

2020 Annual Operating Plan

2020 AOP Highlights

Program: Executive Offices

- Produce an organizational short- and long-term strategic plan.
- Work to produce an official annual report of ASLA's goals, objectives, and accomplishments.
- Implement Phase II objectives of the joint FrameWorks Initiative.

Program: Finance, Meetings, and Business Operations

- Evaluate redesigning the Conference to address emerging industry standards.
- Create other revenue streams that support the Conference.

Program: Membership and Chapter Services

- Develop and implement a comprehensive strategy to grow ASLA's total membership by 2 percent, with an emphasis on students and emerging professionals.
- Conduct a comprehensive all-membership and lapsed member survey.

Program: Public Relations and Communications

- Initiate the process of a full redesign of asla.org and related sites, with site launch in 2021.
- Initiate Society-wide, coordinated awareness "campaigns" focused on major themes and piggybacking on key dates and events of national importance.
- Implement new honor award for emerging professionals, to be called the Beatrix Farrand Emerging Professionals Medal.

Program: Landscape Architecture Magazine

- Using JSTOR, repackage and promote *LAM*'s archival content.
- Work with PR on the redesign of the *LAM* website.

Program: Licensure and State Government Affairs

- Become a member of the Alliance for Responsible Professional Licensing.
- Work to achieve practice acts in Illinois, Maine, and Massachusetts.
- Investigate the development of a Licensure Defense Fund.

Program: Federal Government Affairs

- Collaborate with Education to secure federal STEM designation for landscape architecture.
- Work to begin drafting unique legislation to address climate crisis and/or environmental justice to be introduced in the next (117th) Congress.

Program: Career Discovery and Diversity

- Work with Howard University and the University of the District of Columbia to offer classes in landscape architecture.
- Work to secure STEM federal designation for landscape architecture by DHS.

Program: Education and Practice

- Provide comments on behalf of ASLA to address the LAAB curriculum evaluation.
- Work with the Joint Call to Action to Promote Healthy Communities to publish guides on health equity in the built environment.
- Execute a new conference education track system to improve education program navigation.

Program: Information and Technology

- Restore the physical library and archives collection.
- Complete business continuity plan and cybersecurity plan.

Program: Marketing and Development

- Create effective campaigns about ASLA benefits and services for potential members and lapsed members, and for the new member onboarding process.
- Explore and develop new markets for the sales team.
- Implement a donor/constituent relationship management system (CRM) to capture key contact information, past solicitations, conversations, and other vital information.

Executive Offices

Program: Governance and Oversight General

Goal: Identify and execute new lines of communication among ASLA members, chapters, committees, the Board of Trustees and its Executive Committee, allied organizations, and others.

Activities:

- Work with Public Relations and Communications (PR) to identify updated communications vehicles to keep membership informed of ASLA key programs, priorities, and accomplishments.
- Work with PR to investigate producing an official annual report of ASLA's goals, objectives, and accomplishments.
- Manage the joint FrameWorks Initiative communications project and work with all ASLA departments and Presidents' Council (PC) to implement Phase II objectives.
- Foster communication and collaboration with the PC organizations; identify and develop partnership opportunities with related organizations and allied professional groups.
- Strategically utilize the ASLA Center for Landscape Architecture to provide cutting edge programming, and increase the profession's visibility and public awareness.

Goal: Identify priorities and objectives that respond to member needs and advance the Society and ensure that ASLA programs are managed and implemented in accordance with member- and Board-identified goals and values.

Activities:

- Facilitate a strategic planning process that produces an organizational short- and long-term strategic plan.
- Continue to evaluate and monitor the current annual operating program and budget.
- Evaluate key issues identified through strategic planning, including the recruitment/engagement of emerging professionals, career discovery and diversity, and climate change.
- Facilitate the governance process, including the nomination and election of officers, committee appointments, and the work of the Constitution and Bylaws, Ethics, and Nominating Committees.

Program: Board of Trustees

Goal: Facilitate BOT consideration of key policy- and priority-related issues and Board monitoring of ASLA operations.

Activities:

- Conduct annual program evaluation and review in accordance with strategic objectives.
- Provide thorough and complete quarterly financial and programmatic information for each Board meeting to support Board discussions and related decision-making.
- Provide opportunities for meaningful discussions on critical and emerging issues, including with partner organizations and other outside groups.

Program: Executive Committee

Goal: Facilitate the ExCom as the administrative and strategic planning committee of the BOT.

Activities:

- Empower ASLA officers to execute the business of the Society and make progress toward achieving program objectives and addressing developing issues.
- Support the ASLA president as chief spokesperson for the profession and chair of the BOT, the president-elect in preparing for the upcoming year, and the immediate past president as chair of the ASLA Fund.
- Provide governance and leadership training, linked to ASLA priorities.

Program: Council of Fellows (COF)

Goal: Administer the business of the Council of Fellows.

Activities:

- Work to increase the quantity of high-caliber members nominated for COF.
- Continue to improve the nomination process with updated website, automation methods, and juror review process.
- Increase pledges and donations to the COF scholarship fund to sustain a fourth scholarship, and increase efforts to promote the scholarships with students.

Program: Human Resources

Goal: Maintain legal, regulatory, and organizational compliance and mitigate organizational risk with a best practices approach to human resources management.

Activities:

- In partnership with legal counsel, complete a revised employee handbook.
- Develop new documentation for standard human resources operating procedures and update process documentation for human resources practices based on an audit of the Society for Human Resources Management (SHRM) best-practices resources.
- Increase management knowledge and awareness of developments in pertinent employment laws and regulations through updates and associated white papers, reports, and presentations, etc.

Goal: Develop, reward, manage, and retain organizational workforce by shaping and growing the workforce through continuous developmental opportunities, equitable internal practices, and competitive rewards systems and special programs.

Activities:

- Implement a pilot professional development stipend program.
- Complete a benchmarking and pay equity analysis study and total rewards inventory audit to assess organizational compensation and benefits structure.
- Continue to improve staff work-life balance offerings. Expand and encourage participation in staff wellness programs and employee benefits, including those required for WELL certification.
- Implement emPerform, a customizable employee performance management platform, to automate and enhance the existing progress review process, internal succession planning, professional development, and overall career management.

Goal: Attract, recruit, engage, and motivate organizational workforce.

Activities:

- Adopt metrics to measure and improve organizational performance in key areas and use as indicators of organization's ability to be identified as a best place to work or employer of choice.
- Improve strategies to attract optimal candidates to fill organizational vacancies.
- Evaluate exit strategies and data to maintain staff turnover below industry benchmarks.

Finance, Meetings, and Business Operations

Program: Finance

Goal: Oversee the Society's finances and assets; provide timely reports and information to staff, committees, and the Board of Trustees. Support the work of the Finance and Investments and Audit Committees.

Activities:

- Achieve a break-even increase in net assets for 2020.
- Complete the audit of the Society's financial statements in accordance with generally accepted auditing standards.
- Review monthly financial reports with directors, the Finance and Investments Committee, and the Executive Committee.

Program: Conference on Landscape Architecture

Goal: Plan and produce the 2020 Conference on Landscape Architecture within budget.

Activities:

- Collaborate across the organization to construct a comprehensive annual conference budget accommodating variables based on location of the Conference.
- Evaluate redesigning the Conference to address emerging industry standards, ROI, financial health, sponsorships, and member needs (e.g., conduct a professional audit).
- Create other revenue streams that support the Conference.
- Collaborate with Marketing and other departments to develop a comprehensive marketing plan and strategy for conference registration and events.

Program: Meetings and Events

Goal: Plan and execute program meetings as well as other internal and external meetings and events.

Activities:

- Collaborate across the organization to more strategically plan Center for Landscape Architecture activities throughout the year including, evaluating possible revenue generation.

- Work with all departments to strategically plan ASLA-sponsored events outside the Center.
- Reevaluate the format of spring meetings to reduce costs and improve effectiveness.
- Maintain WELL™ guidelines and certification requirements for the Center.

Program: Publishing and Business Operations

Goal: Stabilize the LAM revenue base.

Activities:

- Collaborate with Marketing in developing a new marketing plan to support LAM advertising sales (\$2.8M) and audited circulation (\$.2M). Identify and solicit new advertising prospects.
- Define the sales cycle and begin to measure the conversion from prospect to advertiser.
- Expand the use of sponsored content to increase the value of being an advertiser.
- Investigate increasing the use of digital advertising throughout the organization.

Goal: Create a successful products and services EXPO at the Conference on Landscape Architecture.

Activities:

- Increase EXPO and sponsorship sales by three percent (\$2.9M).
- Collaborate with Marketing to exceed EXPO and sponsorship goals in 2020.
- Expand the use of sponsored content to increase the value of being an exhibitor.
- Increase the Society's visibility (LAM, EXPO, professional and Corporate membership) at industry events to increase revenue and measure the results.

Goal: Manage and grow the corporate membership program, including supporting existing corporate members and recruiting new corporate members.

Activities:

- Grow corporate membership from 125 to 150 to meet revenue goal.
- Expand sponsored content to increase the value of participating in corporate membership.
- Collaborate with Marketing and Membership to assess corporate member program and develop a long-term plan.

Program: Business Operations

Goal: Operate the building in a sustainable manner that promotes a productive work environment for the staff and visitors and protects the value of the asset.

Activities:

- With senior leaders, review building operations, the management company's responsibilities, and operating performance of the Center.
- Oversee building operations and maintenance in support of the WELL building certification.
- With IT and senior leaders, develop and implement enhanced business continuity and cybersecurity plans.
- Provide backup for payroll and other HR functions.

Member and Chapter Services

Program: Membership Recruitment and Retention

Goal: Work across departments to implement a comprehensive, segmented strategy to communicate value of ASLA membership. Grow ASLA overall membership by 2 percent.

Activities:

- Develop and implement a comprehensive strategy to grow ASLA's total membership by 2 percent, with an emphasis on students and emerging professionals.
- Develop and implement a member onboarding strategy.
- Working with Marketing, revamp and conduct an all-membership and lapsed member survey.
- Conduct in-person member outreach campaign to initiate dialogue about member needs, interests, and concerns, and to communicate the value of ASLA.
- Train chapter leaders for peer-to-peer local recruitment, retention, and engagement strategies.

Goal: Ensure quality customer service and efficiency of the member database and related processes.

Activities:

- Work to streamline accounting processes, and make it easier to transact business with ASLA.
- Conduct database integrity reviews, including for emeritus, honorary, student, and associate memberships.

Program: Emerging Professionals Services

Goal: Support, engage, attract, and retain emerging professionals.

Activities:

- Deliver valuable tools and resources to emerging professionals, including JobLink, portfolio review, mentoring opportunities, LARE study support, and career-starter resources.
- Collaborate with Marketing and PR to implement multimedia campaign to showcase the value of membership to emerging professionals, including video testimonials, increased use of social media, and other tools for chapter engagement.
- Equip and train chapter emerging professionals' chairs for peer-to-peer local recruitment, retention, and engagement strategies.

Goal: Support, attract, engage, and retain students.

Activities:

- Provide support to student chapters and boost professional chapter engagement with student chapters and faculty.
- Actively participate in LABASH 2020, including sponsorship, promotion, and onsite engagement.
- Support and celebrate the transition of students to associate and emerging professionals.

Program: Chapter Services

Goal: Assist ASLA chapters in providing an engaging community for members, furthering ASLA's mission, vision, and strategic objectives.

Activities:

- Identify the minimum standards of service chapters should provide, and support chapters in meeting/exceeding these standards, including leadership training.
- Work with PR to completely revamp and reorganize the Chapter Operations Workbook.
- Ensure that the Chapter Presidents Council, membership chairs, emerging professionals chairs, treasurers, and executive directors have clear guidance and robust opportunities for information sharing and training.

Public Relations and Communications

Program: Media Relations and Public Awareness

Goal: Increase awareness of and appreciation for landscape architects, landscape architecture, and ASLA programs and policies among public, professional, and policy-making audiences.

Activities:

- Initiate assertive coverage of ASLA and landscape architecture in traditional, online, and social media, with special emphasis on the role of the profession in addressing climate change and resilience, and equity and inclusion.
- Increase coverage of ASLA award winners through both traditional and new media channels.
- Initiate Society-wide, coordinated awareness “campaigns” focused on major themes and piggybacking on key dates and events of national importance.
- Develop new tactics and themes to expand World Landscape Architecture Month promotion.
- Continue updates of all chapter training and public relations resources, including offering strategies for harnessing social media, updated media lists, templates, and branded collateral.
- With Executive Office, shepherd phase two of the Presidents Council’s joint communications project with the FrameWorks Institute.
- Begin planning process in cooperation with outside groups for the *Olmsted 2022* 200th anniversary initiative. Contribute seed money for fundraising consultant to determine feasibility of existing project plan.

Program: ASLA Online

Goal: Ensure that asla.org and related websites are up-to-date, authoritative, and comprehensive, and serve the needs of members and other visitors, while providing an exceptional user experience.

Activities:

- Initiate the process of a full redesign of asla.org and related sites. Select and hire vendor(s). Determine all financial implications for a new website. Conduct planning and research, solicit existing user feedback and establish future user personas, conduct asset inventory, and make decisions about site(s) purposes/audiences/architecture, with principal site launch in 2021.
- Ensure that all ASLA sites meet the highest standards of design, visitor experience, diversity, and accessibility, including changes to site navigation and design.
- Continue to expand asla.org original content, including resource guides and interview series; develop new content in anticipation of new asla.org.
- Work with Membership to create member-only emerging professionals’ videos and content.

Program: Member Communications

Goal: Be a leading source of information on noteworthy events and news related to ASLA, landscape architecture, and landscape architects.

Activities:

- Keep members informed about ASLA programs, policies, initiatives, events, and benefits and contribute to establishing the value proposition of ASLA membership.
- Work with Membership and Chapter Services and other departments to develop targeted/segmented member communications/messaging across all media.
- Conduct Business and Trends surveys and distribute/promote results.
- Implement significant revisions to *LAND*, the member newsletter. Explore integration of *LAND* with other member-focused communication vehicles to reduce the number and frequency of e-mail-based communications to members. In cooperation with all departments, refocus content to stress member value. Test approaches to increase open rate to 33 percent.

Program: Honors and Awards

Goal: Recognize and celebrate the best of landscape architecture through professional and student awards programs and ASLA Honors programs.

Activities:

- Continue to refine the online professional and student awards submission and judging system; select new awards management software and implement new system.
- Implement changes to the awards criteria and categories, including promotion of the new urban design category in professional and student awards. Implement new honor award for emerging professionals, to be called the Beatrix Farrand Emerging Professionals Medal. Conduct review of Honors program to assess existing mix of medals and honors and boost promotion of Honors winners as public awareness assets.
- Create short video segments for each professional awards winner for use on social media and online and to boost national and local promotional efforts by ASLA and the winners.
- Work with Marketing & Development to launch a recognition program for award winners, both present and past, which makes available commemorative plaques for indoor and outdoor use; use the purchase of the plaques as a fundraising opportunity for the ASLA Fund.

Landscape Architecture Magazine

Program: Landscape Architecture Magazine Editorial

Goal: Position LAM in print and online as the premier source of information about landscape architecture and a sustainable future.

- Expand global reach by continuing translations into Spanish. Evaluate opportunities for capitalizing on growing readership in Asia, India, and Australia.
- Collaborate across departments to develop strong, consistent marketing and public relations to journalists and educators promoting *LAM* as an authority on landscape architecture.
- In collaboration with Marketing, evaluate content sharing opportunities with publications in markets and regions where landscape architecture has a lower profile.
- Using JSTOR, repackage and promote archival content that demonstrates *LAM*'s long-standing commitment and expertise in landscape architecture and a sustainable future. Market this content to journalism and news outlets, and as a member benefit.

- Work with PR and Communications to expand online reach through the redesign of the LAM website, including a robust CMS to accommodate inclusion in Apple News, Facebook News, and other news aggregators.
- Work with Marketing and Sales to expand the reach and impact of *The Landscape Report* through exploration of marketing and advertising opportunities.

Goal: Continue to expand coverage of key issues affecting the practice of landscape architecture through a consistent range of diverse works and inquiry.

Activities:

- Provide coverage relating to professional and business development.
- Provide coverage on equity, diversity, education, and the professional pipeline.
- Continue aggressive coverage of climate change topics

Goal: Provide in-depth discussions of built works and unbuilt ideas in landscape architecture, including both reportage and critique.

Activities:

- Continue development of Lighting, Office, Tech, Materials, and Construction departments as a way of daylighting construction and design process innovations.
- Work with Education to develop and implement a strong, consistent approach to including continuing education content in the magazine.

Government Affairs

Program: Government Affairs General

Goal: Identify federal and state advocacy priorities and bring member expertise to bear on critical public policy issues. Advance ASLA's public policy priorities through effective grassroots member advocacy.

Activities:

- Administer the ASLA 2021-2022 federal and state legislative priorities process.
- Work with the Policy Committee to review and update existing public policies and develop new public policies as needed to respond to emerging issues.
- Keep members engaged and informed about ASLA advocacy through the iAdvocate Network.

Program: Licensure and State Advocacy

Goal: Maintain and protect licensure in all 50 states and the District of Columbia.

Activities:

- Monitor and respond to state and federal licensure legislation and regulations.
- Work to achieve practice acts in Illinois, Maine, and Massachusetts.
- Investigate the development of a Licensure Defense Fund.
- Visit/participate in selected chapter legislative days or related events/forums.

Goal: Support chapter advocacy efforts by providing counsel, training, and legislative resources.

Activities:

- Host multiple state-focused legislative and/or advocacy related webinars.
- Administer the Licensure and State Advocacy Grant Program.
- Support the Licensure and State Advocacy Committee in developing licensure resources and tools, and providing counsel and advocacy guidance to chapters.

Goal: Build and maintain relationships with key partners and coalitions that help protect licensure.

Activities:

- Become a member of the Alliance for Responsible Professional Licensing.
- Work with CLARB to defend licensure and strengthen the profession by developing more consistent and/or uniform licensure laws across the country.
- Continue strengthening relationships with other design professions and like-minded organizations supportive of occupational licensing.

Program: Federal Government Affairs

Goal: Advocate for the legislative priorities of ASLA with Congress and the administration.

Activities:

- Protect, preserve, and enhance funding for key federal programs during the federal budget and appropriations process.
- Protect, preserve, and enhance active transportation programs in the reauthorization of the surface transportation law (FAST Act).
- Work to pass the Living Shorelines Act, and key parks and recreation legislation.
- Collaborate with Education to secure federal STEM designation for landscape architecture.
- Work with the Government Affairs Advisory Committee and Professional Practice Network members and staff to research, analyze, and begin drafting unique legislation to address climate crisis and/or environmental justice to be introduced in the next (117th) Congress.

Goal: Build and maintain relationships with key officials, partners and coalitions.

Activities:

- Hold strategic Advocacy Days, including identifying and training participants.
- Improve ASLA's visibility and presence on Capitol Hill, especially with strategic committee staff.
- Work with Congressional Environmental Justice Caucuses to expand membership.
- Continue ASLA's leadership and active participation in priority-relevant coalitions.

Goal: Provide members with information on relevant legislation and agency regulations and programs.

Activities:

- Create and maintain issue briefs, talking points, and resources for key legislative issues.
- Regularly report to the membership on key legislative and administrative activities.

Education and Practice

Program: Career Discovery and Diversity

Goal: Increase efforts to have the Department of Homeland Security (DHS) recognize landscape architecture as a science, technology, engineering, and mathematics (STEM) discipline.

Activities:

- Work with Government Affairs to secure STEM designation for landscape architecture by DHS.
- Create collateral materials and research that demonstrate landscape architecture as a STEM discipline.
- Increase ASLA's visibility and influence within the STEM Education Coalition and among other leading STEM advocacy groups.

Goal: Position ASLA as a leader in K-12/STEM Education.

Activities:

- Review education partnership opportunities with the National Building Museum to highlight landscape architecture within its 2020 signature programs.
- Maintain collaborations with STEM partners acquired in 2018 with broad access to K-12 teachers and students throughout DC/MD/VA.
- Launch an Education Webinar Series for higher education, K-12 career discovery, and diversity.

Goal: Promote landscape architecture as a career for youth and young adults, with an emphasis on attracting diverse individuals to the profession.

Activities:

- Engage content experts in the development of career discovery resources.
- Investigate opportunities for members to collaborate with design and architecture high schools across the country.
- Explore opportunities to include landscape architecture in the Hip-Hop Architecture Camp.
- Investigate opportunities to include landscape architecture classes at Howard University's Department of Architecture and the University of the District of Columbia Department of Architecture and Urban Design.

Goal: Advance ASLA's efforts to prioritize diversity, equity, and inclusion.

Activities:

- Activate ASLA's diversity summit community to increase member knowledge, skills and attitudes around diversity, equity, and inclusion in the workplace, and measure successes.
- Investigate strategies to support diverse emerging professionals' increased participation in ASLA and other conference panels, and other leadership opportunities.
- Collaborate with partner organizations to revamp, update, and promote ASLA's scholarships and fellowships resources website.

Program: Landscape Architectural Accreditation Board (LAAB)

Goal: Improve LAAB's training program for academic programs, LAAB board members, and the roster of visiting evaluators (ROVE).

Activities:

- Develop a webinar and workshop series for new and continuing ROVE members for team review consistencies, orientation of new LAAB board members, and how academic program leaders can address frequent challenges.
- Provide additional opportunities for ROVE members and LA programs to give feedback about their experience and evaluate patterns in their responses.

Goal: Publish revised LAAB accreditation standards.

Activities:

- Develop a standards review subcommittee made up of LAAB board members, program administrators, and ROVE members.
- Hold open calls for comments from LAAB's communities of interest for the April 2020 comment period. Provide comments on behalf of ASLA.

- Present proposed revisions and promote published revised standards to communities of interest at the 2020 ASLA and CELA conferences.

Program: Professional Practice

Goal: Deliver a professional practice content calendar that is intentional about climate change, business tools, and emerging professional needs.

Activities:

- Publish new LATIS reports that focus on member content priorities as identified through professional development and post-conference surveys.
- Host webinars on climate change, business tools and practices, and emerging professionals.
- Produce a new contract advisory guide between landscape architect and architect/engineer.
- Continue work with the Joint Call to Action to Promote Healthy Communities to publish guides on health equity in the built environment.
- Support and promote SITES® and the SITES AP accreditation, and expand SITES education.

Goal: Leverage the expertise of the Professional Practice Networks (PPNs) and committee members to support ASLA programs and raise the visibility of the profession in critical practice areas.

Activities:

- Curate an EXPO education program via *PPN Live* education sessions and meetings at the annual conference, providing professional development hours (PDHs) to attendees.
- Work with PR to promote *The Field* as the reliable and useful source of information exchange for all the PPN specialty practice areas.
- Host virtual open forum meetings with PPN leadership focused on emerging issues in PPN practice areas.
- Work with PPN committees to provide members professional practice tools, including design software toolkit, gender equity guide, and environmental justice case studies.

Program: Conference Education

Goal: Plan and produce a high-quality conference education program that targets all membership segments and incorporates key program focus areas.

Activities:

- Execute a new conference education track system to improve education program navigation.
- Expand conference education offerings that focus on climate change, diversity and inclusion, and emerging professionals.
- Ensure that diverse voices within the profession are represented in education resources.
- Host a “Best of ASLA2019” rebroadcast week with three to four of the highest rated recorded sessions to broaden access to industry experts.
- Develop a year-round program that shares conference education content among ASLA’s learning portfolio (i.e. online learning library, *The Field*, *LAM*, social media content, online interviews).

Program: LA CES

Goal: Administer and promote the Landscape Architecture Continuing Education System (LA CES) in partnership with the other Presidents’ Council member organizations.

Activities:

- Maintain LA CES record updates as a valuable service to the profession and licensing boards.
- Continue to develop new tools and resources to train providers on the LA CES system.

- Guide the LA CES Monitoring Committee in its audit of 10 percent of all active providers.

Information and IT

Program: Professional Practice Library and Archives

Goal: Open the Potomac Chapter ASLA Professional Practice Library to support the information needs of members, staff, researchers, and others interested in landscape architecture.

Activities:

- Restore the physical library and archives collection.
- Maintain and update the online catalog.
- Fulfill all reference and research requests.
- Promote library resources quarterly through ASLA communications.

Goal: Manage the ASLA Archives and Professional Practice Library Collections.

Activities:

- Conserve and make accessible the ASLA archives in electronic and print formats in compliance with ASLA records retention policy.
- Update the Fellows database with each incoming class.
- Launch the ASLA University of Maryland Landscape Architecture Department Library Program.

Program: Information Technology

Goal: Provide effective technical tools and resources to support and enhance staff performance.

Activities:

- Migrate software applications to the cloud.
- Upgrade software licensing, including Office 2016, to 2019, and secure new licensing and software assurance as needed.
- Replace workstations that are five years old or older, as needed.

Goal: Ensure that computer infrastructure and information management systems fulfill requirements.

Activities:

- Migrate to Office 365/cloud (*pending capital budget discussions*).
- Strategically evaluate replacement/upgrade schedule for network systems and servers.
- Expand use of virtualization technology to reduce physical servers and power consumption.
- Leverage secure cloud technologies to provide off-site redundancy to onsite backup.
- Provide documentation for key programs and processes.

Goal: Develop a business continuity plan to execute during emergency situations.

Activities:

- Complete business continuity plan working with all departments.
- Complete cybersecurity plan.

Marketing and Development

Program: Marketing

Goal: Apply marketing tools and techniques to help grow ASLA overall membership by 2 percent.

Activities:

- Perform a market analysis that evaluates the current state and future trends of the landscape architecture profession to help determine projected growth. Define the target market of current members, potential members and lapsed members, and segment them by practice field, demographics, psychographics, location, and tenure.
- Perform a member analysis by researching the nature of the joining decision by defined member segments, and use the results to shape the Society's products and services (e.g. annual conference, chapter activities, mentorship, LA CES, salary survey, online education, LATIS, contracts, licensure, etc.).
- Develop a product marketing strategy that creates a selling proposition based on the above research. Utilize perceptual mapping, which is a diagrammatic technique that attempts to visually display the perceptions of the Society's product attributes and service categories. Develop a product life cycle with existing products and services, as well as develop new products.
- Develop a promotion marketing strategy for ASLA products and services with select advertising reach, frequency, theme, media, publicity and public relations, distribution channel, etc.
- Create effective email automation campaigns about ASLA benefits and services for potential members and lapsed members, and for the new member onboarding process.

Program: LAM Advertising and Annual Conference EXPO Sales

Goal: Support the sales team by positioning ASLA marketing opportunities as the premier product for advertisers and sponsors.

Activities:

- Use ASLA's sales team's customer relationship management software tool (ACT) to gain in-depth insight into advertiser/exhibitor purchasing behavior in order to develop a compelling value proposition and a sales culture. Translate that knowledge into email campaigns to influence the buying decision.
- Explore and develop new markets for the sales team.
- Increase and re-direct newsstand distribution into markets with larger customer/member clusters to demonstrate to advertisers and potential advertisers the additional audience reach of *LAM*.
- Expand in-kind-arrangements and partner agreements with allied organizations (e.g. Sierra Club, World Resources Institute (WRI), WWF, Nature Conservancy, etc.), which will allow the distribution of *LAM* during partner events and garner free advertisement in their online media.

Program: ASLA Fund

Goal: Refocus the ASLA Fund as a funding vehicle for annual, ongoing programs and initiatives and reduce reliance on ASLA resources.

Activities:

- Collaborate with PR and Communications to craft a narrative that clearly defines and articulates the goals and value of the ASLA Fund.
- Identify strategies for fundraising from individuals, corporations, and foundations to help diversify the Fund's revenue resources. Segment donors by small, mid-level, and major donor gift ranges, and outline a plan, strategies, and timeline for regular communications with each segment.
- Develop and execute several targeted campaigns via snail mail, email, and social media, including a spring campaign to honor graduates, and an end of year campaign.
- Work with Honors and Awards to provide plaques to award-winning projects and individuals.

Goal: Develop and implement systems and operations to successfully capture and monitor donor and funding information.

Activities:

- Implement a donor/constituent relationship management system (CRM) to capture key contact information, past solicitations, conversations, and other vital information.
- Identify an online donation processor to replace the current cumbersome process. Execute a standard gift processing procedure to ensure any gift (pledge, check, online etc.) is processed, acknowledged, tracked and stewarded properly.