

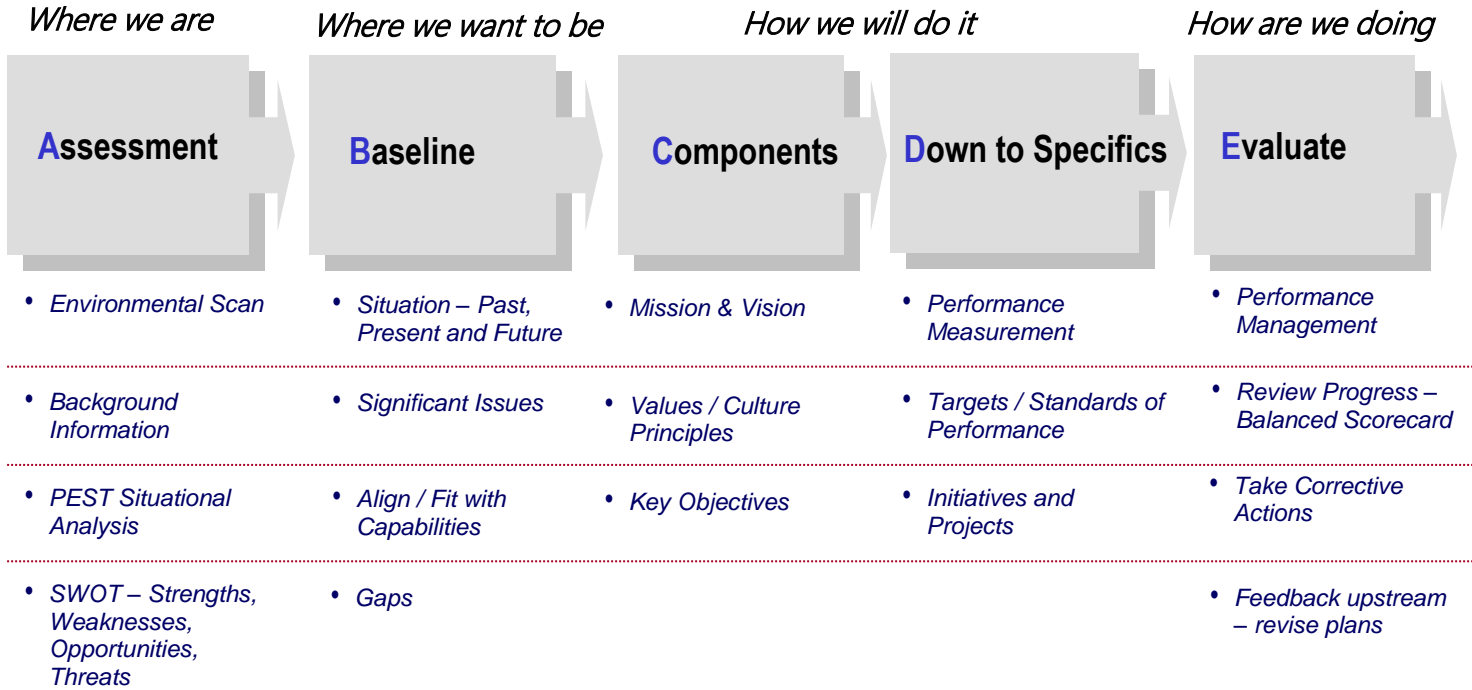
STRATEGIC PLAN

2019



ASLA
TEXAS

STRATEGIC PLAN



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 1: 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 2: 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 a 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 initiatives and policies

Goal 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

Goal 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

Goal 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

Goal 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 newsletters, and social media
- Conduct a membership satisfaction survey; biennially
- Highlight advocacy activities on website; quarterly

Goal 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

Goal 5: Promote and recognize work of members

Owners: Executive Director, 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

Goal 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

Goal 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

Goal 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 disbursements of TX ASLA endowment funding; annually
- Create a strategy to regularly recognize scholarship recipients
- Revisit establishing an Emerging Professionals committee

Governance & Management

Goal 1: 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

Goal 2: Effectively use of association management company and contracted services

Owners: Executive Committee

Objectives:

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

Goal 3: 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

Rapidly changing (better/faster/quicker)

Push to automation & connectivity

Changing ways of communication

Availability of new technologies

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

Government & 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 conference
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

Threats

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

First Name	Last Name	Position
Jake	Aalfs	South TX Section Chair
Chad	Dietz	West TX Chair Elect
Bobby	Eichholz	TNLA Affiliate
Spencer	Freeman	Secretary
Clif	Hall	Immediate Past President
Lara	Moffat	President
Allison	Pate	Houston Gulf Coast Chair
Lauren	Patterson	DFW Chair
Eric	Perez	Past President
Olivia	Pitt-Perez	Central TX Chair
Margaret	Robinson	Past President
Xie	Tracz	Public Relations Chair
Jonathan	Wagner	President Elect
Francisca	Yanez	Member
Jennifer	Fontana	Executive Director
Elizabeth	Hebron	ASLA National