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### OVERVIEW

**Where we are...**

- Environmental Scan
- Background Information
- PEST Situational Analysis
- SWOT: Strengths, Weaknesses, Opportunities, Threats

**Where we want to be...**

- Situation - Past, Present and Future
- Significant Issues
- Align/Fit with Capabilities
- Gaps

**How we will do it...**

- Mission & Vision
- Values/ Culture Principles
- Key Objectives

**Down to Specifics**

- Performance Measurement
- Targets/ Standards of Performance
- Initiatives and Projects

**How are we doing...**

- Performance Management
- Review Progress - Balanced Scorecard
- Take Corrective Actions
- Feedback upstream - revised plans

**Components**

- Assessment
- Baseline
- Evaluates
Vision
Healthy, safe, equitable, and resilient places for all.

Mission
To advance the profession of landscape architecture by fostering fellowship and opportunities to lead; educate; and advocate for careful stewardship, planning, and design of our cultural, natural, and built environments.

Values

Excellence
Committed to learning, constant improvement, and achieving the best outcomes for members in all endeavors. Mission-driven in service to members, the profession, and the public good.

Integrity
Honest, ethical, respectful, and forthright in all dealings.

Diversity
Committed to fostering equity and inclusion within our profession, membership, and leadership, striving to mirror the communities we serve.

Leadership
Setting direction and advocating on matters of critical importance.

Stewardship
Committed to environmentally and socially conscious principles and practices across all aspects of the profession.

Culture

Collaborative
Marked by leadership, staff, committee, and member cooperation and coordination in the service of TX ASLA’s and the profession’s goals.

Inclusive
Committed to welcoming and serving all people and communities and treating them fairly and equitably.

Member-Focused
Guided by member needs and interests and dedicated to meeting them.

Accountable
Dedicated to the efficient, effective, and prudent use of Chapter resources for the betterment of landscape architecture and the common good. Committed to the timely, transparent, and complete reporting of progress in meeting strategic goals.

Volunteer-Supported
Devoted to the encouragement of volunteerism and benefiting from the expertise and creativity of members who give their time and energies to advance the Chapter and the profession.

STRATEGIC OBJECTIVES

Advocacy and Awareness

GOAL
Build greater awareness and understanding of the profession with the general public

Owners:
• Public Relations Chair
• Executive Committee
• Section Chairs
• All TX ASLA Members

Objectives:
• Hold section events related to World Landscape Architecture Month
• Engage media in a public interest story at both state and section levels
• Promote participation in Parking Day
• Develop a strategy to implement ASLA National’s Frameworks Initiative

GOAL
Effectively advocate for initiatives that advance the profession at the local, state, and federal level

Owners:
• VP Government Affairs
• Committee on Government Affairs
• Executive Committee
• Section Chairs
• Executive Director
• All TX ASLA Members

Objectives:
• Strengthen the current practice act
• Develop a concise message describing the health, safety and welfare impact of the profession
• Encourage membership participation on local and state boards/commissions and in providing public comments on policies when applicable
• Conduct survey of membership involvement in state/local issues
• Promote the use of ASLA public policies and positions at all levels of government
• Continue to hold Texas State Advocacy Day
• Continue to engage a state lobbyist and the Austin legislative response team (on an as needed basis)
• Use surveys to gage membership views on initiative and policies
Member Services & Support

1. **Engage membership across all membership categories**

**GOAL:**

**Objectives:**

- Develop a strategy to provide welcome materials and engagement opportunities to new members
- Hold a TX ASLA “Ask me anything” event; annually
- Send an update letter from each Section Chair; annually

**Owners:**

- Executive Committee
- Past President
- Public Relations Chair
- Section Chairs

2. **Grow membership across all categories**

**GOAL:**

**Objectives:**

- Establish baseline membership and non-member census data
- Define membership benefits to be used for:
  - Developing persuasive and succinct talking points
  - A membership promotion strategy
- Provide Section Chairs and leaders the contact information for university liaisons
- Create a dedicated firm liaison in each Section

**Owners:**

- Executive Committee
- Committee on Student Organizations
- Section Chairs

3. **Expand member communications and outreach**

**GOAL:**

**Objectives:**

- Continue current TX ASLA and section newsletters
- Improve communication and content between weekly TX ASLA newsletter, Section newsletter, and social media
- Conduct a membership satisfaction survey; biennially
- Highlight advocacy activities on website; quarterly

**Owners:**

- Public Relations Chair
- Section Chairs
- VP of Government Affairs
- Executive Newsletter

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**3. **Build greater awareness and understanding of the profession with allied professionals**

**GOAL:**

**Objectives:**

- Maintain/strengthen relationship with Texas Board of Architectural Examiners and Texas Nursery and Landscape Association
- Establish representatives for additional allied professions
  - Architects
  - Engineers
  - Planners, etc...
- Host joint events with allied organizations at TX ASLA and Section levels
- Involve allied professions in the TX ASLA annual conference and identify additional opportunities such as expanding the call for papers to allied professionals

**Owners:**

- President
- Section Chairs
- Conference Planning Committee
- TNLA Representative
**Goal 1: Expand educational opportunities beyond annual conference**

**Owners:**
- Section Chairs
- Conference Planning Committee
- Executive Director

**Objectives:**
- Host two project tours at Section level; annually
- Explore recording annual conference sessions and the associated costs

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**Goal 2: Increase educational outreach to grades K-12**

**Owners:**
- Section Chairs
- Executive Committee
- Public Relations Chair

**Objectives:**
- Explore creating an education committee
- Identify and highlight Chapter members involved in educating youth about the profession
- Share and promote usage of ASLA National’s career discovery materials

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**Goal 3: Promote and recognize work of members**

**Owners:**
- Executive Committee
- President
- Awards Committee
- Section Chairs
- Public Relations Chair

**Objectives:**
- Feature award winning projects through various communications vehicles including website, videos, and social media; annually
- Create a downloadable PDF awards book; annually
- Continue the current professional and student awards; annually
- Explore creating a joint ASLA/AIA award

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**Goal 4: Support and engage emerging professionals**

**Owners:**
- Conference Committee
- Executive Committee
- Section Chairs

**Objectives:**
- Create a strategy for mentoring emerging professionals
- Advertise LARE Prep courses
- Promote ASLA National’s LARE preparatory resources
- Research options to provide reduced rates/scholarships for LARE Prep courses
- Explore providing an emerging professional educational track at the annual conference

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**Goal 5: Define and build engagement with university programs at the Chapter and Section level**

**Owners:**
- Committee on Student Organizations
- Executive Committee
- Section Chairs
- Executive Director

**Objectives:**
- Identify a Section liaison to the respective university; annually
- Identify a university chapter student liaison to the section; annually
- Create a plan for mentoring college students
- Exhibit at university career fairs
  - Identify swag needs per Section
- Monitor university disbursement of TX ASLA endowment funding; annually
- Create a strategy to regularly recognize scholarship recipients
- Revisit establishing an Emerging Professional committee
Governance & Management

1 GOAL
Implement a transparent and sustainable strategic direction for the Chapter

Owners:
- Executive Committee
- Executive Director

Objectives:
- Continue to develop a fiscally responsible annual budget
- Continue to develop annual operating plans and governance schedules
- Hold monthly ExComm meetings
- Conduct strategic planning every five years with objectives reviewed annually
- Provide a copy of strategic plan on website
- Conduct regular review of by-laws; every five years
- Perform regular updates of Section Guideline Manual
- Evaluate state/section vendor sponsorship
- Explore adding a non-voting member-at-large position to the board

2 GOAL
Effectively use of association management company and contracted services

Owners:
- Executive Committee

Objectives:
- Review services provided by association management company and contracted services; biennially

3 GOAL
Build next generation of leaders and volunteers

Owners:
- Executive Committee
- Section Chairs
- All TX ASLA members

Objectives:
- Refine and implement the plan for providing financial assistance for emerging professional leaders
- Advertise leadership opportunities to engage and serve at Chapter and Section levels
- Ensure volunteers have a clear understanding of their roles, responsibilities, and opportunities
- Capitalize on annual conference volunteers and engaged members
- Engage firm leaders and agencies in promoting TX ASLA and Section leadership and volunteer opportunities
PEST EXERCISE

**Purpose**
- Identifies Chapter opportunities and provides advanced warning of significant threats.
- Reveals the direction of change within the environment, helping to shape activities to work with and respond to change (rather than against it).
- Helps avoid starting projects that are likely to fail, for reasons beyond internal control.

**Political**
- Divided/Polarized nation
- Increasing threats to licensure
- Ignorance of landscape architecture
- Questions of obtaining imported goods and materials

**Economic**
- Growing state population
- Increased need for labor
- Increasing lack of skilled labor
- Sense of caution - economy may slow eventually
- Projects moving fast/not always well thought

**Socio-Cultural**
- Diversity issues
- Social/environmental justice issues
- Gentrification
- Strained natural resources

**Technological**
- Push to automation & connectivity
- Changing ways of communication
- Availability of new technologies
- Rapidly changing (better/faster/quicker)

SWOT ANALYSIS

**Strengths**
- Many interested members
- Lobbyist on board that keeps the chapter up to date on issues
- Increased participation promotes visibility
- Collaborative with allied professions
- Relationship with the Texas Board of Architectural Examiners
- Austin advocacy team available to provide expedient responses

**Advocacy & Awareness**
- Section Structure

**Member Services**
- Active social media presence
- Fostering relationships with college programs
- Endowment scholarships

**Shaping the Future of the Profession**
- Healthy budget
- Ability to hire an executive director and accountant
- Google Drive Database (future growth)

**Governance & Management**
### Weaknesses

#### Advocacy & Awareness
- Turf wars and competing visions
- Poor communication of vision
- Stigma with name of the profession
- No clear target audience

#### Member Services
- Poor communication of vision
- Current explanation of member benefits
- Cost of entry/involvement in activities
- Geographical challenges/sheer number of members makes it difficult to identify a common vision and therefore messages become diluted/confused

#### Shaping the Future of the Profession
- Membership numbers are stagnant or decreasing
- Lack of people entering the profession
- Lower salary/benefits compared to other professions
- Lack of Diversity and involvement in underprivileged communities
- LARE Resources

#### Governance & Management
- Time limitations of volunteers
- Volunteer recruitment issues

### Opportunities

#### Advocacy & Awareness
- Promoting allied professionals to join ASLA as affiliate members
- Involving allied professions in meetings/annual conferences
- Communicating pdh credits to other professions

#### Member Services
- Providing an up-to-date calendar of events
- Continuing to build relationships with vendors

#### Shaping the Future of the Profession
- Utilizing ASLA National’s resources
- Sharing information on how to be involved with the ACE Mentor program
- Recognizing/highlighting member achievements

#### Governance & Management
- Involving/creating opportunities for emerging professionals in Chapter leadership
- Increasing use/involvement of Fellows
Opportunities

Advocacy & Awareness
- Licensure deregulation
- City regulations/local right to practice issues
- Loss of work to other design professions
- Misunderstanding of the profession

Member Services
- Reduced participation within the Chapter members
- Not providing (understanding) the value of membership

Future of the Profession
- Lack of Students
- Lack of awareness of the profession
- Licensure deregulation

Governance & Management
- Decreased membership
- Poor Section involvement

STRATEGIC PLANNING PARTICIPANTS