



**ASLA**  
TEXAS

**STRATEGIC PLAN**  
**2019**

# TABLE OF CONTENTS

Strategic Plan Overview .....	4
Vision, Mission, Values, and Culture .....	6
Strategic Objectives: Advocacy and Awareness .....	7
Strategic Objectives: Member Services and Support .....	9
Strategic Objectives: Shaping the Future of the Profession .....	11
Strategic Objectives: Governance and Management .....	12
PEST Exercise .....	14
SWOT Analysis .....	15
Strategic Planning Participants .....	19

# OVERVIEW

Where we are... >>

Where we want to be... >>

How we will do it... >>

How we will do it... >>

How are we doing... >>

## Assessment

## Baseline

## Components

## Down to Specifics

## Evaluate

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

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

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

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

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

## 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

### 1 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

### 2 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 gauge membership views on initiative and policies

# 3

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

### **Owners:**

- President
- Section Chairs
- Conference Planning Committee
- TNLA Representative

### **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

## **Member Services & Support**

# 1

## **Engage membership across all membership categories**

### **Owners:**

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

### **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

# 2

## **Grow membership across all categories**

### **Owners:**

- Executive Committee
- Committee on Student Organizations
- Section Chairs

### **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

# 3

## **Expand member communications and outreach**

### **Owners:**

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

### **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

## 4

### **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

## 5

### **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

## Shaping the Future of the Profession

## 1

### **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

## 2

### **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

## 3

### **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

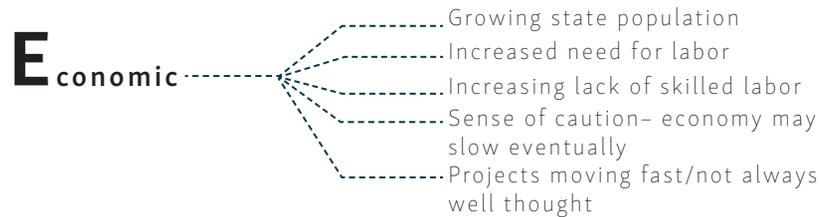
##### **Objectives:**

- 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.



# SWOT ANALYSIS

## Strengths

- Advocacy & Awareness**
- 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

- Member Services**
- Section Structure

- Shaping the Future of the Profession**
- Active social media presence
  - Fostering relationships with college programs
  - Endowment scholarships

- Governance & Management**
- Healthy budget
  - Ability to hire an executive director and accountant
  - Google Drive Database (future growth)

## 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 under privileged 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

