This fit my short experience during this research project, nearly all of the plant varieties desired within the initial plant list from the tribal member-led subcommittee for the Heronswood Garden were already present on the property grounds naturally and are not in immediate danger of extinction. Though several plant species are no longer easily found locally, they were easily obtainable from one or more of the nurseries who participate in the annual plant sales held at the Heronswood Garden. It is the hope of everyone involved that the traditional and medicinal plants addition to the garden will help to assure the continued preservation of the S'Klallam language, as well as assist with the cultural and environmental education of local community members and the outside world at large. It is my opinion that this project connects well with the studies researching the preservation or prevention of the loss of biodiversity, language diversity, and sociocultural diversity.

An Applied Environmental Anthropology?

Within the field of environmental anthropology, there are a myriad of sub-disciplines and areas of focus, which can range from agricultural anthropology, to the ethnosciences, to

ecological anthropology, and even environmental regulation and policy. Over the last few decades, environmental anthropology has become a knowledge locus of differing, complex, and unique issues involving humans and their interaction with the environment, particularly in regards to the adaptation, prevention, or reversal of environmental degradation, biodiversity loss, and the consequences of the globalized capitalist world (Escobar 1998; Sillitoe 1998). Bio-cultural research and the ethnosciences, like environmental anthropology, have a very complex and intricate history where researchers have continually used the lessons of past researchers to build upon and evolve different methods and levels of understanding when working with peoples and cultures from around the world.

Many of the current precepts in environmental anthropology have come from the incorporation of ethnoecology, and the various ethnoscience fields, into its foundation and history. The field of ethnoscience started largely in the 1950s with the work of Robert Frake and Harold Conklin. These researchers changed fundamentally the way that researchers studied plant and human interaction in the world. They focused on local taxonomic classifications, and how these had affected their language and world views (Sillitoe 2005; Conklin 1954). In the years since Frake and Conklin's breakthroughs, ethnoscience studies have also blossomed into a myriad of fields, disciplines, and sub-disciplines. Contemporary foci of the fields can range from purely scientific endeavors that categorize and list biosocial interactions (Berlin 1992), to research involved in "bioprospecting" for technological or medical advancements (Bannister and Hardison 2011), to community centered research that works toward sustainable development and use of resources, (Brush 1992; Toledo 2001) and anywhere in between (Sillitoe 2006). Many environmental anthropological researchers in the past have realized the potential that the methods, ethics, and precepts of the ethnosciences have for helping navigate many of the issues

that some researchers hold with applied work. In his article “Ethnobiology and Applied Anthropology: Rapprochement of the Academic with the Practical,” Paul Sillitoe implies that anthropologists with their wide range of case studies, nearly infinite potential for cross comparison studies, and extensive long term involvement in communities have been perfectly posed, given that the researcher has an applied stance, to help groups find creative solutions to local needs and issues that utilizes environmental resources available to them (Sillitoe 2006). The author also implies that applied anthropology aligned with ethnoscience could also be a great platform to assist in deciding appropriate borrowing or trading of technologies between peoples, to help advocate for indigenous or traditional environmental knowledge or traditional resource management to larger entities on the local, state, corporate, or multinational level. The aims of this thesis research sought to incorporate the previously mentioned principles together into an “applied environmental anthropology” project. Though this is not by any means the first research to do so.

Applied projects in the field of environmental anthropology have developed and grown in number over the last two decades of the field, and are not without their own series of challenges to face and address. In an applied environmental anthropology project, one can find oneself juxtaposed between various different disciplines throughout the life of just one project, owing to the increasing complexity and variety of modern projects that require the efforts of many individuals. Frequently, it can be just one researcher that will utilize the methods and knowledge from various fields of study to address particular issues or problems, but it is also increasingly common for an environmental anthropologist to work alongside and collaborate with individuals who are strict to one discipline. In his article “Anthropologist Only Need Apply,” author Paul Sillitoe advocates that researchers and students trained in the field of anthropology who desire an

“applied” approach should have a background in another discipline, field, or vocation for which injection into multidisciplinary and interdisciplinary perspective and collaboration can occur (Sillitoe 2007). This type of position is probably best understood by the phrase: “Applied anthropologist’s work is defined by the problem, and not the discipline” (Van Willigen 2002:7). Very often this requires that an applied anthropologist needs to rapidly gain the confidence and credence of a group or groups of individuals, while seeking solutions to a particular issue and practicing participant observation at the same time. Within the research time spent at the Heronswood Garden, I found myself in this unique position, drawing from the fields of environmental science, environmental anthropology, linguistics, applied anthropology, botany, community development, and many others. On a nearly daily basis, I found myself working alongside, collaborating, and assisting botanist, landscapers, garden enthusiast, community organizers, educators, program directors, and community members, all with their own various social variables and nuances with which I had to navigate and cross-communicate.

Increasingly anthropologists, and in particular applied anthropologists, are finding work outside academia and in a multitude of careers where traditional job titles or positions don’t explicitly allude to their anthropological background. It is here that some anthropologists take issue with the obscurity that a multidisciplinary and/or interdisciplinary focus and approach brings, as it doesn’t fit necessarily within the boundaries of traditional anthropology work (Van Willigen 2002). Essentially, an interdisciplinary researcher can find oneself effectively no longer a full part of any discipline, further obscuring the official title of one’s position (Sillitoe 2007). However, it is the opinion of this author, as well as many others, that anthropology’s history and variety of study makes it a discipline posed for better understanding of and the ability to address

or solve issues pertaining to human impact on the environment, conserving, advocating, and preserving bio-cultural knowledge, and meaningful sustainable development.

Needs Assessments in Applied Anthropology

Needs assessments, are an approach within applied anthropology that's increasingly being used to help find creative answers and solutions to problems (Ervin 2005). Alexander Ervin in *Applied Anthropology: Tools and Perspectives for Contemporary Practice*, defines needs assessment as “a process of identifying and seeking solutions to the problems of particular peoples or institutions, regardless of whether programs and solutions have already been designed to ameliorate them” (Ervin 2005:76). A needs assessment is predicated on the idea of finding a gap in between a present state of affairs and the future desired end state. The “need” identified is the problem or issue at hand for an organization, group, company, or even city, and the assessment is the uncovering, deciphering, and clarifying of this need as it is expressed by one or more constituent groups. In some cases it can even become a systematic procedure to determine priorities and decisions about an entity, group, or organization and to inform allocation of resources and work-effort so that a “need” can be met (Soriano 2013). However, deciding upon which type of “need” to focus on or what type of model to use largely depends on the researcher's own abilities, or more likely the limits and resources of the organization or client for whom they conduct the needs assessment for (Ervin 2005). With regards to my thesis project, I largely relied upon the decision-making model of needs assessments, which “assumes that a focus on the actual needs and values of a current and potential clients will lead to better services by the organization or entity” (Ervin 2005:81). Though my job position during my time at Heronswood Garden was as an official intern for the Heronswood Garden and the Port Gamble

S’Klallam Foundation under the Executive Director of both organizations, my research sought out needs for the ultimate benefit of Heronswood Garden and the Port Gamble S’Klallam Tribe community, which was soon revealed to be lack of community involvement at a recently acquired property by the Port Gamble S’Klallam Tribe. This need is separate but connected to the “want” or “desired end state” by the Heronswood Garden and the Port Gamble S’Klallam Foundation to have a traditional and medicinal plants area. However, the assessment examined and attempted to create solutions for all the issues surrounding the need as a means to achieve the “desired end state” previously mentioned.

In the following chapter, I elaborate on my project design, give details on how the needs assessment was conducted and completed, and then set the stage for my chapter on the findings of the needs assessment and the project as a whole.

CHAPTER 3

PROJECT DESIGN

The project's main goals were to conduct and present a needs assessment to the client, as well as to assist in the creation of a traditional and medicinal plants area to the garden. The third goal involved some environmental assessment to decide an appropriate location for the traditional and medicinal plants addition, and the creation of a "master list" of plants that might be desired to add after the initial twenty plants requested by the subcommittee for the garden. The analysis that I presented to Joan Garrow at the end of my stay was predicated on finding courses of actions and solutions from within the organization, its employees and volunteers, so that the need could be addressed through personal individual actions, as well as through cooperative actions for everyone's mutual benefit. As mentioned in chapter 2, focusing on the needs and values of the client and its employees should lead to the creation of much more effective solutions.

The design for the needs assessment and the project overall was broken into three separate stages: data collection, analysis, and presentation of deliverables to the client. Each stage took approximately one month to complete, although I continued my participant observation throughout the life of the project.

Data Collection

The data collection stage comprised over two hundred hours of participant observation, ten semi-structured interviews with all garden employees, and the collection of dozens of small reports from the organization related to income, visitor and volunteer demographics, and steering committee meetings. Participant observation is a core tool of qualitative research within the field of applied anthropology that involves the "total immersion" of the researcher into the group or

community of study to better gain emic knowledge, understanding, or perspective of what it means to be a part of the group or community in question (Schensul et al.1999). My thesis research aimed at completing as much participant observation as possible during my short time on site, so every day that the Heronswood Garden was open during business hours or for a special event, I assisted and learned alongside the employees and volunteers.

Extended Justification for the Needs Assessment Design

From the beginning of this project, I have been aware of two distinctive needs. One is the “desirable” end state of the garden, and the other is the wish for greater involvement and participation from the community that owns it. Here I explain why I think that these two needs are inseparable.

I made brief reference to my initial forays to other traditional plants areas of the Puget Sound in chapter 1. Unfortunately some of the traditional plants initiatives I visited were very minimally used or were nearly abandoned. Methods for preventing similar issues from occurring at Heronswood would need to be addressed in the early stages of the traditional plant area’s development to prevent an unfavorable outcome. Initially, I sought out different traditional plants initiatives in the region seeking advice and council on the best ways to plan and conduct such an endeavor, only to find out that, after installation, almost no individuals anywhere had continued the upkeep or use of the traditional plants areas. Each initiative had very community-positive and altruistic intentions expressed in their various inception periods, however they were all spearheaded by small groups of individuals in each community who desperately wanted a traditional plants or medicinal garden area. None of these individuals were horticulturalists or gardeners; they all were primarily responsible for only the planning and design of each respective traditional plants area. Professional landscapers and gardeners managed plant area

installations, and the responsibility of continuing maintenance fell on to the shoulders of anyone who willing do it. In case after case I found that almost no one accepted this responsibility.

Subsequently, all of those garden areas I saw were full of dead or wildly overgrown plants. This is consistent with Dr. Montler's observation that the Puget Sound tribal cultural groups did not regularly practice or adopt horticulture and gardening; outside of a serious commitment from a number of tribal stakeholders, nothing else than what I observed could be reasonably expected.

Supplied with the knowledge of what caused so many traditional plants initiatives to fail or have minimal use, I recognized that the primary goals of the needs assessment to the client had to include ways to increase Port Gamble S'Klallam Tribe (PGST) community involvement at the Heronswood Garden. The traditional plants initiative for the Heronswood Garden and the Port Gamble S'Klallam Foundation have circumstances very similar to other initiatives of the region, in that there was a subcommittee for the garden consisting of a handful of PGST members desiring a traditional plants area focused on the S'Klallam language and culture. There was a plan for what specific plants were desired in the initial phase of the traditional plants addition, but no source of PGST community member volunteers who would install or maintain the area. It would at worst be culturally inappropriate, and at minimum take away from the importance of a traditional plants initiative, for anyone but a member of the PGST community to design and maintain an area that is hoped to be a future source of education and pride for their ethnobotanical heritage. The aim of my research was to assist PGST members who were volunteers and employees at Heronswood Garden in the development and creation of a traditional plants area, and to not in any way to personally plan, develop, or maintain such an area by myself.

The process that was used to discern different solutions towards the various issues facing the Heronswood Garden consisted of many hours of participant observation, and then conducting semi-structured open-ended interviews with each Heronswood Garden employee, as previously mentioned. In addition, identification of the various stakeholders of Heronswood Garden, as well as discovering and detailing the ways in which the garden operates and functions, was necessary to better visualize and separate out the primary needs from the other issues also faced by the garden and its employees.

As illustrated by the Figure 4 below, there are overlapping but separate groups and individuals that in some way have a stake in the success of Heronswood, and take part in its ownership, objectives, and policies. The PGST community, as well as the community's tribal council, are considered the top key stakeholders as they are owners and ultimate beneficiaries of Heronswood's success. However, it should be noted that groups such as the Heronswood steering committee and the garden employees also have a very significant vested interest in the garden's success. The steering committee is made of people who have dedicated much of their time and resources over the years and have exhibited that they care greatly for the garden. The employees depend on the garden as their source income and are directly effected by the garden's success. The Natural Resources Department that is located on the Heronswood property, although not directly dependent on the garden's success, is nonetheless directly effected by how well the events at the garden are managed, such as garden openings where well over one thousand people can attend in one day. Garden members, tour groups, and other frequent visitors have made many donations towards the restoration efforts, and in that way those groups and individuals can also be considered to have a small stake in Heronswood's success.

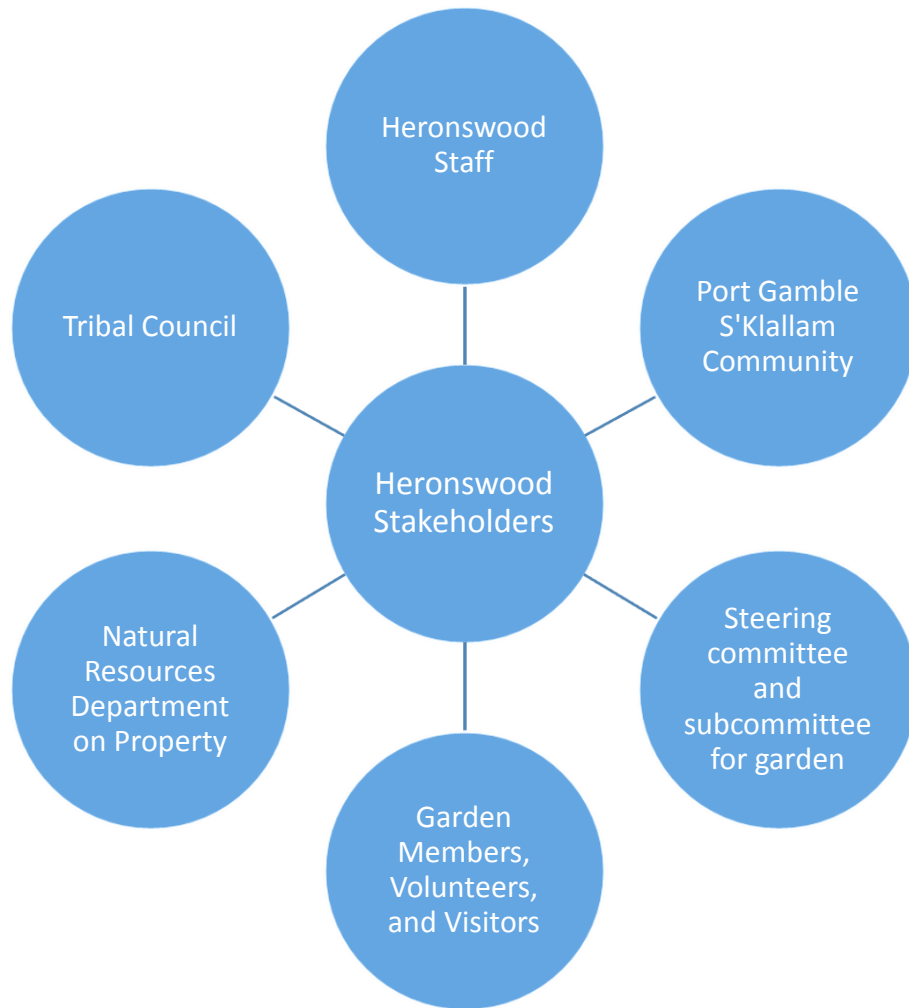


Figure 3 Heronswood Garden Stakeholders

Figure 5, found below, illustrates how Heronswood Garden operates and functions, as well as underlying factors that ultimately influence the processes. In terms of operations, it begins with the PGST assigning and providing the budget and resources for the garden. At each annual steering committee various stakeholders attend and discuss the details of the previous year’s events and address any issues. At this point, they decide and plan the next year’s agenda and schedule of events. Then, the management level employees make purchases for any employee equipment that has been requested, submit orders for any scheduled projects, and

assign tasks and duties to all of the various employees. Garden openings, sales, guided tours, and donations from various individuals then generate revenue for the garden. The Heronswood Garden and the PGST community ultimately benefit from these previous actions. The cycle then begins again each year.

In addition, there are three discernable tiers whose cycles reflect and influence the overall garden operation and function. The first tier consists of the primary service beneficiaries, whose benefit is the top priority for the needs assessment. In this project's case, the primary service beneficiaries are the PGST community and the Heronswood Garden itself. The second tier consists of the service and workforce providers within the garden's system. These include volunteers, visitors, and employees of the garden. They are also both service beneficiaries and benefactors of the needs assessment, but any programs or actions of improvement to this tier would ultimately work towards the greater benefit of the first tier. The third tier involves the various resources of the system; in this case the resources are the operational funding of the garden, the policies controlling the garden, the operational functions of the garden, and the various monetary expenditures of the garden.

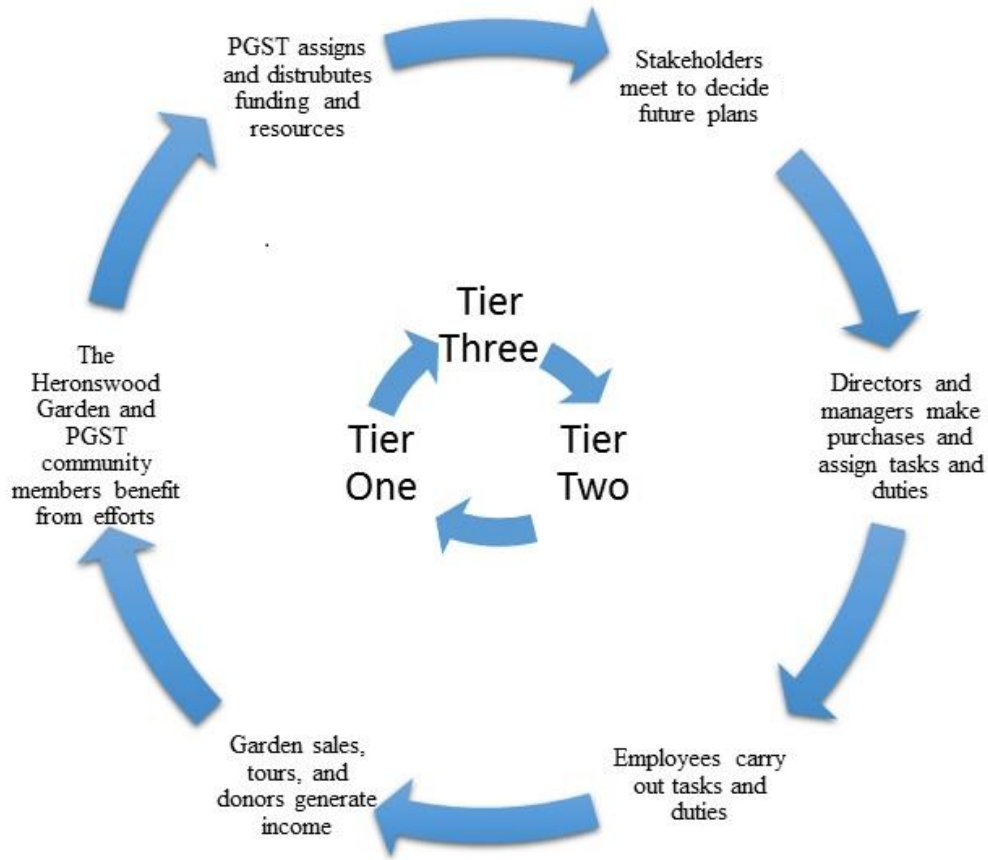


Figure 4 Heronswood Garden Operation and Function

Participant Observation

Participant observation during this project took form in working full-time at the garden, gaining hands-on experience by renovating, transplanting, and pruning or removing sections of the garden, by assisting in the planning and execution of events such as tours, visits, and garden openings, and also by attending PGST community events and visiting other botanical gardens as a Heronswood Garden representative. To give you a view of common day-to-day activities that occurred throughout the project, I will describe my first day at the field-site.

The initial participant observation took place on May 1st, 2014, in attending the first of many “Talk, Walk, and Weed” events (<http://heronswood.com/events>) where visitors volunteer

to assist with projects around the garden. The first event of the day was the official introduction of myself as intern, where I had the opportunity to explain the purpose of project to the employees and volunteers to the garden. Soon after, popular garden blogger and special guest speaker Linda Cochran conducted the “talk” part of the event, detailing the oncoming botanical theme for Heronswood’s next year, “Usual Annuals”. The head gardener then conducted the “walk” segment of the day by leading a guided tour through the garden and showing the crowd of volunteers and garden employees to the particular area of the garden that would be worked on that day. The “weed” part of the event included several hours of removing unwanted weedy pest plant varieties and previously intentionally planted species that were no longer desired from a particular garden bed. Aside from these activities, I also assisted the head gardener in transplantation of newly acquired plants to the “resting” area, and helped the executive director with both setting up and closing the garden after the volunteers left. Over the following weeks, I would interact with, observe, and participate in the activities of individuals including but not limited to: the employees and volunteer gardeners to the Heronswood Garden, hundreds of tour group visitors to the garden both from the PGST and from all over the world, directors and employees of other botanical gardens in the Pacific Northwest, as well as plant sale patrons, plant nursery owners, and other types of visitors to the Heronswood Garden.

Semi-Structured Open-Ended Interviews

This section details the various stages of the interview process, such as the process of delineating key informants and other choices regarding interviewees. I explain much of reasoning behind these choices, and provide demographic information on the Heronswood

employees, as well as details on the process in which interviews were conducted with all ten employees to the garden.

Two individuals became my primary sources of information regarding the Heronswood Garden, especially during the beginning stages of my research. Due to her position, the executive director had more intimate and extensive knowledge, as well as more privileged access, regarding the garden's operation and functions than other employees. This made her a valuable key informant and source of vital information throughout the life of the project. The head gardener also became an important key informant due to her privileged position and long-term experience maintaining, restoring, and seasonally changing the garden's features, conducting guided tours, and being directly responsible for management of all the different gardener employees and volunteers.

My time at the Heronswood Garden was limited to three months, and so my selection process reflects purposive sampling. I had my best access to potential interviewees through the garden's employees. The employees who were either PGST community members or related to a member in some manner came from a wide variety of ages and economic backgrounds, and also had different levels of involvement in the community. This involvement ranged from heavy participation in its local government, development, and events, to almost no involvement aside from employment at the garden. Because I spend so much time with them over the course of the internship, I also consider them to be key informants. I felt that as a result of their wide range of experiences in the greater PGST community, as well as the fact that all these particular employees had only been exposed to the garden during prior two years, they would serve as reasonable proxies for what might be expected from other members of the other PGST community.

Demographic Information of Heronswood Garden Employees

Port Gamble S’Klallam Tribe member or related to a member employees	7
Non-Tribal affiliated employees	3
Total	10

Table 2 Employee Demographics

Male	4
Female	6

Table 3 Employee Gender

The Tables 1 and 2 located above include background and gender demographic information of the different employees. In addition to this information, Table 3 located below gives a breakdown of the employee positions, and the number of individuals within that position.

Manager Level Employees (Head Gardener and Executive Director)	2
Accounting Employees	1
Maintenance Employees	3
Assistant Gardeners Employees	5

Table 4 Employee Type

Recruitment of interview participants for the needs assessment did not require any formal recruitment materials or flyers. Through my daily interaction with garden employees, they soon became very well acquainted with me and my research intentions. Initially, I had decided to interview both employees and volunteers to the garden. There were five volunteers at the garden with whom I spoke that were involved with the PGST community, or otherwise had long-term experience with Heronswood’s development and operations. However, two related volunteers had to cancel because of a family emergency, and the other three left several weeks early to sail

alongside the annual canoe journey to Bella Bella, British Columbia. I was unable to reschedule their official interviews within the limited data collection window, so, instead, I included elements of their opinions within this thesis.

The head gardener provided invaluable assistance in getting the word out to all employees about my interviews and seemed genuinely eager to have all the different opinions throughout the garden voiced. She announced to everyone via text message that I would be conducting interviews over several weeks and to not worry about it subtracting from paid employment hours, and she also assured them that they were in no way obligated to participate. No one objected or declined. I approached each individual, in person, and I asked them each individually if they would like to participate. After receiving approval, I then inquired as to when would be the best time for each individual to conduct an interview for the needs assessment. With each person there were different strategies that I had to take in order to fit each interview into that individual's schedule. One particularly effective method was to talk to employees right after arriving at work, typically between 8 and 9 a.m., so that that I could minimize interrupting any work-related activities. Another opportune time for conducting interviews was during the short breaks when work had to be halted for guided tour groups to come through. The last significantly productive time frame for getting interview participation was during any intermittent down time on any particularly slow day, or on days where work had been completed ahead of schedule. Only one participant was interviewed in the middle of their work shift but it did not interfere with that participant's overall productivity or finishing assigned projects within the garden.

I used semi-structure open-ended questions for several reasons. Questions for the employees needed to be semi-structured and focused around particular topics of interest,

however, because of the demographic variety and the varying experiences of the population involved, the interview questions were expected to yield very different answers. Open-ended questions allowed for the extension or reduction of interview time at the discretion of both the researcher and the research participant (Schensul et al. 1999). This choice was also the most relaxed and conversational approach. Each question was created from first-hand experience and interaction with employees, volunteers, and visitors to the garden and sought to explicate many of the questions and issues that these individuals had voiced.

The basic interview questions were as followed:

1. What has been your experience with Herons Garden?
2. What do you feel the overall purpose of Heronswood Garden is?
3. How important do you feel Heronswood Garden is as a community resource compared to other Port Gamble S'Klallam community initiatives?
4. How would you like to see Heronswood Develop?
5. Do you have any ideas or specific recommendations to increase community involvement at Heronswood?
6. Do you have any roles, involvement, or interests within the Port Gamble S'Klallam community?

Each interview with employees ranged between approximately fifteen minutes and up to one hour in length, the differing times being a result of particular questions being much more relevant to some than to others. The longest interviews were with participants that were either currently or at a previously involved heavily in the PGST community, its events and organizations, or those that were concerned with continuance of S'Klallam ethnobotanical knowledge, language, and practices. Participants directly involved with the Heronswood

Garden's operations, such as the head gardener and the executive director, were also among the longest interviews.

Analysis

After conducting and transcribing each interview, the next stage of the project involved developing a series of colored codes focusing on common responses and phrases found throughout the interviews. The codification process of all of the transcripts was to reveal themes or common concepts among the various interviews. After delineating and separating all of the coded interview transcriptions to their own groupings together, ideas voiced separately by the interviewees began to emerge as themes. These emergent themes are elaborated upon in the next chapter, which details the findings and recommendations of my needs assessment.

CHAPTER 4

FINDINGS

My findings are predicated on the various themes that were revealed by the semi-structured open-ended interviews conducted with all ten employees of the Heronswood Garden. This chapter is divided into individual findings sections beginning with overview of garden perceptions, and then moving towards discussion of various issues revealed by the interview process and viable solutions to those issues. These themes were influenced by fact that the eventual main beneficiaries for the needs assessment would be the Port Gamble S'Klallam Tribe (PGST) and the Heronswood Garden. The largest discernable foci were ways to increase community involvement at the garden, ways that the garden should be improved, and ways to improve employee productivity.

Here are brief descriptions of the emergent themes and subsections found in this chapter. The “garden perception before” theme helped to get a better picture of why community involvement is so low, and it was helpful to get a practical understanding of what perceptions or awareness of Heronswood individuals held before visiting or working there. This also includes explanations of why many individuals from the PGST community have yet to visit or volunteer. The “garden perception after” theme ventures into the perceptions and attitudes of individuals towards Heronswood Garden after visiting, volunteering, or working there. It also helped to give some indication of what individuals can gain by being involved in places like Heronswood Garden.

The “community involvement” theme reveals recommendations from all of the different employees on how to best address the issue and the main need of increased PGST community involvement at the garden, which as mentioned before is the single most important concern of all

involved. Most of the employees are a part of the PGST community or are either related to a tribal member through marriage or adoption, so their insight is highly valuable in terms of understanding the community from an emic perspective. This section of my findings is also the longest because this theme permeated the entire experience of my internship. Included in this section are detailed discussions of multi-faceted issues such as youth involvement, increasing PGST presence at Heronswood and vice versa, and the garden's public relations. For example, within the subsection "youth involvement" I have included a case demonstrating an ethnographically rich instance of mostly tribe-related children visiting the garden. This case is a model for future ways that management can foster youth involvement. In another sub-section "garden public relation," I provide extended detail about other special events that occur there over the year.

The "garden improvement" theme highlighted various recommendations on improving the garden's infrastructure, such as the appearance, maintenance, and expansion of the garden property and its facilities, and issues pertaining to the underlying framework and organizational makeup of the Heronswood Garden. Employees and longtime volunteers were the most familiar with the various issues pertaining to the garden through first-hand experience, and also had many positive visions for the future of the garden. The "employee improvement" theme scrutinized recommendations concerning improving employee experience and overall employee productivity. Clear expectations for the employees regarding their work at the garden and their relationship to their managers will have the added benefit of better streamlining employee productivity, which in turn will speed up the process of overall improvements at the garden.

The last two themes, though they don't have their own individual subsections, contain the information and details gained by the themes spread out and included within other subsections.

The “personal involvement” theme delved into the nature of each individual’s personal involvement in the PGST community, starting with its presence or absence. This focus was important for discerning how the employee, as a Heronswood representative, interacted with other individuals from the PGST community, how such interactions effects knowledge of the Heronswood garden, and how they personally may be able to increase community participation. The last theme “environmental learning” focused on what individuals know or have learned about plants, animals, the environment, and nature, or how they have become more aware of environmental issues by working at Heronswood Garden. Slightly different than “employee after perceptions,” this theme had little impact on the needs assessment overall and only focused on how each individual has become more environmentally and ecological conscientious as a result of their experience at the garden. The most relevant findings and recommendations regarding information revealed from various themes are found in next few sections. Additionally, all name included with interview excerpts found within this chapter have been changed to pseudonyms.

Garden Perception Before

There is little involvement from the PGST community aside from a few volunteers and several of the Heronswood employees who are either PGST members or related to the community through marriage to or adoption of tribal members. Of the over 100 volunteers who have sponsored their time to the Heronswood Garden, only five PGST members have consistently volunteered to assist with renovation of the garden. In order to understand why this situation exists, the perceptions, views, and opinions both before and after coming to Heronswood Garden were examined. The largest “before-perception”, or perception individuals

held before either visiting, working, or volunteering at Heronswood Garden, that was expressed about Heronswood by the employees, and that many people in the PGST community whom I spoke to at different events also held, was a lack of information about the garden. Repeatedly individuals brought up these phrases when considering why so few PGST community members have been to the garden despite its approximation to the PGST reservation:

- People don't know what's going on here.
- People don't know what Heronswood is.
- People don't understand that the whole tribe owns it.
- People have not been here from the tribe.
- People don't know where it is.
- People think it is still the old Heronswood.
- People think it's a vegetable garden.
- People perceive it as a drain on the tribe's time and resources.

This following quote from assistant gardener employee who is a PGST member summarized the perceptions that individuals from the PGST community had about the garden before visiting, volunteering, or working here.

I've lived on reservation all my life and I didn't even know this was here. I mean, I knew there was some kind of thing, place that had plant sales. So we own it. We know nothing about it, and um we like okay, most of them are like it's a place where they have plants you know...I thought about it, not being part of the garden community, I don't know anything . I didn't know it was here. I don't know what they do here. I don't know, you know, nursery from botanical garden. I don't know difference between any of that. And I don't know ...I could see the tribal members not getting too excited about it because, like other people do you know. Then you have the people who actually own it...don't really know what the story is (Martha Interview)

These views were repeated by every single interviewee. It appears that the main reason behind the lack of PGST community involvement is that, though the PGST owns it, the people do not feel invested in it. Despite the popularity of other PGST programs, as of yet, it has not been a priority of many community members to visit or volunteer at the Heronswood Garden. Employee views on the garden did not vary much from these views in regards to their lack of participation at the garden before being an employee, some of which were as follows:

- Didn't have any knowledge of gardening.
- Didn't know about plants, nature, or environmentally related topics.
- Didn't know it existed until volunteering or working here.

These views about the garden still persist despite what appears to be a major effort on the part of the Heronswood staff to inform everyone in the community of what Heronswood is, through written materials in the local newspaper, the Port Gamble S'Klallam Tribe's annual reports, and in the weekly newsletter delivered to all PGST members.

However, after inquiring about the best means for spreading information to community members many interviewees stated "word of mouth" to be the best approach. This quote from another PGST member employee provides insight into this perplexing issue.

Right, I mean, I lived here all my life pretty much and I didn't even know anything about it ,except ya know, you see the cars parked out there, once a year or whatever. I mean because like I said, a lot of people don't even realize ya know, they have the right to take a look at the gardens, they don't even realize that, ya know just let us know when you wanna come out. They don't realize they have access to it. Well honestly I didn't even know this place existed, even after the tribe bought it. Everybody was excited all, "We bought Heronswood", I was like "What's that? Where's that at ?" (Ronald Interview)

During one of the "garden opening" special events, I asked several PGST member who were running different booths at the event of their impressions after seeing the entirety of the garden property. They informed me that they didn't want to pay to see the garden or that they

thought it was only some sort of vegetable garden. Despite taking part in the garden opening and plant sale, it somehow hadn't been made abundantly clear that all PGST members always have completely free access to the Heronswood Garden as it is owned by the whole community. During several other special events, and especially at the next garden opening event I participated in, I felt obligated to make sure every PGST knew this, if necessary by telling them myself.

After Perception

The “after-perception” theme helped give insight into what individuals could expect to gain from visiting and being involved at Heronswood Garden. All the interviewees described their jobs and experience at the garden in terms resembling the following:

- Good, great, amazing
- Breathtaking, one of a kind, huge for them to be there
- A source of pride, thankful, and incredibly impressed

This offers insights into only a handful of the employee opinions. Within their experiences, interviewees have describe their time here as, “having rejuvenated their careers with the tribe,” that they, “receive satisfaction from transforming the garden,” that they have, “met an amazing array of people,” and they have, “earned a lot of respect from the outside community.” Other positive impacts include interviewees describing themselves as feeling better physically and mentally, and most individuals mentioned that there is a lot of emotional healing that takes place through being involved at the garden. Another topic within the “after-perception” that was common among most of the interviewees was education. Among the array of things described towards gained knowledge include:

- Learned a respect for nature and the environment

- Learned a lot about gardening and horticulture
- Feeling much more educated overall

A summary of this sentiment is exemplarily presented by the following quote from an assistant gardener:

My experience has been, ya know, educational. I've learned so much, I can't even put a price tag on that. I've learned a lot. I feel like I've been in college already. I've developed some probably a good sense of respect for outside. You know, in general. And I've also met an array of people that are fantastic. Ya know, I like their views, their morals, and how they view the world. And that really huge for me being here. (Kelly Interview)

The perceptions before coming to the garden and the perceptions after working or volunteering at the garden are thoroughly illustrative. As the employees and the volunteers at the Heronswood Garden move forward in the future, it is imperative that these “before” and “after” perceptions about the garden are more emphasized towards the PGST community at large, and become the focus of more effective media and “face-to-face” campaigns to draw in more community involvement.

Community Involvement

By far the longest and most covered topic during the interviews with employees was focused on why there is such a lack of PGST community involvement at the Heronswood Garden. The need to increase PGST community participation was a vital concern for everyone involved at Heronswood Garden, however there were many points of view on the reason why and how exactly to tackle this problem. Interviewees who were either members of the PGST or were very active in the PGST community voiced different concerns pertaining to the function that Heronswood Garden serves for the community, thinking of a much wider influence of service to the community in addition to revenue and an ethnobotanical garden area. Interviewees

who were not either members of or related to a PGST member had only the perspective of long-term experience at Heronswood Garden, and as a result approached the need of increasing PGST community involvement from more of an organizational standpoint, suggesting improvements for the manner in which Heronswood Garden typically draws in volunteers and visitors. The various stratagems and insights voiced on this topic are highlighted in the next few sections.

Youth Involvement

Everyone interviewed mentioned getting PGST youth involvement at the Heronswood Garden as the most sought after means of increasing community involvement. The suggestions offered for ways to involve the PGS youth are the following:

- Creation of youth educational programs
- The need for youth dedicated spaces on the property for possible future youth days or youth camps
- Youth centered volunteer programs

The overall message from interviewees was that the youth are the future “torchbearers” for the garden’s longevity. PGST members and those related to PGST members especially centered on this focus as they desire Heronswood to be a place of education and opportunity of PGST youth. This sentiment is expressed well by the following quote:

I would like to see, not just openings for the plants sales, but more openings for youth involvement, where they can come and whether it be learning flowers, or planting their own seeds and seeing the different stages of growth. I think that would be awesome, getting them involved younger rather than later. And do more community events, not just as just like a walkthrough, or coming to get some hands-on(experience).I think that would get more people really involved in wanting to help restore. Me, myself, when my brother was on winter break, he had nothing to do and was bored at home , and I said well you can come to work with me, and he came here. He volunteered for 3 days and he loved it. And he went home was telling his friends, “ I went and worked (at

Heronswood), and you should see everything out there. There's so many plants!"I think its great that this summer youth group is getting the opportunity to come out here and be hands on, and really see the garden and learn about it. (Betty Interview)

Similarly, another interviewee said:

I think that it's(youth involvement) that something very needed in this area. And , um, there's not very many, uh, positive or encouraging things for like teenagers, lets say like the highschoolers. They don't have really much ya know. Its really encouraging for the tribe, for their young people too. It could be a huge thing for the tribe.

(Kelly Interview)

In transition to my presentation of one of the keystone special events that occurred during my internship, I present this final quote on the issue of youth involvement:

How do we get the tribe and the people to take pride in the ownership of the place? That's what kind of, I want to turn focus on that area, that aspect of it. Ya know, because I know it's the hardest. Like I said I've been on the council before, people I just don't know how to get people involved and get them in. But I've always found if you get the kids involved, usually you can get the parents involved. (Ronald Interview)

Wofle Summer School Program Visit

The following case is an example of the efforts to stimulate and encourage youth involvement that happened during my fieldwork and is worthy of inclusion here in extended form.

During one of my meetings with an ad hoc S'Klallam elders focus group for whom I arranged a visit to the garden, one of the group members requested I quote their stance that the most important goal for the elders was "to keep the children, grandchildren, and great grandchildren knowledgeable, and have them be able to look out at the bay and be connected to the this area and our history." She would go on to imply that ability for future generations to see the same landscapes and experience the same events as past generations in those locations is to be able to share and take part in what it means to be S'Klallam.

Concurring with this sentiment, the Heronswood Garden arranged an environmental and horticulture educational day that would include a guided tour of the garden, education about recycling and other environmental friendly habits, and a “hands on” experience of transplanting plants. On July 1st, the Wolfle Elementary came to the garden for this event with their summer school program. There were 88 children in total who attended, from kindergarten through fifth grade, and all of whom were youth from the different reservations local to the surrounding area. Several weeks prior to this event, the head gardener and her head assistant planted 120 plants from seeds that included the following: pumpkins, purple tomatillos, cherry tomatoes, and onions. Though the Heronswood Garden has its own extensive catalog of plants that could have been possibly grown, these common edible plants were decided to be much more appropriate for this event due to being more easily relatable to younger children, and much easier for them to take care of. To prepare for the day, I created a small informational packet that included :a short history of the Heronswood Garden, information for the tribal members that the garden was free for them to visit and to attend events, information on how to plant seeds, transplant live plants, information on plant life cycles, and educational fun-facts about recycling.

All of the garden workers helped set up for the event between 8 and 9:30 A.M. by acquiring over 120 green four-inch planter pots, moving out all of the tables from the various greenhouses, and bringing approximately ten five-gallon buckets of soil for the planters. The children began arriving around 9:40 and the first group, out of two large ones, was brought to the grassy front parking area. They all sat down in a small horseshoe formation and as soon as they were all quiet, I proceeded to give a small introduction to all

the kids about the garden and garden etiquette. The head gardener took the first group of kids, from the 1st grade, and another garden worker took the second group comprised of 4th graders. Shortly after, four more grades of kids arrived and we once again started through the short introduction. The assistant to the head gardener took the group of kindergarten kids, while another garden worker took the 3rd graders.

The 2nd graders and 5th graders were the first to come to the transplanting tables. We allowed the children all to grab their own individual pots, which already had stickers for labeling names, and gave them additional stickers and markers to decorate their pots. The next stage involved moving the children in lines by the tables, getting them to fill half their planter pots with soil, and then choosing a plant of their liking to put in the pot. Once they were handed a small plantling, either the child or one of the workers assisted in filling the rest of the pot with dirt. After nearly an hour of constant lines of kids, they all had received a plant and set it aside on one of several pallets.

All of the kids sat back in the shaded grassy area to have their bagged lunches and several employees stood by all of the recycling bins and trash receptacles to help the kids properly separate their trash. The children then went to the garage area where snacks were set aside to continue to teach the kids about garden ecology through making creative desserts. The last activity involved getting them all to gather around the assistant head gardener and myself as we released approximately 500 lady bugs into the air. This was after a short informational speech about aphids and the role lady bugs play in protecting plants from pests. All of the children appeared happy about the day's events and the vice principal and many teachers approached me and the employees to thank us for helping set up all of the day's events for the kids. They informed us that they would come again the

next year and hopefully there will be a slight change in activities to get the kids even more involved and educated about gardening and horticulture.

Community Involvement Continued

Providing this large number of children the information that the garden is free for all Port Gamble S'Klallam tribal members will almost certainly increase the number of people attending the garden and getting involved. Though it is on the garden entrance sign, and has been detailed in the weekly newsletter several times, many people of the community still do not know that attending the garden is always free for them and were typically surprised when I would inform them. Getting the youth interested and involved in the garden will be the greatest asset to ensuring the garden continues to progress and prosper in the future, since children are often pathfinders for their elders. Some of the employees have been there up to 20 years and would like to see a younger generation of people continue the legacy of the garden, however currently there is no youth individuals that volunteer or work from the Port Gamble S'Klallam Tribe Community.

It is evident from the information provided in this subsection that one particularly good avenue for bringing in adult PGST community members will involve attracting youth volunteers to the Heronswood Garden. The next section will discuss the issue of thoroughly showing PGST ownership and cultural presence throughout the Heronswood Garden property.

Increasing Adult PGST Presence at Heronswood

Nearly every interviewee stated that there is an imperative to enmesh Heronswood with the PGST community by developing a greater tribal presence throughout the garden, and to heavily

emphasize its tribal ownership. The top-mentioned recommendation towards how to accomplish this was to incorporate tribal artworks throughout the garden, but of course cost would be a main issue with this suggestion. Large pieces of art can cost many thousands of dollars. For this to be accomplished there would need to be a future inquiry with tribal artists as to whether or not donation to the garden in some form is possible. Visually honoring the donating artist with a plaque has been suggested as a way to lessen costs and at the same time not violate the integrity of tribal artists. Tribal art in the form of a totem pole on the Heronswood Garden property is already planned for dedication in early spring of 2015. Other suggestions to increase PGST community presence at Heronswood Garden include the following:

- Advertising PGST vendors during plants sales
- Creating a banner to display at garden opens that reads “ the PGST community welcomes you to Heronswood”
- Creation of a traditional and medicinal plants trail leading from the PGST reservation to the Heronswood Garden focused on PGST culture and language

Increasing Heronswood Presence on the PGST Reservation

Interviewees also thought that many people in the PGST community did not know that Heronswood is a botanical garden of prodigious variety, so several interviewees mentioned that it would be a great idea to start incorporating various plants that are especially “flashy” around PGST tribal lands. Areas suggested for plant placements include the tribal main center, the youth center, the elder’s center, the wellness center, and other tribal offices and buildings. The purpose of locating plants in these locations is to increase education and understanding of what

Heronswood Garden is. Inspiration for this solution to increasing presence of Heronswood throughout the community is well summed up in the following quote:

They could always go plant plants from Heronswood, in, throughout the community. And they could not only beautify the reservation but then they, they could educate people that way. And um, so, I think that they, they could have the reservation just looking beautiful. They could bring in those kind of things and put, have them, you know, displayed on the reservation, decorate the reservation with them, and, and people stuff that you can't help but notice even if you're oblivious to it. (Martha Interview)

The first trial run to attempt this was conducted before my departure, where several PGST member employees planted several different varieties of lily bulbs at the request of a visiting elder's group. It will not be until the lilies bloom in early April 2015 that it will be known whether or not this endeavor will see positive support. There is also a need for a Heronswood advocate who is a tribal member to be present at important meetings in order to have more opportunities to talk about Heronswood and its role as a tribal resource. Word of mouth has been consistently suggested as the best way to inform people overall as previously mentioned.

Heronswood and Community Events

One particular way that many interviewees suggested to increase understanding of Heronswood's mission was to have a Heronswood booth at all community events. This will give people an opportunity to ask Heronswood staff more about the garden itself. The soon approaching totem pole raising at Heronswood is an incredibly important event for the PGST community that needs to be conducted in a culturally appropriate manner by the garden and its employees. Several PGST member interviewees suggested that a clambake, salmon cooking, and various other foods need to be supplied to be culturally appropriate for large gatherings of people, which the totem raising is expected to be. Additionally, another key factor in increasing community involvement at Heronswood would be to have future meetings, events, and culturally

related activities at the property. Other possible events suggested included other food events , department meetings, council meetings, elder activities, “bark pulling” events, and other events related to traditional plants and tribal art in general. Having a few culturally related events at Heronswood Garden would also have the benefit of providing a great opportunity to learn more about important subjects and topics for PGST members, as well as better educate the surrounding communities and the world at large about S’Klallam culture.

Garden Public Relations

According to some interviewees, having good public relations relating to the Heronswood Garden is incredibly important to create more PGST community involvement. These interviewees suggested that every upcoming garden event should be placed in the town memo, which is delivered weekly, and to add columns to the local newspapers as much as possible. In my opinion, these two actions will go a long way towards positive public relations. Other possibilities that have been suggested by interviewees as ways to gain positive public relations include improving the Heronswood website, presentations at the local schools, redoubling efforts to use word of mouth as much as possible, and maybe even phone call informational campaign. The creation of a large photo series both at the Heronswood Garden and at the main tribal offices depicting the “before and after” progress at Heronswood was suggested by several interviewees as well. Conducting any of the previously mentioned actions would give PGST community members a better understanding that progress is really happening at the garden, and that it has not “been a drain on resources” as some have suggested.

Garden Openings, Memberships, Tours and Plants Sales

Under the heading of garden public relations belongs the following activities related to special events when the garden is opened to the public. Heronswood Garden was very popular for its garden openings during its original heyday, where thousands of individuals would travel to the garden to purchase plants grown from its early catalog of nearly 20 thousand different plant varieties, as well as take a free tour of the garden grounds as it was once only open to the public during these events. In the past, plant sales provided a very important part of the garden's income, and continued to be significant until Burpee Corporation closed the garden in 2006. Since the purchase of the garden in 2012 by the Port Gamble S'Klallam Tribe, garden openings and plant sales have resumed, albeit in a different form. Plant sales and garden openings now occur three times a year, once in the spring during May, once in the summer during July, and once in the early fall during September. Plants are no longer cultivated by Heronswood Garden in large enough numbers to sell to the public, and instead the garden invites approximately a dozen or more local nurseries to bring their inventories for sale; in turn the garden working as a non-profit organization receives one-third of proceeds. Garden tours were free at all garden openings and plant sales in the past, however they now require a ten dollar entry fee which dissuaded some of returning visitors from viewing the entire garden. Attendance of these new garden opens has varied greatly since the first reopening after years of abandonment. During the 2013 year, the garden received approximately 2,500 visitors at the May event, approximately 1,800 visitors during the July event, and approximately 1,800 visitors during the September event. However, during the 2014 year, the May event only saw approximately 1,385 visitors, of which 700 paid for a tour of the garden, and the July event only saw approximately 660 visitors where only 283 paid tours of the garden (Heronswood Steering Committee Meeting Report July 17, 2014). The number of tour attendees during the 2013 year was never officially counted but the tour fee

income received from each event was extremely close to the May 2014 event total. After discussing the subsequent drop in attendance at length with the executive director, as well as during the annual steering committee meeting, the conclusion was reached. The dramatically high number of attendance at the grand re-opening was in part due to the celebratory nature of the garden being reopened and all enthusiasm of many individuals who had been involved with garden efforts over the years, colloquially known as the “Heronistas”, and also people whom enjoyed the wide catalog of rare and unusual plants that the garden used to offer when its nurseries were in operational. Also during this steering committee meeting, it was generally agreed upon that the initial garden opening and plant sale of the 2014 year would probably be the future indicator of garden openings to come. The extremely low attendance of the July 2014 garden opening was attributed to unusually high temperatures, well over 90 degree Fahrenheit, making it nearly the hottest day of the year in the region, as well as another large gardening event in the adjacent town of Poulsbo during that same day.

As mentioned prior, one vital source of income for the Heronswood Garden now consists of memberships fees and donations to the garden. Annual membership to the garden comes with various tiers of pricing, ranging from a thirty dollar minimum for senior citizens all the way up to five hundred dollar sponsor title, and all tiers come with their own member benefits. The 2013 year saw 114 people purchase a membership, and after the second plant sale of 2014, 88 people had either purchased or renewed a membership to the garden, making it a larger number than that time during the previous year.

Another large source of income for the Heronswood Garden consists of scheduled guided tours that are conducted by either Dan Hinkley, the Garden Founder, Celia Pederson, the Head Gardener, or in the occasional case of an extremely large crowd, additional garden workers,

volunteers, or even myself included. Heronswood Garden currently only takes scheduled tours and visits, as it does not yet have the income or staff to remain permanently open to the public as most botanical gardens are.

Tribal member garden areas

One last suggestion that was brought up several times by interviewees was to have a special section or plot area in the garden specifically for tribal members. This would increase involvement and the sense that the garden really is owned by the PGST community, while also educating people on gardening and horticulture practices. These views are encapsulated by the following quote:

That might be a way tribal, people involved in the tribe , ya know, say “hey this can be your idea and people come out”. Put a little sign there that says “ so and so tribal member takes care of this area”[...] I think that might work actually. Being able to have them have their own section, ya know[...]But I think, I like the idea of us (PGST members) being able to go down here and work in the gardens and [...] I would like to see is maybe, ya know, get an area together where we could have maybe a kids come out and plant something in the gardens. That way they could see it grow and actually have a site set aside for them so they can come out and work on it. I know my grandson would be interested in stuff like that. (Ronald Interview)

Security concerns right now are the main reasons preventing spare space from being used for this purpose. Heronswood Garden has not yet fiscally reached the point where it can even accept the flow of non-scheduled visits and tours to the garden, much less remain accessible to community members during all days of the week. The garden remains locked outside of business hours, and currently only a handful of the top tier employees even have the keys to open the gates and facilities. As anyone that has ever had experience gardening knows, plants need maintenance at a moment’s notice if there is extreme or inclement weather changes or events.

Garden Improvement

Throughout all of the interviews, ways to improve the garden property was the second most discussed topic. As mentioned earlier in this thesis, focusing on Heronswood Garden as the primary beneficiary and resolving its issues are at the heart of this needs assessment. This section of the findings will be broken into two parts, focusing on both short-term and long-term goals pertaining to garden improvements.

Short Term Improvements

The Heronswood Garden's location is not easy to find if someone has not been there previously, and its signage is not sufficiently conspicuous. This has led to the constant problem of visitors and volunteers getting lost on the journey to the garden. One maintenance employee statement regarding this issue is as follows:

Well honestly I didn't even know this place existed, even after the tribe bought it. Everybody was excited all "We bought Heronswood", I was like "What's that? Where's that at"? It's like, I never drive down 288th, I don't even know where it's at. Where's the sign for it? Well even driving by it I'm not looking. And all of them didn't know it existed either. (Roger Interview)

Providing better signage at the nearby highways and roadways leading to Heronswood Garden would bring in many more tours and visitors to the garden, as well as attendees to garden openings.

Finalizing a decision about whether or not to restore the defunct greenhouses at Heronswood Garden is one of the most important short-term decisions, both in my personal opinion, and as revealed by the interviews. If they are going to stay, efforts to bring them up to plant production quality need to be much sooner than later. Many people who visited, volunteered, or worked at the garden that I interacted with repeatedly mentioned the poor state of

the greenhouses as an “eyesore” and a bad mark on the progress of the garden. If they are brought up to a quality state, they could then be leased to generate revenue, or used to grow Heronswood plants to sell at garden openings, which would also generate much needed revenue. Having a working nursery at Heronswood Garden would require lengthening some worker hours to facilitate propagation, or another employee would need to be added to embark on this task. If the greenhouses are to be taken down, then this should also take place much sooner than later.

The Heronswood plant database urgently needs to be completed as well, however this is a daunting responsibility that will require the short term hiring of someone extremely knowledgeable in botany. Creation of signs or plaques for more permanent large plants, or those that are rare or particularly interesting should be implemented at the garden. This would give the garden a more authentic botanical garden experience similar to that of larger parks, and would lessen the burden of employees providing information to visitors and tour groups during guided tours. If a digital system is implemented where the garden is accurately mapped, there would be no need to create physical signs. However, a few plaques for large permanent plants would still be visually positive. It was also suggested by several interviewees that there is a need for added security, such as better fencing both around the property and around the garden beds, and better entrance gates to prevent trespassing or theft of garden property. Fencing around the garden beds would have the added benefit of preventing plants from encroaching onto walkways, as well as also preventing visitors from accidentally venturing into a garden bed or trampling on a plants too close to the path, an unsightly problem that is common along the woodland trails after large group visits or garden openings. Short fencing would also give the impression that the garden beds are more maintained by removing some of the comparatively “wild” look of the

woodland trails. Of course if that is the impression that is desired for the trails, then fencing would not be required.

The most costly property improvements desired is an addition of full restroom facilities. This entails expanding the sewer system to accommodate larger groups, as well as the renovation of the garden house and several other buildings on the property. It would greatly increase the public opinion regarding Heronswood Garden if these costly renovations are sought as short-term goals rather than long-term goals. During events and tours that drew in large crowds, individuals either waited in extremely long restroom lines or felt uncomfortable using the “port-o-potties” located throughout the garden. To my knowledge, all of these suggestions are now slated for the future garden agenda, so already these issues are being addressed. Once these renovations are accomplished, much larger events, such as meetings, botanical conferences, educational forums, and other community events, will be much easier to conduct at the property.

Heronswood's New Philosophy

Another short-term goal that was frequently voiced is the issue of formalizing the Heronswood Garden's philosophy. This topic has been of some concern to interviewees as the garden needs a set philosophy to stand behind in order to move forward into the future. Here is a clear statement of some concerns about the garden's image:

And the other thing too , like the steering committee, a few people have said “well whats the philosophy of the place?”, and that needs to be defined because it so, it has been so heavily defined by [...] the mystique of the old, um, Heronswood .Well it feels like, for what it can be, it can be a place of therapy and I think that we kind of see that with the reentry program .But the future , I think the big things for it are going to be to become really a learning center .And also to become more of a park for the tribe itself, a getaway. It is not, its kind of seen as sinkhole .They were asked be on it(steering committee) because they liked to garden but these people are more into what does this place mean? (Mary Interview)

This will require a specialized meeting involving employees, volunteers, the Steering Committee, and members of the PGST council responsible for the monetary resources of the garden. Once this has been settled upon, future planning will be much easier because the theme of the garden will no longer change, as it has several times in the last two years since the PGST purchased it. As mentioned by several of previous interview excerpts, Heronswood Garden is experiencing a transition period to find out how it can best serve the PGST community. A preview of the draft “mission statement” of the Heronswood Garden was previously introduced in chapter one, however this draft was not developed until nearly a month after interviews were conducted. It is currently not planned for use until it is officially voted in by the Steering Committee.

Fundraising has been suggested as an important way to ensure the success of future garden initiatives. One method of fundraising would be to formalize memberships and to have an emphasized focus on soliciting generous donors. This would require creating more incentives for people to buy memberships at the garden. Some of the ideas suggested for this are the following:

- Heronswood merchandise such as t-shirts, cups, and pens.
- Receiving a plant, or plants at each garden opening.
- Creation of a Heronswood donor wall at the entrance of the garden with name plaques.
- Membership section on the Heronswood website which would be a cheaper alternative to the donor wall.

Additional suggestions for the short-term future at the garden include more benches and seating throughout the garden for visitors, and initiation of another compost pile. A compost pile was used during the previous year, but according to some interviewees, there no longer is a

compost pile for an unknown reason and they would urgently like to see this reinstated. All garden debris is currently hauled away by a sanitation company for a fee.

Long-Term Improvements

One of the largest long-term projects would involve the creation of additional buildings on the Heronswood Garden property. These buildings could be a place where educational classes can occur, events for youth can be held, Heronswood merchandise can be sold. It could also serve as a venue for weddings, as well as a place to sell PGST community merchandise, arts, and crafts. The idea of arts, crafts, and merchandise selling elicited mixed opinions from interviewees. They felt that this should only occur after the short-term issues are addressed. In their view, the most important justifications for additional buildings would be for educational purposes.

Another long-term issue pertains to making the woodland paths and all areas of the garden more accessible, especially wheel chair and mobility scooter accessible. Although this is an urgent necessity, it falls under long-term goals for several reasons. This would be a very costly endeavor as it would require complete renovation of the woodland trails to either a wooden, stone, brick, or concrete format. This will also require the building of intricate drainage systems, as flat surfaces dramatically increase surface water mobility and could cause great damage to plant beds. If surface water mobility is a primary focus during walkway construction, the incorporation of drainage system can possibly be avoided through creative design of the walkway. In addition to the trails, an extremely lengthy and complete renovation or paving of all roads throughout garden would also have to occur.

One of the future long-term goals for the Heronswood Garden is make it a place of learning. Nearly all interviewees suggested conducting beginner, intermediate, and advanced level educational classes, on topics ranging from botany and horticulture to various environmental issues. If possible, these events could be used to better educate the garden staff, a concern for many interviewees. There are differing opinions on whether or not these should be free or paid classes. Paid classes would generate income but free classes would draw in more individuals.

Additional future projects that are wanted by interviewees include:

- Creating a bridge to the island near area known as the potager.
- Scholarships for college classes for permanent employees so they can gain a more formalized understanding of botany and horticulture.
- To create an area specifically for child and youth entertainment.

These final suggestions would only occur after all other short and long-term goals are addressed, and a sufficient amount of support for a particular project. From the knowledge gained through my experiences at Heronswood Garden, it is my opinion that addressing all of the short and long-term improvements mentioned in this previous section would result in a highly positive reception from the PGST community, and in that way it would make it a more desirable place for individuals volunteer their time. In the following section, the findings revealed through focusing on my “employee improvement” theme are detailed.

Employee Improvements

Focus on this theme, as mentioned in the beginning of the findings section, would greatly assist in addressing the main needs of the Heronswood Garden. Through employee improvements the garden will look better and function better, ultimately benefiting the PGST

community at large. Heronswood Garden has had over 100 volunteers that have offered their time improving the garden, but the vast majority of renovations have been the result of a workforce of only a mere ten employees. This section will detail some of the findings concerning employee benefits received through working at Heronswood Garden, issues and solutions pertaining to desires of both the employer and employees, and on the topic of employee education.

Improving Work Productivity

During my research, I made several inquiries as to the future desires by the management and other tiers of employees at the garden concerning the issue of improving employee productivity. The most common response by both employer and employee interviews concerned formalizing and adhering to a set employee work schedule, as well as a set time that all employees should arrive at Heronswood Garden each work day. Expected results from formalizing the employment schedule consisted of a reduction in time wasted on organizing employees, recovery of time lost on unfinished projects, and an assurance that work hours would be recorded honestly. To my knowledge there were no particular issues of dishonesty about worked time, but the current system involved all employees creating and recording their own timesheet, which was sometimes turned in late. Knowing that late timesheets were a common issue, the management level interviewees stated a desire for more employee accountability through a formalized or computerized time clock system. This would go a long way in assisting the work load for the accounting and management-level employees but it also requires being negotiated through staff meetings, which would take away already limited work time.

Several management level interviewees have stated that there should be more formalized work goals set out for employees so that progress stays on track and to ensure employees don't become sidetracked and leave project incomplete. As many assistant gardeners only work half-shifts, failing to continue a project started on the previous day, or one started by another employee in a particular area, has become a common occurrence that stifles overall renovation efforts. Several different suggestions have been offered by the various employees on how to solve this particular work productivity issue. The first is that the garden needs to be mapped out into specific sections in order to better identify work areas. A numeric or alphabetic system would work, however this is something that the head gardener or garden director must do, in the short-run, adding to their already heavy workload. Several interviewees also mentioned that there should be a weekly or bi-weekly employee meeting so that everyone is on the same page and working towards the same goals. All of these different suggestions voiced by the interviewees would go a long way to remove any confusion of which task is the responsibility of which employee. There has been no formal planning by Heronswood management towards solving this issue yet.

Re-entry Program Employees

The identification of which employees are "re-entry program" has been left out because of the sensitivity of the topic and I would prefer not create additional divisions between employees. Another topic of interest of the management tier is that there needs to be a formalized goal that re-entry program employees can work towards, or alternatively a set of achievable tiers that would show improvement. Having a goal or level to aspire to would give an indication of positive rehabilitation for the re-entry program employees, as there currently is no

standard for comparison. The “re-entry program” is akin to being assigned community service for legal infractions, although in my opinion it is a much more effective approach. Much of the function behind the hiring of re-entry program individuals is to give members of the PGST, who have damaged their community standing in one way or another, a place in which to build employable skills, re-establish themselves positively within the community, and to “start with a clean slate.” Although partially covered in the “after perceptions” section of this thesis, it is worth noting that in the opinion of re-entry program employees, work at the garden has been a huge source of recovery, healing, personal growth, and it has been a very positive environment for them to work in. This perception has been shared by all employees too, but possibly for different reasons. According to their testimony, their work in the garden provides them the added benefit of education, and enlightens them to a connectedness with nature they might not otherwise have.

Expansion of Employment Opportunities

Another topic of interest within this focus on the employee improvement has been the discussion of how to create more employee positions, such as a fundraiser position, official tour guide, or other gardener worker positions. It is clear that in order to provide a salary for such individuals there would need to be much more income or resources available to the garden. Suggested solutions for how this could be accomplished would involve but not be limited to reinstatement of plant propagation and sale, and increased fundraising activities, such as events or grants. Continuing with this last topic of discussion, which has also been a large issue for employees, concerns moving individuals towards full time or permanent employment. Both management tier and employee tier individuals have discussed that moving people from half-

days to full-days would greatly improve how much work gets accomplished each day and week. In my personal opinion, this should be tried on a trial basis to gauge whether or not this is true.

Employee Education

The last topic in this section is issue of employee education. The opinion shared by several interviewees is that if one or more current employees had the opportunity to take more formalized classes on the topics of horticulture and botany, it would greatly assist the overall improvement of the garden. Currently, only the head gardener has a formal educational background in horticulture, and all other gardener employees have learned their skills through experience working at Heronswood Garden. Though a lack of formal education in gardening practices and horticulture hasn't prevented anyone from currently working at Heronswood Garden, it has severely limited the variety and depth of projects employees can accomplish independently or as a group. A more educated work force would have the ability to work more independently and to assist in helping future garden plans. This has been of growing concern by several interviewees as they become much more familiar with the garden and also seek personal full-time employment.

Presentation of Deliverables

I presented these findings and recommendations to my client on July 29, 2015, approximately two weeks before my final workday as official intern for both the garden and the PGSF. I gave both a printed copy of the needs assessments, as well as a digital one located on a USB thumb drive, to the Executive Director, Joan Garrow. After she read the entirety of it, we had an extensive discussion about the recommendations. I also provided her with both a digital and a printed copy of the "master list" of plants for future addendums to the traditional plants

area. By the time I departed two weeks later, several of the recommended solutions to different issues covered by the needs assessment already had been added to garden's agenda, such as: bringing Heronswood's presence to the PGST community, the scheduling of different building and sewer renovations, and the start of an information campaign to bring information about Heronswood to the PGST community.

The previous chapter represents the corpus of my research. It reveals, deciphers, and clarifies the needs that must be addressed to increase PGST community participation at Heronswood Garden. The next and final chapter includes my conclusions about the needs assessment, and my final reflections on project as a whole.

CHAPTER 5

CONCLUSIONS AND REFLECTIONS

The last chapter is divided into two parts: my conclusions regarding my needs assessment, and my final reflections on the project as a whole. The proceeding conclusion reflects my personal opinion and attitudes towards the Heronswood Garden after the project's completion.

Conclusions on the Needs Assessment

With the input that I gained from working alongside all the of the employees of the Heronswood Garden throughout all the stages of this needs assessment, I have only one real observation and request that I believe can really help future plans happen and move forward. Employees have to have the ability to give input and introduce ideas to the decision making process and operation of the Heronswood Garden. Figure 6 located below presents a visual representation of this view. Although some employees are present at the steering committee meetings, many of their opinions or recommendations are often overshadowed by the other stakeholders and steering committee members.

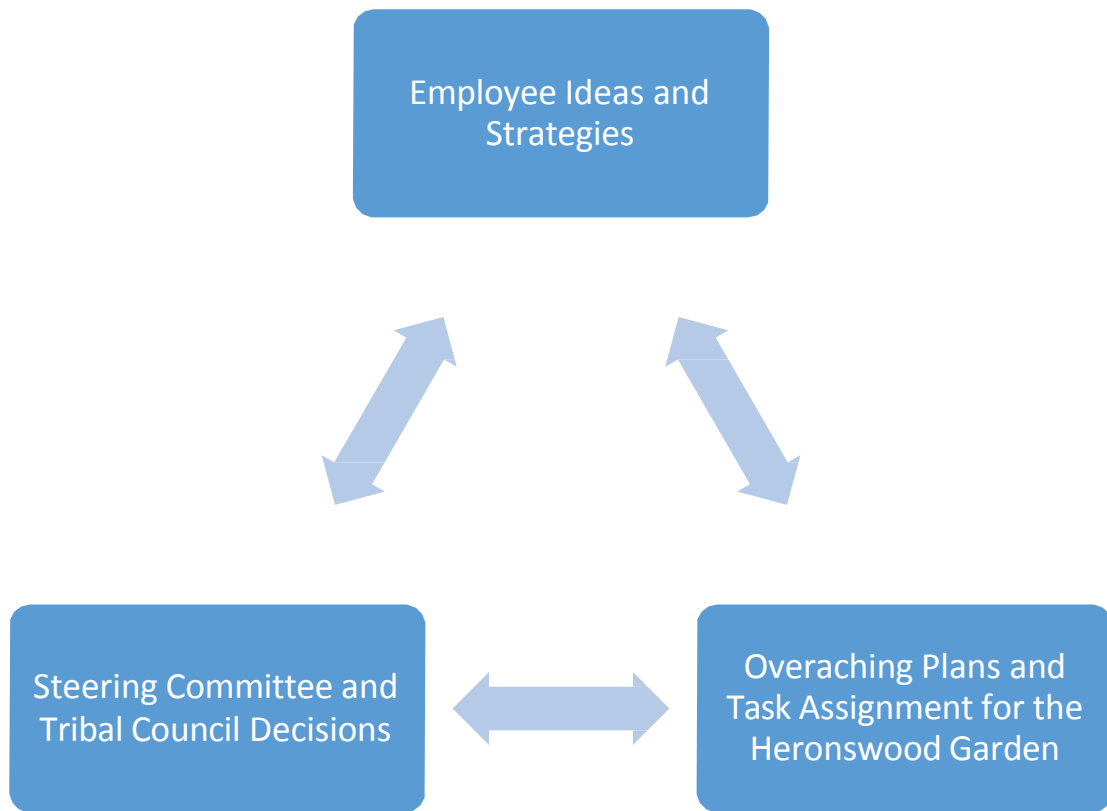


Figure 5 Flowchart of Ideal Decision Making Process

As the garden has become an area of growth and development for all the employees and me, so must we grow and develop the garden’s physical space, its image to the world, and its future. Increased community involvement will go a long way in creating a more positive image of the garden and attracting the necessary volunteers who are needed to tend to its plants and to maintain its land in the far future. This garden needs the employees as part of its life, as much as we have come to appreciate the influence that it can have on us. This space has incredible potential as an area for learning, developing connections with nature, and understanding the diligence, patience, and responsibility that comes with caring for plants and the environment. With a large amount of community input and help the Heronswood Garden will become a prosperous endeavor, and a source of much needed employment opportunities for the PGST community. The interviewees have demonstrated that being employed at the Heronswood Garden

generates a close connection and increased concern for the garden's longevity. It would not be unreasonable to assume that future employees would become just as invested in their jobs, and thereby naturally generate increased community involvement.

Personal Reflections

More than anything, my experience at Heronswood Garden was educational, particularly in different two ways. The first way has been furthering my understanding and knowledge of ecology, environmental science, botany, and natural world. I have also gained an extraordinary amount of invaluable knowledge in the form of increased horticultural skills and abilities. Before this project I had never worked or researched in the contexts of a botanical garden. Most of my experience had either been related to traditional and modern agriculture, or issues of preservation, conservation, and reclamation at large natural areas, such as state and national parks. Witnessing and taking part in a botanical garden that has such a large variety of rare and unusual plants has changed some of my preconceived notions regarding botanical gardens in general. A few of the rarer species that have been brought back by from other countries by Dan Hinkley and propagated at Heronswood Garden very likely have become extinct in the wild, making this garden a precious repository for their genetic legacy. After inquiry into why some of these plants have come to this unfortunate circumstance, the root of the same factors have affected the local availability of traditional plants for the Port Gamble S'Klallam Tribe (PGST). Development and expansion of human occupied space over the last few centuries has led to the ecological destruction and environmental change of nearly every area on the planet, and this is especially true of unique and fragile ecosystems. Though there is issue concerning the bio-

prospecting and collection of wild plants conducted currently and in the past by botanical gardens, it is incomparable to the damage and loss of species variety that has resulted from the spread of development. This understanding leads me to value the unique position for preservation of species that botanical gardens now play, and will continue to play in foreseeable future.

The second way, and possibly more importantly, it has dramatically increased my experience and understanding of anthropology. During my time on-site, I had the pleasure of spending numerous hours working “hands-on” alongside and interacting with individuals from a plethora of backgrounds, and gained experience in cross-communicating and collaborating with these varied individuals. These experiences have given me new-found depth and understanding into interdisciplinary work I did not possess before this project. My past anthropological studies had laid the precepts and foundations of concepts such as the qualitative research methods of participant observation, data-collection, analysis, and community-focused research, but this project brought all of these concepts into full-scale practice and use. I have also learned much of how the flexibility of anthropological research is more of a strength than a weakness of structure. Though my initial project goals changed between the inception and the completion of the project, anthropology’s ability to connect one set of aspects of a group or society to its larger whole grants it an incredibly wide variation in the way problems or issues are approached.

Though outcomes of the project could have been drastically different, I have confidence in the manner in which it eventually turned out. In the future, I hope to stay in touch with, and continue to assist the employees and volunteers to Heronswood Garden as they further their endeavors on behalf of the garden itself, the PGST community, and the world at large. It is my hope that my research and deliverables for the Heronswood Garden will address and solve many

of the issues discussed throughout this thesis, and to contribute to the overall completion of the future traditional garden site.

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Appendix Materials

Héronswood Garden Existing Conditions Site Plan

Héronswood Garden, Noo-Kayet Development Corporation May 26, 2013