### Agenda

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<td>1.</td>
<td>Approval of Minutes (Zweifel/Millay)</td>
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<td>2.</td>
<td>Program and Operations Report (Somerville et al)</td>
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<td>3.</td>
<td>FY 2016 Annual Operating Plan (AOP) (Somerville)</td>
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<td>4.</td>
<td>2015 Finance and Investment Report (Townsend/O'Brien)</td>
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Agenda Item # 1: Minutes

<table>
<thead>
<tr>
<th>Purpose:</th>
<th>To review and approved minutes of the previous meeting.</th>
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<tbody>
<tr>
<td>History and Background:</td>
<td>See attached.</td>
</tr>
<tr>
<td>Governing Rules/Procedures:</td>
<td>Bylaw 1002. Robert's Rules of Order shall govern the conduct of business at meetings of the Society, the Board of Trustees, and the Executive Committee of the Board of Trustees.</td>
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<tr>
<td>Action Requested:</td>
<td>Approve the minutes from the previous meeting.</td>
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<tr>
<td>Staff Contact:</td>
<td>Curt Millay</td>
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Minutes

September 15, 2015, Executive Committee Conference Call

11:03am – 12:30 pm, with all voting members present except Mr. Beckham.

1. Approval of August 19 Conference Call Minutes
   IT WAS MOVED BY MR. DOOLITTLE AND SECONDED BY MS. WILLIAMS TO APPROVE THE
   MINUTES FROM THE PREVIOUS MEETING. MOTION CARRIED UNANIMOUSLY.

2. Program and Operations Update
   EVP Somerville, Secretary Millay, and Manager Steinberg discussed their conference call with
   potential partners for the Clinton Global Initiative commitment related to a sourcebook for the
   Chinatown Green Streets demonstration project. A draft commitment was shared with the partners
   after the call for further thoughts and collaboration. Steinberg also gave an update on the fast
   tracking of 600 Massachusetts Avenue to incorporate Chinatown Green Street principles.

   Director Poltrack summarized the plans for upcoming PARK[ing] Day both at ASLA headquarters and
   nationwide. So far, 150 spots have been permitted by our members. His team has created press
   templates and an extensive social media campaign.

   EVP Somerville explained that revised cost estimates for the Center for Landscape Architecture
   became available last week with the budget coming in close to $6.8 million. The design team
   identified a number of cuts and substitutions to reduce the budget. One key item that has contributed
   significantly to the increased cost, but it not recommended as a cut, is a VRF heating/cooling system.
   During design development, the existing heating/cooling system and potential upgrades and
   replacements were closely examined in terms of occupant comfort, efficiency, and WELL and LEED
   certifications. It was clear that upgrades of the existing system to meet WELL and LEED would be
   expensive ($125K+) but would not result in any real efficiency or occupant comfort improvements.
   The VRF option, although twice the cost ($350K) is a much better long-term investment for the
   building and will provide both more energy efficiency and significant improvements in occupant
   comfort. (Building temperature is the number one staff complaint. The VRF provides variable
   heating/cooling that can be adjusted by floor or office/room.) Management recommended approval of
   a revised budget of $6.3 million, with the additional $300K to be funded with cash by foregoing the
   annual contribution to the reserve fund in 2016.

   The ExCom had a long and thoughtful discussion about the status and cost containment going
   forward. The committee agreed with the need to include the VRF HVAC system as part of the project
   because of the long-term value of the system, potential energy savings (30-40%), and occupant
   comfort. The committee also agreed with management’s recommendation that the additional $300K
   be funded from cash by deferring a contribution to the reserve in 2016. Based on current projections,
   this will delay reaching the Society’s reserves goal by one year.
IT WAS MOVED BY MR. FOCHT AND SECONDED BY MR. DANOS TO AUTHORIZE AN INCREASE IN THE CENTER PROJECT BUDGET TO $6.3 MILLION AND DIRECT STAFF TO WORK CLOSELY WITH CONSULTANTS TO ENSURE THAT $6.3 MILLION IS THE MAXIMUM AMOUNT, AND THAT THE FINAL COST ESTIMATE AND GMP ARE COMPLETED BY NOVEMBER IN LINE WITH THE $6.3 MILLION MAXIMUM, INCLUDING SUFFICIENT CONTINGENCY. MOTION CARRIED WITH ONE ABSTENTION (MS. WILLIAMS).

3. Finance and Investments Report
   VP Townsend and CFO O’Brien reported on the Society’s financial activities through August 31, 2015, and summarized the Society’s cash and reserves through September 10, 2015. They reported all is tracking with the annual operating plan. Registration for the annual meeting is doing well representing 87 percent of the annual budget. EXPO revenue is at 102 percent of the budget.

There being no further business at 12:30pm on Tuesday, September 15, the meeting adjourned.

Prepared by: Curt Millay
Date Approved:
### Agenda Item #2: Program and Operations Report

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<thead>
<tr>
<th><strong>Purpose</strong></th>
<th>To update the Executive Committee on key program activities.</th>
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<tr>
<td><strong>History and Background:</strong></td>
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<tr>
<td><strong>Chinatown Green Street Demonstration Project.</strong> Gould Property Development has agreed to move forward with the green street improvements for the Eye Street side of the 600 Massachusetts project, pending permitting/approval. Additional information on next steps and strategy will be shared on the call.</td>
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<td><strong>ASLA Center for Landscape Architecture.</strong> The Advisory Group for the ASLA Center for Landscape Architecture met on October 15 by conference call with staff and the Gensler and OvS design team for an update on the project status and budget and to provide input on design strategies. Donations to the Campaign for the ASLA Center are now $851,832, which is 57 percent of goal.</td>
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<tr>
<td><strong>Governing Rules/Procedures:</strong></td>
<td>N/A</td>
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<tr>
<td><strong>Action Requested:</strong></td>
<td>N/A</td>
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<tr>
<td><strong>Staff Contact:</strong></td>
<td>Nancy Somerville</td>
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### Agenda Item #3: 2016 Annual Operating Plan

**Purpose:** To review and approve the 2016 Annual Operating Plan for Board action at the Chicago meeting.

**History and Background:** The AOP responds to the board’s evaluation and ranking of strategic objectives and programs and the strategic planning discussions of the Executive Committee and senior staff, including the SWOT-identified need to focus on recruiting and engaging/serving emerging professionals. The plan also factors in the costs and opportunities related to the Center for Landscape Architecture.

As discussed at the summer Executive Committee meeting, the most significant programmatic changes and additions for 2016 are:

- **Governance and Oversight/Member and Chapter Services:** Student Advisory Council; associate representative position on the Board; Associate Advisory Council. (See full discussion under Tab H, Constitution and Bylaws Review.)

- **Governance and Oversight:** Center for Landscape Architecture programming; enhanced resource development/fundraising initiatives.

- **Member and Chapter Services:** Pilot leadership development program to be held in conjunction with Advocacy Day/Midyear; additional targeted recruitment/retention communications/initiatives; and change from three-year to five-year associate membership (see discussion under Tab H, Constitution and Bylaws Review).

- **Government Affairs:** Online library of practice questions for LARE prep; update of HSW blue book to defend licensure.

- **Landscape Architecture Magazine:** Zinio branded smartphone app; and LAM blog upgrade.

- **Finance, Meetings, and Business Operations:** Interim office space and associated transition costs; selection/implementation of enhanced annual meeting mobile app; targeted technology enhancements for annual meeting to expand attendee engagement.

- **Public Relations and Communications:** Targeted LAND content for emerging professionals; revamped, integrated ASLA-wide marketing plan;

- **Professional Practice:** SITES education programming.

- **Education and LAAB:** LA CES database upgrade; annual meeting education session enhancements and additional recorded sessions; participation in CHEA national meetings.
Items planned for 2017 include:

- Governance and Oversight/Member and Chapter Services: Full implementation of Student and Associate Advisory Councils.

- Governance and Oversight: Full year of programming for Center for Landscape Architecture.

- Governance and Oversight: ASLA Rebranding. While there is strong Board support for a holistic review and refresh of ASLA branding and graphic identity, including the ASLA logo, this item is planned for 2017 because of the significant cost ($100,000+).

Governance and Oversight: Application for Malcolm Baldrige National Quality Award.

**Governing Rules/Procedures:** ASLA Bylaws Section 801: …The Board of Trustees shall…adopt the annual operating plan and budget of the Society…

**Action Requested:** Approve the Annual Operating Plan for consideration by the Board at the Chicago meeting.

**Staff Contact:** Nancy Somerville
2016 Annual Operating Plan

Executive Summary

This summary highlights new initiatives and those on which there will be an especially strong focus during 2016. All of the program areas and their 2016 goals are described in detail in the body of the plan, with programs listed under the strategic objectives they support.

Executive Offices

- Work with Finance, IT, Resource Development, and the Center for Landscape Architecture Advisory Group to provide direction to the design, construction, and project management team and oversee all aspects of the Headquarters transformation into the Center.

- Maintain strong communications with all constituencies, allied professional groups, and organizations with shared interests. Facilitate ExCom and BOT deliberations to include identification of priorities and strategic planning; continue to focus on enhancing ExCom and BOT operations and engagement.

- Continue to use the Baldrige criteria for performance excellence to enhance overall organizational performance; complete documentation of key processes to support knowledge transfer and continuity of operations; and prepare for 2017 application process.

- Continue to pursue funding and development of the Chinatown Green Streets Demonstration Project and ASLA’s related Clinton Global Initiative commitment; support and promote use of the Sustainable Sites Initiative (SITES®); and position ASLA as a leader in green infrastructure and sustainability.

- Complete review of the ASLA Constitution and Bylaws and administrative policies and oversee implementation of new Student and Associate Advisory Councils.

- Support the development and maintenance of a high quality staff, including through targeted training, and continue to improve staff engagement and retention. Maintain/enhance wellness programs and support WELL Building Certification. Look for best options for medical insurance through D.C. insurance exchanges in December 2016.

Finance, Meetings, and Business Operations

- Each month prepare and present timely and accurate financial reports of the Society’s operational, investment, and cash performance. Provide the information in an understandable and useful format to staff, committees, and the Board of Trustees. Continue to follow the Baldrige criteria for performance excellence and optimize the Finance and Building Operations Manual.

- In conjunction with the Audit Committee, conduct the annual financial audit of the Society’s financial position and results of operations.

- Work with the Executive Office to complete the renovation of the Center for Landscape Architecture. Coordinate the process as the workforce transitions to/from temporary office space.
Operate the building in a cost-effective and sustainable manner. Maintain the building’s Energy Star rating.

Maintain the level of attendance for the annual meeting and EXPO above the five-year average of 5,300 to exceed the registration and ticket revenue budget of $1.5 million.

Manage, evaluate, and enhance overall meeting and event processes to ensure efficient use of Society resources; maintain a focus on sustainability; effectively manage vendor partnerships; and deliver meetings and events in environments built for learning and networking.

Increase LAM advertising and EXPO sponsorship sales by five percent to $2.9 million and $2.6 million respectively.

Grow LAM audited circulation and develop comparative metrics and benchmarks for circulation and advertising.

**Government Affairs**

- Continue to increase member participation in ASLA’s iAdvocate Network and social media to support state and federal advocacy.

- Facilitate the process to establish ASLA priorities for the upcoming 115th Congress (2017-18). Support and grow federal advocacy by increasing visibility on Capitol Hill, working with federal agencies and departments, building grassroots, and holding advocacy day.

- Support chapters’ licensure advocacy efforts, including protecting landscape architecture practice and licensing boards from attack, through regular advocacy training webinars, chapter visits, the advocacy summit, the advocacy grant program, and new advocacy tools.

**Landscape Architecture Magazine**

- The magazine will focus on building its presence on the web and increase audience engagement through podcasts and a speaker series.

- Coverage improvements will focus on issues of interest to emerging professionals, and also technology and construction.

**Public Relations and Communications**

- Continue building key media relationships; increase coverage of press releases and the awards program through both traditional and alternative channels; increase coverage in print, broadcast, and online media referencing ASLA to exceed 2014 benchmark of 1,300.

- Advance brand recognition of ASLA as a critical, credible resource for sustainable design and active living information.

- Coordinate and promote World Landscape Architecture Month (WLAM) and Public Awareness activities and events. Repeat “Designed by a Landscape Architect” campaign during WLAM and exceed 2014 results of 4,000 posts in social media.
• Host 2016 Public Awareness Summit in January with 100 percent chapter representation; work with chapters on quarterly outreach events as part of the ongoing Public Awareness campaign; convene chapter representatives quarterly for ongoing evaluation and to coordinate and launch next-phase public-awareness events.

• Convene fourth annual Diversity Summit with an emphasis on emerging professionals.

• Include at least four stories in LAND aimed at emerging professionals.

• Issue an RFP to assess current web host against competitors; explore migrating to a new content management system (CMS). Develop easy to understand, interactive infographics for key pages of the ASLA website.

• Develop a comprehensive marketing plan and timeline for all ASLA products and services. Increase monthly average participation in JobLink annually by 10 percent, from 58 average postings per month to 64.

• Based on 2015 experiences, continue to refine professional and student awards entry, submission, and judging processes online; increase the number of professional and student award entries by 20 percent (baseline 2015, 434 professional, 322 student entries).

Member and Chapter Services

• Achieve 2 percent growth and a retention rate at or above 86 percent for full and associate members. Grow student membership by 3 percent and increase retention rates for students to 60 percent.

• Maintain a minimum of 85 percent accuracy in membership-wide email; review duplicate records; maintain a minimum of 90 percent of Full and Associate membership records linked to company identification numbers for Firm Finder.

• Support the chapters and the Chapter Presidents Council (CPC); facilitate communications between and among the national ASLA, chapter leaders, and student chapters.

• Facilitate the Leadership Development, Member Services and Emerging Professional committee programs and projects to enhance membership value and support the chapters. Partner with CLARB to enhance preparatory materials and videos for the licensing exam.

• Raise ASLA visibility among student chapters and support the Student Representative’s initiatives to engage student membership.

Professional Practice and Information Technology

• Provide technical and professional resource materials, including the ASLA Standard Form Contract Between Landscape Architect and Consultant, the ASLA Standard Form Contract Between Landscape Architect and Client, Online Learning and the Landscape Architecture Technical Information Series (LATIS), to support members’ practice needs.
Support the information development and communications of the Professional Practice Networks, including engaging the Networks in developing online learning presentations and in ongoing active participation and use of *The Field*—the PPN blog and the LinkedIn groups. Expand networking opportunities among and between the PPNs and beyond to engage all members and attract greater participation by emerging professionals.

Support ongoing access to the online electronic catalogues of the landscape architecture reference collection, the Books By ASLA Members webpage and the ASLA Fellows Database via the ASLA website. Temporary closure of the onsite ASLA library and archives collections during the construction of the ASLA Center for Landscape Architecture (CLA). Temporary conservation storage of the collections materials offsite.

Relocate on a temporary basis the ASLA server network, Internet and VOIP services during the construction of the ASLA CLA. Move hardware and online services as needed; establish redundant offsite service and cloud backup and maintain remote access with minimal downtime during transition to temporary swing space office location and return and re-establish all services to new ASLA CLA following construction completion.

**Education Programs and Landscape Architectural Accreditation Board (LAAB)**

Maintain current LA CES providers and investigate new providers that may allow ASLA to offer additional education programs to members as well as inform other organizations about landscape architecture.

Continue to make upgrades to the LA CES database for both providers and professionals.

Execute the full compliance process with allied continuing education programs for annual meeting educations sessions for publication in the registration materials.

Complete implementation of the online annual report system for all landscape architecture accredited programs.

Complete the review process of the Landscape Architectural Accreditation Board Standards and Procedures.
2016 Annual Operating Plan

Executive Offices

Strategic Objectives
Keep the profession and the Society in the lead on critical and emerging practice areas and issues. (Priority 3) Advance the image, visibility, and understanding of the profession with client groups, public policy makers, allied professions, media, and the general public. (Priority 2) Maintain effective lines of communication and information exchange with and among ASLA members, chapters, committees, the Board of Trustees and its Executive Committee, allied organizations, and others. (Overall Governance and Management Goal)

Program: Governance and Oversight General
Ongoing Program Goals: Provide leadership to ASLA volunteers and staff in defining and pursuing ASLA priorities and program goals. Keep all key constituencies informed of ASLA activities and Executive Committee and Board of Trustees discussions and actions. Maintain and enhance liaison and communications and identify/develop partnership opportunities with related organizations, allied professional groups, design- and construction-related organizations, and conservation- and sustainability-related organizations. Oversee the committee appointment process. Convene and support the nominating committee to select a slate of candidates that will advance the Society and the profession, and that reflects the diversity of the profession. Conduct the annual officer elections and any special elections or votes as required. Maintain and enforce the ASLA Constitution and Bylaws and Codes of Professional and Environmental Ethics.

2016 Goals: ●Continue to use the Baldrige criteria for performance excellence to assess and enhance overall organizational performance; complete documentation of key processes to support knowledge transfer and continuity of operations. ●Continue to act on feedback gained from 2015 U.S. Senate Productivity and Quality Award feedback report; maintain/expand collection and analysis of benchmark data; begin preparation for 2017 application for Malcolm Baldrige National Quality Award in the fourth quarter. ●Conduct the “Are We Making Progress?” and Gallup Q12 surveys in the second quarter; engage ExCom and staff in a discussion of survey results and identification of opportunities for improvement. ●Keep volunteer leadership informed through biweekly E-Express emails and additional updates and reports as appropriate. ●Provide the membership with an annual report and quarterly updates. ●Maintain good working relationships and strong communications with the Presidents Council (PC) organizations. ●Foster relationships and communication exchanges with other organizations with shared issues and interests, including APA, AIA, IFLA, ULI, greater D.C. area government and business entities, relevant D.C. and federal government agencies, and other design, construction, and green industry groups. Use those relationships and communications to: raise the visibility of the Society and the profession; leverage and support ASLA programs and interests including SITES, the green roof, green infrastructure, and legislative priorities; and position ASLA and the profession as a leader in green infrastructure, active transportation, and sustainability. ●Provide direction to the design, construction, and project management team for the ASLA Center for Landscape Architecture and oversee all aspects of the transition to the Center with input from the Advisory Group and key staff. Work with Finance and IT on process efficiency including relocation to temporary work space. Work with resource development on related fundraising. Keep ExCom and Board apprised of key milestones. ●Conduct the annual introduction/orientation sessions for
committee and PPN chairs and committee members. • Coordinate the work of the Nominating Committee; increase member participation in the annual election for president-elect over the 2015 level (26 percent of eligible voters) • Continue to improve the efficiency of the committee volunteer and appointment process and maintain the number (295) and diversity of volunteers. • Complete review of the ASLA Bylaws and Constitution and administrative policies, working with the Constitution and Bylaws Committee, Executive Committee, and Board. • Coordinate the work of the Ethics Committee as needed, including assisting with communications pieces on ethical issues for publication in LAND. • Maintain a focus on emerging professionals and on increasing diversity in the profession.

Strategic Objectives
Identify priorities and objectives that respond to member needs and advance the Society, and ensure that programs are managed and implemented in accordance with member- and board-identified goals. Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources. (Overall Governance and Management Goals)

Program: Board of Trustees

Ongoing Program Goals: Facilitate BOT consideration of key policy- and priority-related issues and Board monitoring of ASLA operations. Provide appropriate background information on all items/issues considered by the Board, as well as quarterly program and operations reports and financial status reports. Provide training opportunities, linked to ASLA priorities, for members of the Board. Use email, e-votes, and conference calls as needed to conduct Board business between meetings.

2016 Goals: • Provide thorough and complete financial and programmatic information for each Board meeting, and more frequently if needed, to support Board discussions and related decision-making; maintain Board satisfaction rate with pre-meeting webinars (appropriate subjects addressed—100 percent; adequate opportunity for comments—92.86 percent); maintain or improve 90.63 percent Board satisfaction level with agenda background materials. • Conduct annual program evaluation and review and prioritization of strategic objectives prior to and for discussion at the midyear meeting. • Include opportunities in the BOT agendas for: reports from partner organizations and other outside groups; strategic planning and related discussions; and broader discussion of critical and emerging issues and programs. • Continue to facilitate the work of the Board Performance Task Force (BPTF), including review/refinement of the Board self-assessment process and chapter resources on trustee duties/expectations; maintain Board self-assessment score above 8.10. • Use post-Board meeting surveys to assess/improve Board meetings and Board performance; maintain or improve Board preparedness self-assessment score above the 2015 average rating of 8.53 (out of 10). • Continue to review/enhance trustee orientation materials and process; pilot a pre-orientation self-assessment “quiz,”; develop a Board resource workbook in the Leadership Handbook.

Program: Executive Committee

Ongoing Program Goals: Facilitate the ExCom in its role as the administrative and strategic planning committee of the Board of Trustees. Keep the ASLA officers informed of all ASLA business, progress toward achieving program objectives, and 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 training opportunities, linked to ASLA priorities, for members of the Executive Committee.

2016 Goals: ●Conduct an orientation for new and continuing officers at the summer meeting with an expanded focus on governance best practices. ●Review and refine the new Executive Committee self-assessment process. ●Include a focus on strategic planning and organizational assessment at the summer meeting, including SWOT and related discussions. ●Maintain a strong focus on financial planning and monitoring. ●Continue to inform ExCom meetings and deliberations by bringing in individuals representing other organizations and with other expertise/perspectives. ●Include a leadership training component as part of the winter ExCom meeting.

Strategic Objectives
Keep the profession and the Society in the lead on critical and emerging practice areas and issues. (Priority 3) Advance the image, visibility, and understanding of the profession with client groups, public policy makers, allied professions, media, and the general public. (Priority 2) Support the continued development of the Sustainable Sites Initiative™ (SITES™), including its related project certification and professional credentialing programs, and advocate and promote broad use of SITES and its sustainability principles, including through education programs. (Priority 9)

Program (Retitled): Priority Issue Education and Advocacy
Ongoing Program Goals: Continue collaborations with members, government entities, and interested organizations to promote the positive benefits of green roofs and green infrastructure and position ASLA and the profession as leaders in sustainability. Maximize the use of the ASLA green roof for education, advocacy, and public awareness. Advance the Chinatown Green Street Demonstration Project. Maintain a knowledge base about emerging green infrastructure and green roof issues. Support the continued development and use of SITES.

2016 Goals: ●Continue to promote green infrastructure and green roofs through presentations and participation in government and other forums. ●Continue to promote the new green roof is evolving web page showing how the green roof—with photos depending on where you click on the roof—has evolved over a decade. ●Continue performance monitoring and promotion of the ASLA green roof. ●Keep green roof presentations and related educational/outreach materials updated. ●Continue collaborations with industry professionals and government agencies such as the EPA and the District Department of the Environment that are interested in promoting the benefits of green infrastructure. ●Work with Site Sustainability Task Force and cross-department staff group to advance the Chinatown Green Streets Demonstration Project, including pursuing funding opportunities and developing stakeholder/community support. ●With Professional Practice, secure partnerships and lead development of a 2016 Clinton Global Initiative commitment to create an interactive online green/complete street education tool. ●Continue to partner with the Green Building Certification Institute to support the Sustainable Sites Initiative™ (SITES™); support and promote use of the SITES Rating System, SITES project certification, and sustainability principles with other organizations and potential users.

Strategic Objectives
Recognize, celebrate, and promote the work and contributions of members through professional awards and honors programs. (Priority 12) Advance the image, visibility, and understanding of the
profession with client groups, public policy makers, allied professions, media, and the general public. (Priority 2)

Program: Council of Fellows
Ongoing Program Goals: Coordinate the annual nomination and selection of new members of the Council of Fellows. Work with the Council of Fellows executive committee to administer the general business of the Council of Fellows. Utilize members of the Council of Fellows as jury members, experts, and mentors.

2016 Goals: ●Continue to work to improve the quality and quantity of nominations above the 2015 level by providing more examples of exemplary nominations and encourage current Fellows to become more involved in chapter-level nomination preparation. To increase quantity of nominations, explore alternative methods for reaching out to international members and those not actively engaged with chapters. ●Provide timely information and counseling to chapter leaders and potential nominees about the selection process. Continue to gather and compile an iMIS list of chapter COF nominating chairs and committees. Continue to provide webinars on nomination preparation for chapter committees and those preparing nominations. Continue to improve the presentations to chapter presidents at the annual meeting. ●Continue to update and organize the website to improve clarity of process and preparation. ●Continue to improve automation methods for the preparation and submission process to include electronic submission via a new online submission system. Investigate free-fill forms to replace the five-page template for next cycle. ●Ensure that qualified and deserving members are brought to the attention of chapter leaders, the Council Executive Committee, or the ASLA Executive Committee. ●Reevaluate the criteria given to jurors to ensure they are provided with sufficient guidelines for reviewing nomination packages and enhance as necessary. ●Continue to investigate methods to facilitate jurors in providing meaningful feedback to candidates. ●Revisit timeline and method of notification process. ●Implement automation of the juror process through the online Cadmium CD system. ●Place more emphasis on the resources of the body of the Council—expertise, experience, mentoring. Build up the “what next” factor by identifying ways to engage members and further ASLA’s mission. ●Encourage Fellows’ engagement with students and young professionals by promoting “give the gift of student membership.” ●Work to increase pledges and donations to the COF scholarship fund, including through a new Fellows pin and by promoting the Fellows Endowment Fund. ●Continue to produce and improve the quarterly newsletter.

Strategic Objective
Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources. (Overall Governance and Management Goal)

Program: Human Resources
Ongoing Program Goals: Recruit and retain a high performing staff. Promote a positive, well-staffed, efficient and healthy working environment and stay competitive in the District of Columbia market. Stay current on and ensure compliance with employment law and best practices. Reinforce ASLA culture and values.

2016 Goals: ●Improve staff engagement as measured by overall Gallup Q12 survey (improve overall Q12 score above 2015 result of 71st percentile) and Are We Making Progress? Survey (maintain work/life balance and “ASLA is a good place to work” scores over 90 percent agreement). ●Expand
and encourage participation in staff wellness program by adding financial, social, career and community elements in addition to the physical wellbeing aspects; prepare for WELL certification; position wellness program to be competitive in regional wellness award programs. ● Review and update position descriptions as needed to coordinate with department and overall ASLA program goals. ● Look for best options for medical insurance as D.C. moves to insurance exchanges in December 2016. ● Review and revise Employee Handbook. ● Use staff suggestions to implement benefits, programs, or activities, using surveys, email and web programs. ● Continue assessment of overall training needs, provide in-house training on software applications, and provide additional targeted staff training program as finances allow. ● Look for and assess ASLA performance against relevant benchmarks for benefits programs, staff turnover, and other human resource functions. ● Coordinate review and response for suggestion box ideas. Maintain staff turnover below Society for Human Resource Management benchmark based on five-year average.

Program: Resource Development
Ongoing Program Goals: Solicit charitable contributions to the ASLA Fund to advance the programs it supports. Achieve the Board-established contribution goal of $1.5 million to support the ASLA Center for Landscape Architecture.

2016 Goals: ● For the ASLA Center for Landscape Architecture: support solicitation of 100+ prominent prospect firms by the ASLA Center Fundraising Taskforce; manage mail/email solicitation of 3000 landscape architect firms in priority order; manage mail/email solicitation of target groups, including 700+ ASLA Fellows, 500+ emeritus members, 100+ Expo sponsors and advertisers, and the general membership. ● For the Chinatown Green Street Demonstration Project: schedule follow up appointments with key property developer stakeholders; solicit all former donors to the ASLA Green Roof via phone and email; solicit corporate sponsorship from “green leaning” companies outside the landscape architecture community by phone and email; and set up meetings with major environmental groups with programs in urban areas to propose partnering on the creation and dissemination of the Green Street Sourcebook including the Nature Conservancy, the Environmental Defense Fund and American Rivers. ● Continue annual campaign for the ASLA Fund, including soliciting all current members with letters included with the May and November LAMs, and soliciting all current members via email in May and November. ● Develop the ASLA Fund Heritage Circle for planned giving. Cultivate 500+ emeritus members and members who joined ASLA prior to 1975 with Heritage Circle promotional inserts included with the January, April, August and November LAMs. Place seasonal ads in January, April, August and November issues of LAM. ● With Publications and Membership, survey current and former members on why they are members, what they value most and what they value least. ● With Publications and Membership, assess satisfaction of corporate members and opportunities to enhance value of corporate membership; develop corporate membership recruitment and retention plan/recommendations based on results.

Finance, Meetings, and Business Operations

Strategic Objective
Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources. (Overall Governance and Management Goal)
Program: Finance and Administration General  
**Ongoing Program Goals:** Oversee the Society’s finances and assets, provide timely reports and other necessary information to staff, committees, and the Board of Trustees. Support the work of the Finance and Investments Committee and Audit Committee.

2016 Goals: ●Complete the audit of the Society’s financial statements in accordance with generally accepted auditing standards. In the second quarter, earn an “unqualified opinion” with no material weaknesses or any management letter comments. ●Perform the monthly close in ten business days from month-end; process all collections by the close of business each day; pay all vendors in accordance with contractual terms (generally 30 days); process workforce time charges twice a month in conjunction with payroll; process business credit cards by the end of each month. Update the desk procedures contained in the Finance and Building Operations Manual. ●Present monthly financial reports containing key statistics and comparing actual results to the budget for discussions with Senior Management (15 days from month-end), and Volunteer Leadership (20 days from month-end). Provide similar reports to the Board of Trustees at the midyear and annual meetings. Continue to increase the clarity and usefulness of the financial statement reporting process for all stakeholders. ●In the first quarter, develop self-assessment tools for Excel, Word, Outlook, OneNote, WordPress, and PowerPoint. In the second quarter, use the self-assessments to identify focus areas for periodic “Brown Bag” training sessions. ●Achieve a year-end net of $200,000.

Program: Building Operations  
**Ongoing Program Goals:** Manage the building in a sustainable manner that promotes a productive work environment for the staff and protects the value of the asset.

2016 Goals: ●Prepare for and support LEED and WELL building certifications, including assessing and enhancing sustainability of building operations. ●With the Executive Office, coordinate the completion of the Headquarters redesign into the Center for Landscape Architecture, as well as the transition to/from temporary office space. ●With the Finance and Investments Committee, solicit proposals for and review/negotiate best terms for construction loan and building mortgage. ●Obtain top three status in the Smarter DC Challenge. The Smarter DC Challenge is designed to help organizations improve sustainability in the workplace.

Strategic Objectives  
Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources. (Overall Governance and Management Goal) Provide networking and fellowship opportunities to foster information exchange in support of members and their practices. (Priority 11)

Program: Meetings and Events  
**Ongoing Program Goals:** Manage the Society’s various meetings and events, including BOT, CPC, and ExCom meetings; three jury meetings; three summit meetings; two LAAB meetings, AMEAC, staff events, and numerous external group meetings throughout the year. Ensure that all accommodation and logistical requirements are met in a cost-effective and efficient manner and contribute to productive environments; and that all meetings and events have a built in process for assessment and growth.

2016 Goals: ●Work with other departments to plan, support, and advise on various components of their meetings and events including, implementing RFP process for hotels, venues, and vendors,
contract review and oversight, room block management, budget management, venue selection, sustainable practices, food and beverage selections/monitoring, and expense reconciliation.

- Continue to implement green initiatives for all ASLA meetings and events, such as selecting environmentally friendly hotels and venues; eco-friendly vendor selection; and utilizing recycled and recyclable materials and print products when feasible; and minimize printed handouts.
- Develop a plan for managing meetings and events for the Center for Landscape Architecture, including a schedule of rental/use rates for events of other organizations, for implementation in the third quarter.

**Strategic Objective**

Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources. (Overall Governance and Management Goal) Provide networking and fellowship opportunities to foster information exchange in support of members and their practices. (Priority 11)

**Program: Annual Meeting and EXPO**

**Ongoing Program Goals:** Oversee the logistical components of the annual meeting and EXPO including the site selection and contracting of future meetings five years out. Plan and produce an annual meeting that provides a positive environment for learning, offers high-quality networking opportunities, and supports the budget. Control costs and increase return on investment, efficiency, and sustainable practices. Continue to decrease the carbon footprint of the ASLA annual meeting.

**2016 Goals:**
- Maintain the level of attendance at or above the five-year average of 5,300 in order to meet the registration and ticket revenue budget of $1.5 million.
- Continue to manage the work of our vendor partners through bimonthly and weekly conference calls through the planning process.
- Perform year-end assessment meetings with all main vendors and put into place plans for corrections and changes where required.
- Investigate options for a new annual meeting mobile application.
- Continue to evaluate improvements made to the registration and housing process through the post meeting survey and continue the improvement process in 2016.
- Eliminate paper forms as part of the registration process.
- Continue to assess the changes made to the Fellows and Presidents dinner ticketing and seating process and build on the improvements for 2016.
- Examine options available in the event management space that could be used to assist in the meeting logistics process.
- Assess changes made to the Alumni Tailgate event in 2015 and make any necessary revisions to 2016.
- Evaluate the Edible Landscape event and develop a plan for 2016 and beyond.
- Maintain attendee satisfaction rate of 86 percent or higher.
- Maintain a quality of service rating for outside providers of 81 percent or higher.

**Strategic Objectives**

Produce a high-quality magazine that contributes to the profession’s core body of knowledge and enhances the image of the profession. (Priority 5) Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources. (Finance and Administration Goal)

**Program: Landscape Architecture Magazine Publishing**

**Ongoing Program Goals:** Maximize revenue by renewing existing contracts and identifying new prospects for advertising sales. Continue to review production and distribution methods to decrease costs and impact on the environment. Leverage the magazine to promote awareness of the profession within the design and construction industry, to public officials, the media, and the general public.
2016 Goals: ●Increase advertising sales by five percent to $3.0 million. ●Identify 300 qualified new prospects for advertising sales. Define the prospect life cycle and begin to measure the source of the lead and its conversion rate. ●Work closely with the marketing staff to increase LAM advertising sales. ●Continue newsstand visibility program to increase brand recognition and promotion to the public. ●Work closely with marketing to grow LAM audited circulation and begin to compare LAM circulation to comparative publications over the prior five years.

Strategic Objectives
Provide educational opportunities, and technical and informational resources to support the professional practice needs of ASLA members enabling them to expand their knowledge and skills. (Priority 8)
Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources. (Finance and Administration Goal)

Program: EXPO
Ongoing Program Goals: Create a successful products and services EXPO to inform attendees about available products and attract revenue to support annual budget goals. Control costs and increase return on investment, efficiency, and sustainable practices.

2016 Goals: ●Increase EXPO and sponsorship sales by five percent to $2.6 million. Identify 300 new prospects for EXPO sales and monitor the prospect in accordance with the prospect life cycle. ●Work closely with the marketing staff to exceed annual meeting attendance, EXPO, and sponsorship sales. ●Leverage strength in the residential and hospitality markets to attract new advertisers/exhibitors. ●Increase ASLA/LAM visibility at residential/hospitality industry events to increase market penetration and measure the success of the event in terms of new prospects and revenue conversion rates.

Program: Corporate Membership
Ongoing Program Goals: Manage and grow the corporate membership program, including supporting existing corporate members and recruiting new corporate members.

2016 Goals: ●Continue the monthly renewal program and quarterly benefits reminders to increase awareness of corporate membership benefits among prospective advertisers and exhibitors. ●Grow corporate membership from 125 to 150. ●Work with Marketing, Resource Development, and Membership to assess satisfaction of corporate members and opportunities to enhance value of corporate membership; develop corporate membership recruitment and retention plan/recommendations based on results. Measure the results of adding the Platinum level of service to the 2015 Annual Meeting Mobile Application as a corporate member benefit.

Government Affairs

Strategic Objective
Promote and defend licensure of the profession to protect the public health, safety, and welfare, and to protect landscape architects’ right to practice (Priority 1). Advance the image, visibility, and understanding of the profession with client groups, public policy makers, allied professions, media, and the general
public (Priority 2). Promote adoption of laws and regulations that advance the design, planning, and stewardship of the natural and built environment; and foster a business and regulatory climate that supports the practice of landscape architecture (Priority 4).

Program: Government Affairs General

Ongoing Program Goals: Identify and pursue advocacy issues that respond to member priorities. Provide chapters with advocacy tools, support, and informational materials, with assistance from Public Relations. Maintain helpful and timely reference material for priority issues. Build ASLA’s grassroots network. Partner with governmental, legislative, and advocacy organizations to increase ASLA’s visibility, credibility, and effectiveness.

2016 Goals: ● Employ the ASLA iAdvocate Network for state and federal grassroots advocacy. ● Work with ASLA chapters to increase participation in advocacy efforts, including grassroots. ● Identify online tool for chapter advocacy leaders to promote peer-to-peer interaction. ● Continue to improve iAdvocate Network key indicators: achieve open rate of 25 percent (industry benchmark is 10 percent); achieve click-through rate of 5.5 percent (industry benchmark is 3.8 percent); achieve conversion rate of 54 percent (industry benchmark is 38 percent). (these key indicator goals reflect anticipated minimal activity on legislative priorities due to a presidential election year. Increase Advocacy Network satisfaction rate by 1 percent over the 2015 rate to achieve 87 percent rate. ● Send advocacy messages or information alerts at least twice/month for federal issues. ● Monitor federal legislation and regulations for legislative priorities and create and maintain issue briefs for each critical item. ● On the state level, identify legislation for licensure and five additional issues, making the information available to members online and contacting chapters directly for high-priority issues. ● In addition to the network, communicate with members on advocacy issues through all ASLA communication methods, including social media. ● Grow Twitter followers by 25 percent to 625 followers from 2015 goal of 500 followers. ● Work with the Policy Committee to review policies more than seven years old and develop new ASLA public policies and policy guidance to respond to emerging issues related to the profession. ● Feature stories in LAND that highlight practical application of ASLA public policies.

Strategic Objective

Advance the image, visibility, and understanding of the profession with client groups, public policy makers, allied professions, media, and the general public (Priority 2). Promote adoption of laws and regulations that: advance the design, planning, and stewardship of the natural and built environment; and foster a business and regulatory climate that supports the practice of landscape architecture (Priority 4).

Program: Federal Advocacy

Ongoing Program Goals: Advocate the interests of the landscape architecture profession with Congress. Hold annual Advocacy Day to raise ASLA visibility and promote timely issues on Capitol Hill. Communicate the value and advocate the interests of the landscape architecture profession to the executive branch. Monitor and weigh in on federal legislation and regulations affecting landscape architects. Maintain strong working relationships with key federal agencies, in part by working with landscape architects working in those agencies. Provide ASLA members with information on relevant agency programs and public policy issues.
2016 Goals: ● Facilitate the process to establish ASLA priorities for the upcoming 115th Congress (2017-2018), with the Government Affairs Advisory Committee (GAAC); increase participation in federal priorities process by 5 percent over the 2015-2016 response total of 964. ● Hold 2016 ASLA Advocacy Day to promote ASLA’s federal priority issues. ● Work to secure congressional meetings for at least 90 percent of Advocacy Day participants. ● Host two training webinars and in-person training session to prepare advocacy day attendees. ● Increase participation in the post- Advocacy Day evaluation by 10 percent over 2015 rate of 82 participants and secure at least or above the 2015 satisfaction rate of 4.67. ● Work with the GAAC to identify and recommend a federal policymaker for ASLA Honorary Membership. ● Participate in at least two outside national conferences to highlight ASLA federal policy priorities. ● Work to highlight the role of landscape architects in the centennial celebration of the National Park Service. ● Work with congressional sponsors and allied organizations to gain strategic cosponsors for the Safe Streets Act, the Community Parks Revitalization Act and the Innovative Stormwater Solutions Act in both the U.S. House of Representatives and Senate. ● Advocate for protection of ASLA federal priority programs in the congressional appropriations process, including the Land and Water Conservation Fund, Transportation Investments Generating Economic Recovery grants, and Community Development Block Grants. ● Work with the Congressional Pollinators Protection Caucus to participate in National Pollinators’ Week 2016. ● Work with Public Relations Department to promote the inclusion of ASLA’s federal transportation priorities in the reauthorization of a new surface transportation law when the Moving Ahead for Progress for the 21st Century (MAP-21) law expires. ● Work with the GAAC to continue to develop the Transportation Alternatives Program Advocacy Toolkit to help members and chapters successfully advocate for TAP and other active transportation programs. ● Work with policymakers to highlight the role of landscape architects in addressing community resilience. ● Participate in the administration’s Green Infrastructure Collaborative community assistance learning labs. ● Update ASLA stormwater case studies. ● Continue to provide tools and resources for landscape architects to access federal small business and procurement programs. ● Work with the federal landscape architects to develop a webinar on federal employment opportunities for emerging professionals. ● Continue ASLA’s visibility and productivity with coalitions, including those that focus on transportation planning, green infrastructure, parks, and sustainable design.

Strategic Objective
Promote and defend licensure of the profession to protect the public health, safety, and welfare, and to protect landscape architects’ right to practice (Priority 1). Advance the image, visibility, and understanding of the profession with client groups, public policy makers, allied professions, media, and the general public (Priority 2).

Program: Licensure and State Advocacy

Ongoing Program Goals: Work toward and protect the goal of practice act licensure in all 50 states and the District of Columbia. Act as a clearinghouse of licensure advocacy tools and regulatory information, including information on mandatory continuing education requirements. Develop new advocacy tools to meet chapter needs. Partner with CLARB, CELA, and other interested parties to protect and promote licensure. Provide advisory support to ASLA chapter advocacy efforts. Hold an in-person advocacy summit annually and online forums quarterly to provide training and information on state and local advocacy issues, as well as the opportunity for chapter representatives to share experiences and strategies.
2016 Goals: ● Hold 2016 ASLA Advocacy Summit, targeting at least 30 states with specific needs for chapters to build advocacy programs and respond to deregulation challenges. ● Achieve at least a 4.5/5 rating on summit evaluation (matches average for previous summits). ● Hold three state advocacy training webinars to build upon annual in-person summit discussion and training, made available to all chapters. ● Build case study library of landscape architecture projects to support state and federal advocacy, focusing on how landscape architecture impacts the public health, safety, and welfare, demonstrate landscape architects leading projects, use of various funding sources, and other key data points. ● Update 2003 research related to the impact of landscape architecture on the public health, safety, and welfare. ● Include state advocacy priorities questions into the federal advocacy priorities survey. ● Conduct advocacy grant program to provide matching grants to chapters for advocacy, with focus on licensure and deregulation, and audit 2015 program. ● Update state profile information and state-by-state charts on state licensure laws and regulations. ● With Education and Governance and Oversight, administer the Landscape Architecture Continuing Education System (LA CES) in partnership with the other Presidents’ Council member organizations, and advocate for recognition of LA CES by state licensing boards. ● With Professional Practice and Governance and Oversight, work with ASLA members and District of Columbia government and non-government stakeholders on the creation of an innovative green street in front of ASLA headquarters.

Landscape Architecture Magazine

Strategic Objective
Produce a high quality magazine that contributes to the profession’s core body of knowledge and enhances the image of the profession (Priority 7).

Program: Landscape Architecture Magazine Editorial
Ongoing Program Goals: Position LAM in print and on the web as the premier source of information about landscape architecture. Serve as a forum for the discussion of key issues affecting the practice of landscape architects through a consistent range of diverse works and levels of inquiry. Provide in-depth discussions of built works and unbuilt ideas in landscape architecture, including both reportage and critique. Stay abreast of allied media (magazines, blogs, etc.) to continuously calibrate LAM’s priorities and the frequency, depth, and breadth of reader engagement (in print and on the web) on various issues and events given the reach of LAM’s resources.

2016 Goals: ● Maintain above 80 percent satisfaction on reader surveys for appropriateness of coverage. ● Maintain 55 percent or greater editorial content for the year. ● Maintain superior reader satisfaction over competing and allied publications. ● Upgrade the LAM website and blog on Wordpress to incorporate new functionality and enhanced presentation, particularly for mobile users. ● Generate at least 1,800 page views per day, up from 1,130 average views per day in 2015. ● Use new analytics capabilities to monitor web reader behavior and preferences. ● Seek professional social media advice to learn best practices for a magazine of LAM’s size, type, and frequency. ● Increase Twitter following by 20 percent in 2016. ● Maintain or exceed 28 percent open rate for The Landscape Report. ● Maintain or exceed 20 percent click-through rate for The Landscape Report. ● Develop branded app for smartphone through Zinio. ● Increase frequency and depth of technology coverage. ● Resume archive digitization process. ● Begin a podcast pilot program targeted at emerging professionals. ● Launch LAM speaker series, to occur quarterly at the new Center for Landscape Architecture (beginning late 2016). ● Create more robust coverage of construction and its
execution. ● Find and publish at least 15 firms or designers who have not appeared in *LAM* in the past five years. ● Continue to publish excellent design, including ASLA award-winning projects. ● Increase editorial page count by 5 percent, to approximately 100 pages per issue. ● Develop new sources of continuing education content and increase frequency to six issues per year.

**Public Relations and Communications**

**Strategic Objectives**

Advance the image, visibility, and understanding of the profession with client groups, public policy makers, allied professions, media, and the general public. (Priority 2) Provide support and training to ASLA chapters and chapter leaders to enable the chapters to better support, serve, and advocate for the members. (Priority 9) Support the growth and recognition of the profession around the world. (Priority 10) Raise awareness of landscape architecture as a career option and promote diversity in the profession. (Priority 5)

**Program: Public Relations and General Public Awareness**

**Ongoing Program Goals:** Increase awareness of and appreciation for landscape architects and landscape architecture among client groups, public policy makers, allied professions, media, and the general public. Actively promote ASLA’s positions on issues affecting the profession, the public, and the environment.

**2016 Goals:** ● Continue building key media relationships; increase coverage of press releases and the awards program through both traditional and alternative channels as print’s reach continues to decline; increase coverage in print, broadcast, and online media referencing ASLA to exceed 2014 benchmark of 1,300. ● Repeat “Designed by a Landscape Architect” campaign during World Landscape Architecture Month and exceed 2014 results of 4,000 posts in social media; in April, coordinate and promote World Landscape Architecture Month and Public Awareness activities and events with all 49 chapters. ● Continue to assess and improve the media section of the ASLA website to more effectively serve the needs of journalists, including the creation of an experts’ database that could be developed as a web application. ● Advance brand recognition of ASLA as a critical, credible resource for sustainable design and active living information. ● Update and develop facts, hooks, and narratives to create media interest and social media buzz; integrate talking points into shorter, more targeted communications. ● Explore Snapchat as a potential to reach new audiences (Students) ● Develop and implement social media strategies to engage key audiences and entice them to learn more about ASLA and landscape architecture. ● Grow Facebook and Twitter followers by 10,000 each (base = 50,000 Facebook, 41,000 Twitter); add 2,000 followers to Instagram and 1,000 to Pinterest (base = 5,800 Instagram followers, 2,900 Pinterest followers); grow other, newer and emerging social media options.

● Continue to promote D.C. educational activities through membership in Cultural Tourism DC and the DC Environmental Education Consortium. ● Host 2016 Public Awareness Summit in January with 100 percent chapter representation. Meet or exceed initial 2012 overall participant-satisfaction levels (benchmarks are 35.7 percent rating of very good and 57.1 percent as excellent). Work with chapters on quarterly outreach events as part of the ongoing Public Awareness campaign; convene chapter representatives quarterly for ongoing evaluation and to coordinate and launch next-phase
public-awareness events. ● Update all chapter training and public relations resources to serve this goal, including strategies for harnessing social media, updated media lists, templates, and branding collateral. ● Within resource limitations, assist chapters directly with public relations planning and coordination. Leverage sponsorships to put the profession in front of key audiences. ● Convene Diversity Summit with an emphasis on emerging professionals. Conduct base post-summit survey of all attendees to date to measure satisfaction.

Program: ASLA Online

Ongoing Program Goals: Maintain asla.org’s position as the most up-to-date and comprehensive landscape architecture resource portal; enhance its position as an authoritative, sustainable design resource; promote open and member-only tools. Maintain ASLA online as a key information source for ASLA members, targeted policy communities, the greater design community, and the general public by providing up-to-date news and resources.

2016 Goals: ● Issue an RFP to assess current web host against competitors; explore migrating to a new content management system (CMS) ● Continue to improve speed and performance of the website (meet or exceed goals of industry-standard 99.7 percent uptime and Pingdom speed score of 60 percent). ● Apply landscape architecture city guide template created with Alaska Chapter with another city/chapter. ● Increase numbers of visits and unique visitors to the ASLA site by 5 percent (2015 estimated benchmark averages = 160,000 visits and 90,000 unique visitors per month). ● Plan and design responsive Green Street website with interactive learning tool. ● Expand the new SITES hub with educational videos for members. ● Make asla.org fully responsive. ● Continue to expand asla.org original content, including resource guides and interview series. Track audience interest in ASLA online content and use to develop in-demand content. Strengthen position of asla.org news, including The Dirt, LAM, and LAND as top landscape architecture news sources. ● Develop easy to understand, interactive infographics for key pages of the ASLA website. ● Improve visibility and accessibility of key public interest areas of the website including the Sustainable Landscapes and city guides.

Strategic Objectives

Advance the image, visibility, and understanding of the profession with client groups, public policy makers, allied professions, media, and the general public. (Priority 2) Recognize, celebrate, and promote the work and contributions of members through professional awards and honors programs. (Priority 12) Provide networking and fellowship opportunities to foster information exchange in support of members and their practices. (Priority 11)

Program: LAND and The Dirt

Ongoing Program Goals: Actively promote LAND as a resource to follow on both PCs and mobile devices. ● Maintain The Dirt traffic levels and expand content partnerships with key design and policy websites and blogs.

2016 Goals: ● Increase outreach to non-members by increasing subscriber bases for LAND (2015 benchmark is 27,000 combined members, subscribers, lapsed members, and ad prospects). ● Increase average open rate of LAND to average 33 percent of members / subscribers (base = 31 percent). ● Maintain The Dirt traffic at 2015 levels (2015 estimated benchmark = 50,000 pageviews
per month). ● Expand relationships with universities, and identify network of guest bloggers at top landscape architecture programs to cover lectures on their campuses. Develop network of guest bloggers in cities around U.S. ● Include at least four stories in LAND aimed at emerging professionals.

Strategic Objective
Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources. (Finance and Administration Goal)

Program: Marketing General

Ongoing Program Goals: Continue to support the goals of ASLA revenue sources, including: annual meeting attendance, EXPO booth and sponsorship sales, LAM advertising sales, Corporate Membership sales, Awards entries, JobLink postings, and JobLink LIVE participation (see relevant sections for goals and benchmarks). Provide marketing materials, social media, and other marketing support for ASLA products and programs, such as LA CES, salary survey, webinars, among others. Coordinate ASLA-wide marketing and promotion at industry conventions and exhibitions, including follow-up after events.

2016 Goals: ● Work with meetings staff to promote annual meeting attendance to meet budget goal of $1.5 million. ● Work closely with the sales staff to maintain LAM, EXPO, and sponsorship sales. ● Leverage strength of residential and hospitality markets to attract new advertisers/exhibitors. ● Increase marketing to promote use of JobLink. ● Increase marketing to grow LAM audited circulation by 5 percent and newsstand sales by 5 percent. ● Develop marketing campaigns to increase sales of salary survey and contract documents. ● Develop and maintain reciprocal marketing agreements and partnerships with other organizations. ● Increase ASLA/LAM visibility at residential/hospitality industry events to increase market penetration.

Strategic Objectives
Provide educational opportunities and technical and information resources to support the diverse professional needs of ASLA members and enable members to expand their knowledge and skills. (Priority 6) Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources. (Governance and Management Goal)

Program: JobLink and JobLink LIVE

Ongoing Program Goals: Maintain JobLink as the premier online job listing and résumé service for positions in the field of landscape architecture.

2016 Goals: ● Implement a strategic marketing plan to increase monthly average postings by firms in JobLink by 10 percent, from 58 average postings per month to 64● Continue to reach out to students early in the year to provide assistance in finding post-graduate positions and summer internships. ● Return firm participation levels in the JobLink LIVE program at the annual meeting to 2008, pre-recession levels (average of 10 firms). ● Conduct audit of job sites to benchmark against JobLink; survey job seekers’ and recruiting firms’ level of satisfaction with JobLink.

Strategic Objectives
Recognize, celebrate, and promote the work and contributions of members through professional awards and honors programs. (Priority 12) Advance the image, visibility, and understanding of the profession with client groups, public policy makers, allied professions, media, and the general public. (Priority 2)
Program: Honors and Awards

Ongoing Program Goals: Honor members of the profession and others for a body of work, for long-term or lifetime achievements in the field of landscape architecture, for support of landscape architecture and/or the ASLA and its mission, and/or for promotion and protection of the environment through the ASLA medals, Landscape Architecture Firm Award, and Community Service Award. Conduct the professional and student awards programs to honor project-specific achievements in the field of landscape architecture. Provide examples to educate and inspire the profession, the design and construction industry, and the public at large about the value of landscape architecture.

2016 Goals: ●Continue to refine professional and student awards entry, submission, and judging system online. ●Work with the Honors and Awards Advisory Committee to recruit distinguished juries for the 2016 professional and student awards programs. ●Restore concept of a registration fee rather than submission fee to bring professional entries back up to pre-2015 levels (596 professional entries in 2014 vs. 459 in 2015). ●Meet or increase the number of student entries at 2015 level of 327 ●Maintain progress made in the number and quality of nominations for ASLA Honors and increase the quantity of nominations to at least two per honor. ●With other departments, organize webinars on professional and student award submissions; record them as tutorials.

Membership and Chapter Services

Strategic Objective

Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources. (Governance and Management Goal)

Program: Member Services General

Ongoing Program Goals: Provide high-quality customer service to members and nonmember magazine subscribers. Conduct research to determine member satisfaction with ASLA programs/products/services; utilize research for program development and enhancement, including upgrading and expanding recruitment and retention efforts; enhance ongoing leadership development programs.

2016 Goals: ●Continue ongoing staff training to maintain and increase knowledge of the database, all ASLA benefits, services, and programs to ensure accurate and timely responses to member concerns. ●Respond to member requests by the close of the next business day. ●Improve promotion/communication of member benefits and services, including affinity programs, through the ASLA website, ASLA Central at the annual meeting, member emails, and mailings when possible. ●Work to maintain/enhance overall accuracy of the database; gather and correct emails as needed to maintain a minimum of 85 percent accuracy in membership-wide emails; clean records marked for deletion; maintain a minimum of 90 percent of Full and Associate membership records linked to company identification numbers for Firm Finder. ●Perform a clean-up of all Firm Finder records in database and launch a member update specialty campaign ●Utilize e-communications for membership renewals and membership value (e.g., monthly affinity partner spotlight LAND articles). ●Continue hosting the quarterly “how to make the most of your membership webinar.” ●Evaluate and expand affinity partner programs to provide additional member value. ●With the Leadership Development Committee (LDC), pilot and assess a new leadership development program for
emerging professionals in conjunction with Advocacy Day; continue to identify and create online leadership development resources for the chapters, produce the bi-monthly Leadership Link, and host one leadership themed session for the CPC. ●With the Member Services Committee (MSC), continue to create chapter marketing tools that communicate the value of ASLA. ●Working with PR and Communications, research JobLink improvements and/or new software. ●Begin the online module conversion from ISGweb to RiSE.

Program: Recruitment and Retention

**Ongoing Program Goals:** Work with the marketing and communications departments and outside consultants to plan and implement membership marketing and communication programs that will increase membership numbers and retain a high percentage of existing members.

**2016 Goals:** ●Analyze membership trends and effectiveness of existing recruitment and retention programs. ●Achieve 2 percent growth and a retention rate at or above 92 percent for full membership. (2014 growth rate: 1.6 percent; 2014 retention rate: 91.5 percent.) ●Continue monitoring efficiency of renewal processes; enhance renewal messaging (email and paper renewals). ●Administer annual member satisfaction survey and increase participation by 5 percent. ●2016 membership marketing projects include: craft targeted firm principal and student membership recruitment campaigns. ●Redesign the new member welcome packet and create online welcome packet. ●Issue targeted emerging professional communications at least six times per year. ●With the MSC, administer surveys to new members (quarterly) and lapsed members (annually) to collect membership value, services, and motivations data. ●Create targeted benefits communications, including on-boarding webinar for new professional members gained through the awards and annual meeting.

**Strategic Objective**

Provide support and training to ASLA chapters and chapter leaders to enable the chapters to better support, serve, and advocate for the members. (Priority 9)

Program: Chapter Services

**Ongoing Program Goals:** Facilitate the exchange of information and ideas between ASLA national and chapters, as well as among the chapters themselves, to improve the products and services delivered to ASLA members at the local level. Provide networking opportunities and management training for chapter leaders to better enable them to identify and meet their members’ needs. Coordinate the two annual meetings of the Chapter Presidents Council (CPC). Encourage and facilitate leadership development within the chapters. Administer Chapter Leadership Visit program to provide national representatives to participate in chapter events and programs.

**2016 Goals:** ●Continue to involve chapters in the member recruitment and retention process by hosting chapter membership chair webinar/conference calls and monthly Membership Minute emails. ●Host the chapter treasurer webinar with ASLA’s CFO. Host conference call for executive directors and managers to discuss issues related to chapter management. ●Maintain communications with chapter leaders and provide an efficient vehicle for distributing and soliciting information. ●Encourage chapter leadership development through the CPC leadership presentation led by the LDC. ●Host a chapter president-elect orientation webinar. ●Assist chapters in their membership marketing efforts.
Encourage participation of two leaders from each chapter in the CPC. ● Assist chapters in forging a closer working relationship with their local university landscape architecture programs and student chapters. ● Assist chapters in reaching young professionals by providing guidelines to form chapter emerging professional committees and mentor programs crafted by the Emerging Professional Committee (EPC). ● Maintain the number of chapter visits (24 in 2015, 21 visits in 2014, 21 visits in 2013, 22 visits in 2012, and 14 visits in 2011), giving priority to chapters that have not had visits in the last two years. ● Attempt to cluster visits, when possible, to increase budget and time efficiencies.

**Strategic Objectives**

Provide educational opportunities and technical and information resources to support the diverse professional needs of ASLA members and enable members to expand their knowledge and skills. (Priority 8) Provide support and training to ASLA chapters and chapter leaders to enable the chapters to better support, serve, and advocate for the members. (Priority 5)

**Program: Emerging Professionals Services**

**Ongoing Program Goals:** Support emerging professionals. Support student chapters and the transition of students into associate membership. Promote interaction between student chapters and ASLA chapters. Provide access to tools and resources that will assist emerging professionals who are launching their careers, including resources for members seeking to pass the Landscape Architects Registration Examination. Support the student representative to the Board of Trustees. Support the associate representative to the Board of Trustees.

**2016 Goals:** ● Maintain student membership levels (2014: 10 percent drop) and increase retention rates for students to 65 percent (2014 student retention rate: 61.2 percent). ● Continue ASLA’s commitment to LABASH by sponsoring the student chapter presidents’ luncheon and education presentations. Grow associate membership by two percent and increase retention rate to 50 percent (2014 associate retention rate: 46.3 percent). ● With Executive Offices, prepare for and implement new student and associate member advisory councils and new position of associate member representative to the Board (to begin in third quarter). ● Maintain regular contact with student chapter presidents and student advisors. ● Facilitate the work of the EPC, including Ask Me Anything web chats, identifying meaningful content for the asla.org Student and Emerging Professional webpages, analyzing needs of associate members, and hosting the portfolio review at the Annual Meeting & EXPO. ● Assist the student representative in achieving outlined goals. ● Continue to explore ways to ease the transition between student and associate membership. ● Create and host onboarding membership orientation webinar for Free Associates (Jan/Feb and Aug/Sept). ● Create and host onboarding membership orientation webinar for student and student affiliate members gained through the student awards and annual meeting. ● Maintain the number of ASLA leadership visits to student chapters (10 in 2015). ● Conduct an annual cleaning of student membership records in database; follow up with student members who do not have an anticipated graduation date in their record and contact members with 5+ years of student membership. ● Host half-day emerging professional leadership development workshop at 2016 Mid-Year Meeting. ● Research online community options for mentoring and portfolio reviews. ● Facilitate the LARE Prep Committee efforts to support emerging professionals seeking licensure, including production of LARE preparatory materials and videos, providing information on LARE prep classes, and related materials pertaining to the exam and licensure requirements. ● Create online library of practice questions for LARE prep.
Education Programs and Landscape Architectural Accreditation Board

Strategic Objectives

Provide educational opportunities and technical and information resources to support the diverse professional needs of ASLA members and enable members to expand their knowledge and skills. (Priority 6) Raise awareness of landscape architecture as a career option and promote diversity in the profession. (Priority 5) Support landscape architecture programs; encourage growth of existing programs and establishment of new undergraduate and graduate programs. (Priority 8)

Program: Education Programs General

Ongoing Program Goals: ● Provide high-quality continuing education programs and materials to members through partnerships with provider organizations. ● Plan and produce an annual meeting that offers high-quality educational programming. ● Administer and promote the Landscape Architecture Continuing Education System (LA CES) in partnership with the other Presidents’ Council member organizations. Maintain a close relationship with and support landscape architecture programs. Promote career opportunities in landscape architecture.

2016 Goals: ● Continue to engage the Annual Meeting Education Advisory Committee to direct the education programming to ensure that there is a quality selection of education programs to select from the call for presentation. Maintain an average of 415 to 430 education session submissions to ensure the availability of quality sessions at the meeting and meet or exceed the 2014 number of 88 percent of session and speaker evaluation rankings at 4.0 or higher on a scale of 1-5. ● Complete compliance with allied continuing education programs in time to include information in the registration materials. ● Continue to provide innovative room set ups with the end goal of enhancing content delivery to meeting attendees. ● Expand the number of recorded sessions to increase the online education offering available to members. ● Continue annual meeting speaker communications to help prepare speaker volunteers for their participation in the annual meeting education program. ● Seek out additional tools and technology to enhance the attendee experience. ● Continue to include an option on the annual meeting call for presentations website for content to be considered for development into LATIS reports. ● Continue to make upgrades to the LA CES database for both providers and professionals. ● Implement a LA CES provider feedback survey. ● Support/manage the LA CES committees; work to grow the number of approved providers to by 10 percent from 211 and increase the professional development opportunities for landscape architects; make sure that policies, procedures, and communication about LA CES are continued to grow the program’s value as a bigger service to the profession and licensing boards. ● Provide assistance to ASLA chapters and others who may be interested in being recognized as continuing professional education providers. ● Continue current partnerships, implement new partnership with USGBC, and investigate other new partnerships that may allow ASLA to offer additional education programs to members as well as inform other organizations about landscape architecture. ● Maintain status as a provider in the AIA Continuing Education System and AICP. ● Continue to develop the case and serve as an advocate for the growth of existing and establishment of new landscape architecture programs.
Continue to manage the COE’s efforts to encourage collaboration with CELA, CLARB, LAAB, and others to address education issues. ●Conduct the annual graduating student surveys and distribute results and work to increase the number of responses by 10 percent over the 2015 number of 327. ●Collaborate with the PR and Communications team to support career discovery by providing relevant information and tools on ASLA website.

**Strategic Objective**

Support landscape architecture programs; encourage growth of existing programs and seek out and educate non-accredited programs to start the accreditation process. (Priority 8)

**Program: Landscape Architectural Accreditation Board (LAAB)**

Ongoing Program Goals: Evaluate, advocate for, and advance the quality of education in landscape architectural programs. Work to make the accreditation process more useful to educational programs as well as more transparent to the community of interest and the public at large.

**2016 Goals:** ● Provide information to landscape architecture programs that can assist programs in making strategic planning decisions. ● Review and make improvements/adjustments in the online annual report system. ● Prepare and distribute a report based on summary information collected in annual reports in the form of an accreditation report for Board of Trustees by the New Orleans meeting. The report will be a snapshot of demographic information on accredited landscape architecture programs. ● Publish the updated LAAB Standards and Procedures in January 2016, thus ensuring programs have at least a year to come into compliance before the fall 2017 accreditation review cycle. Conduct at least two in person and two online briefings for program administrators and ROVE members on the updated standards and procedures. ● Keep up to date with good practices in accreditation by participating with the Association of Specialized and Professional Accreditors and by comparing LAAB policies and procedures with the Council for Higher Education Accreditation (CHEA) recognition requirements and other accrediting agencies. Use feedback from the renewal of recognition process with CHEA to make improvements. ● Conduct 15 on-site accreditation reviews. ● Develop and implement administrative policies and begin to draft Landscape Architectural Accreditation Board Guidelines. ● Transition ROVE member evaluations to an online platform to improve tracking and future benchmarking capabilities. ● Establish a mechanism for programs to evaluate the accreditation process upon completion of a site visit. ● Add five to eight volunteer potential ROVE members per category type and conduct training webinars to support their role in the accreditation process. ● Conduct Landscape Architecture Program Administrators Meeting to include: CELA and LAAB.

**Professional Practice and Information Technology**

**Strategic Objectives**

Provide educational opportunities and technical and information resources to support the diverse professional needs of ASLA members and enable members to expand their knowledge and skills. (Priority 6) Support the continued development of the Sustainable Sites Initiative™ (SITES™), including its related project certification and professional credentialing programs, and advocate and promote broad use of SITES and its sustainability principles, including through education programs. (Priority 9) Keep the profession and the Society in the lead on critical and emerging practice areas and issues. (Priority 3)
Program: Professional Practice Library

Ongoing Program Goals: Provide technical and professional resource materials, including the Landscape Architecture Technical Information Series (LATIS) and the National Salary Survey, to support members’ practice needs. Maintain an accessible core reference collection of materials to support the information needs of members, staff, researchers, and others interested in the field of landscape architecture. Conserve a limited-access collection of the Society’s historic records, documents, and publications.

2016 Goals: ● Publish two to four new or updated LATIS reports to provide ongoing professional development resources. ● Analyze and report on LATIS user satisfaction from survey responses. Report year-end to year-end numbers of LATIS downloads, purchases and exams. Report year-end to year-end number of PDH awarded. Set goals to meet or exceed annually. ● Maintain ongoing monthly library user satisfaction survey. Develop benchmarks. Evaluate and identify goals and satisfaction levels. ● Maintain and update on a limited basis during 2016 CLA construction easily accessible online electronic catalogues of the landscape architecture reference collection for members, staff, and other researchers via the ASLA website. ● Continue to enhance the Professional Practice web pages to meet the expanding business reference needs of members and the profession. ● Add the 2016 class of fellows’ data to the ASLA Fellows Database for easy access online by fellows, members, researchers and others interested in the profession. Fully update all profiles and ensure style guide and naming protocols are consistently implemented for all records in the ASLA Fellows Database. Continue to provide easy access for the Fellows via the database host online and provide limited access to researchers, all ASLA members and the public. ● Increase the title list in the Books by ASLA Members Amazon bookstore to include books published in 2016 after the library has been reopened in the newly designed ASLA CLA. ● Create a database of all ASLA award winners. ● Solicit input and additions to the online reference database list of landscape architecture document collections from universities and colleges with accredited landscape architecture programs, ASLA chapters, and Education and Practice PPN members. ● Fulfill reference and research requests from members and staff, as well as to non-members on a fee-per-service basis on a limited basis during construction period and resume full service when the library is reopened. ● Temporarily defer donations during construction. ● Continue the ASLA/Virginia Tech Inter-Library Program through a donation of weeded journals and books in exchange for staff and member access to the VA Tech WAAC Library.

Program: Professional Practice General

Ongoing Program Goals: Provide landscape architects with professional and business tools and resources to support their practices including the ASLA Standard Form Contracts. Support and promote landscape architects’ leadership in new and high-profile practice areas including sustainability, smart growth and healthy community design, green roofs, and context sensitive design. At the ASLA Annual Meeting and EXPO, provide members with access to books and reference works on landscape architecture that support their practices.

2016 Goals: ● Release and make available via online subscription, the 2016 ASLA standard form contract and companion short form between landscape architect and client. ● Release and make available via online subscription, the 2016 standard form agreement for professional services between landscape architect and consultant. ● Release and make available via online subscription, the 2016 standard form construction agreement between owner and contractor. ● Provide guidelines for each document and include all in the electronic distribution system. ● Add new user satisfaction
survey to document purchases. Establish benchmarks and annual goals for ASLA contracts and salary survey. Maintain or exceed 85 percent user satisfaction rating with professional practice resources. ● Continue to engage the PPC in specifications review and seek to establish a relationship with the Construction Specifications Institute to pursue that effort. ● Continue to partner with Nemetschek NA and Land F/X and provide specified products at a discount to ASLA members through easy online access via the ASLA website.

● In coordination with government affairs and public relations, continue to identify forums and mechanisms through which ASLA can advance the profession's leadership in key practice areas. Engage industry leaders and leverage the expertise of the Professional Practice Networks. ● Work with the Public Practice Advisory Committee to increase the number of members who work in the public realm and their level of participation in ASLA from all areas of practice. Continue to produce Policy Shaper interviews to be published in LAND three to four times a year. ● Continue to work with the ASLA representatives to US/ICOMOS (National Committee of the International Council on Monuments) and CTLA (Council of Tree and Landscape Appraisers) and keep the membership informed of the milestones accomplished. ● Continue ASLA sponsorship of New Partners for Smart Growth (NPSG), participate in the jury review process for the NPSG annual conference, lead the parklets project, and work with ASLA staff, members and local ASLA chapter to engage active member participation. Continue to serve on the steering committee of the Smart Growth Network. ● Within ASLA, develop training and generate professional development opportunities for practitioners seeking SITES project certification through GBCI by presenting at national meetings, such as Greenbuild, ULI, and APA, presenting to a minimum of 6 ASLA chapters, producing at least three introductory online videos for the ASLA webpage, and hosting one technical webinar a quarter. ● Finalize a 2016 commitment with the Clinton Global Initiative, including identifying partners, to create an interactive online tool to simulate the design and benefits of green and complete streets. ● In collaboration with education department, continue adding to the Online Learning catalog. ● Continue collaboration with marketing department to develop and implement the annual marketing plan for increasing the purchase of Online Learning recordings.

Program: Professional Practice Networks

Ongoing Program Goals: Maintain networks of landscape architecture professionals who share similar specialty areas of practice to facilitate exchange of information, encourage cooperative efforts to expand opportunities for practice, and provide education and professional development opportunities. Leverage the expertise of the Professional Practice Networks’ (PPN) members to support ASLA programs, including LATIS, the annual meeting, and advocacy programs, and to promote the leadership and visibility of the profession in critical practice areas.

2016 Goals: ● Maintain or exceed a 70 percent participation rate among ASLA members. ● Maintain or exceed a 59 percent member satisfaction rate with PPN programs. ● Engage PPN chairs and members to submit content to PPN blog The Field to maintain four posts per quarter. Reinforce its status as the reliable and useful source of information exchange for all the PPN specialty practice areas. ● Work with PPN chairs and members to regularly add current content and useful resources to the PPN websites. ● Continue to promote the use of the PPN LinkedIn as a means of communication among members. ● Provide new members with initial orientation and opportunities to engage within the groups. ● Work with communications staff to publish network activity monthly in LAND. ● Conduct periodic surveys of PPN members to gather information of current works and practices. ● Present new annual summary of highlights of key activities including online learning webinars and Field posts to all
PPN members. ●Continue to encourage PPN members to present at and attend conferences where they will bring visibility to the profession and to volunteer as education session hosts at ASLA’s annual meeting. ●Help the PPN Council become more engaged with guiding development of the PPNs. ●Support the Historic American Landscape Survey (HALS) Subcommittee working with the HALS ASLA Chapter Liaisons and the National Park Service toward achieving and implementing the goals of the Historic American Landscape Survey. ●Continue to offer new and innovative subject matter to PPN and all ASLA members as professional development by hosting at least 15 new PPN online learning presentations. ●Analyze and report on PPN Online Learning user satisfaction from survey responses. Report year-end to year-end numbers of attendees at live presentations and downloads of recorded sessions. Report year-end to year-end number of PDH awarded. Set goals to meet or exceed annually.

Strategic Objective
Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources. (Governance and Management Goal)

Program: Computer and IT Support
Ongoing Program Goals: Provide effective technical resources and tools that enhance the operational effectiveness of ASLA staff through leveraged use of information technology; ensure that all computer and information management systems fulfill functional requirements; troubleshoot all hardware and software problems; design and implement industry best practice solutions where deemed beneficial.

2016 Goals: ●Support the advanced level of IT and AV performance and capacity for staff and ASLA Center for Landscape Architecture users. ●Continue to upgrade and maintain current software licensing and secure new licensing and software assurance, as needed. ●Replace workstations that are four-years old or older. ●Continue to strategically evaluate replacement/upgrade schedule for the network systems and servers and implement judiciously to make the best use of ASLA resources while maintaining optimal performance. Continue to use and expand virtualization technology. This virtualization strategy supports the continuous efforts to support GREEN IT. ●Continue to leverage secure cloud technologies to provide off-site redundancy to the on-site backup strategy. ●In collaboration staff disaster recovery task force develop and implement a viable disaster recovery strategy and plan.
### Agenda Item #3: Finance and Investments Report

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>To report on the Society’s financial activities through September 30, 2015, and its cash and reserves as of October 12, 2015.</td>
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</table>

<table>
<thead>
<tr>
<th>Operations</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Currently, ASLA is reporting a loss of $866,832 with revenues of $6.1 million and expenses of $6.9 million through the nine months ended September 30, 2015. The year-to-date loss is better than the budget by $195,000, or just under 18 percent. The revenue falls short by $17,000 but is offset by an expense shortfall of $212,000. Please note that it is normal for ASLA to report an operational loss for up to three quarters of each year depending on the closing date of the annual meeting. Program directors are actively monitoring budgets and expect to meet 2015 targets.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash, Reserves, and Interest Rate Swap:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash (operating fund)</td>
</tr>
<tr>
<td>Short-term reserve (operating fund)</td>
</tr>
<tr>
<td>Long-term reserve: Cash</td>
</tr>
<tr>
<td>Equities (stocks)</td>
</tr>
<tr>
<td>Fixed income (bonds)</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>Money market at bank (operating fund)</td>
</tr>
<tr>
<td>Center for Landscape Architecture</td>
</tr>
</tbody>
</table>

ASLA has $51,986 in unrealized losses, or one percent in the long-term reserve through October 12, 2015.

<table>
<thead>
<tr>
<th>Governing Rules/Procedures</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Board of Trustees is charged with adopting the annual program and budget of the Society, in addition to monitoring performance.</td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Action Requested</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>n/a</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff Contact</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael O’Brien</td>
<td></td>
</tr>
</tbody>
</table>
Agenda Item #5: 2016-2017 Operating Budgets

Purpose: To review and approve the FY 2016 final and 2017 planning budgets for consideration by the Board in Chicago.

History and Background:

The annual budget is developed as a draft 18 months out and is revised and given final approval by the BOT at the fall meeting preceding the start of the year. The Annual Operating Plan (AOP) is approved by the Board at the same time. The budget and the AOP respond to ExCom and BOT priorities and program review, ongoing management/staff review of program and budget performance, and other strategic planning discussions. The revisions to the budgets described below are the results of the Society’s program planning and budget review process.

Overview

<table>
<thead>
<tr>
<th></th>
<th>2015 Approved</th>
<th>2016 Final</th>
<th>2017 Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Income</td>
<td>12,005,000</td>
<td>12,512,000</td>
<td>12,512,000</td>
</tr>
<tr>
<td>Expense – Salary/Benefits</td>
<td>5,176,000</td>
<td>5,381,000</td>
<td>5,381,000</td>
</tr>
<tr>
<td>Expense – Program</td>
<td>6,528,000</td>
<td>6,908,000</td>
<td>7,055,000</td>
</tr>
<tr>
<td>Total Expense</td>
<td>11,704,000</td>
<td>12,289,000</td>
<td>12,436,000</td>
</tr>
<tr>
<td>Increase in net assets (net income)</td>
<td>301,000</td>
<td>223,000</td>
<td>76,000</td>
</tr>
</tbody>
</table>

2015 Operational Update: Through August 31, 2015, the loss of $874,750 compares favorably to the budgeted loss of $1,063,295. A significant portion of the Society’s change in net assets each year (net income or loss) is derived from the annual meeting. ASLA follows the completed-show method of accounting, which requires it to defer both income- and expense-related items directly attributable to the annual meeting until its completion. The majority of expenses, such as salaries, are recorded equally each month, so it is usual for the change in net assets to be negative (net loss) until the meeting concludes in November.

Budget Revisions: The 2016 draft budget reflects changes made to the 2016 planning budget presented to the Board during last year’s annual meeting in Denver. Management’s changes are discussed below:

- Revenue increase of $120,000 related to the Society’s 3-percent dues increase approved by the BOT at the 2014 Midyear meeting.
- Additional revenue increases of approximately $387,000 in select areas such as JobLink, LAM, and the annual meeting.
- Creation of a three-percent salary pool of $130,000 for merit increases.
• A set-aside of $75,000 to cover a 10-percent increase in health insurance premiums and other fringe benefit costs.

• An increase in the Executive Office budget to fund application for Malcolm Baldrige National Quality Award, $10,000; wellness program improvements to meet WELL standards, $15,000; and additional funding to support resource development, $10,000.

• Funding for first implementation of the Student Advisory Council and Associate Advisory Council, $6,000.

• An increase to building operations after the renovation: $150,000 of building interest; increase in insurance $40,000; increase in depreciation expense $125,000 (July – December).

• Funding for enhanced licensure and state advocacy materials, $21,000: a members-only online library of practice questions for LARE preparation; a case study library of LA projects to support state and federal advocacy; and update of the HSW blue book.

**Changes in 2017**

• Increase in the Executive Office budget to fund the Diversity Super Summit, $20,000, and for wellness program improvements to meet WELL standards, $10,000.

• Increase in building operating costs for additional depreciation of $125,000 (January – June) and an estimated increase of $45,000 for real estate taxes.

• Increase in membership of $18,000 for the emerging professional leadership development pilot project.

• Decrease in the licensure and state advocacy budget by the $21,000 added in 2016 for the LARE preparations and case studies, which were single-year projects.

In 2010, the Executive Committee introduced the use of financial triggers. A financial trigger could only be executed to the extent net income for that year exceeds the approved amount. Financial triggers are continued in 2016 and 2017 as follows:

• Restore the employee bonus pool; estimated to be approximately $75,000.

• Restore the employer contribution (two-percent contribution plus two-percent match) to the staff’s 401(k) plan balance; estimated to be approximately $165,000.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2015 Approved</th>
<th>2016 Final</th>
<th>2017 Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance and Building Operations</td>
<td>103,000</td>
<td>103,000</td>
<td>103,000</td>
</tr>
<tr>
<td>Member and Chapter Services</td>
<td>3,776,000</td>
<td>3,896,000</td>
<td>3,896,000</td>
</tr>
<tr>
<td>Meetings and Special Programs</td>
<td>3,950,000</td>
<td>4,100,000</td>
<td>4,100,000</td>
</tr>
<tr>
<td>Education and Academic Affairs</td>
<td>169,000</td>
<td>183,000</td>
<td>183,000</td>
</tr>
<tr>
<td>Professional Practice</td>
<td>87,000</td>
<td>104,000</td>
<td>104,000</td>
</tr>
<tr>
<td><em>Landscape Architecture</em> Magazine</td>
<td>3,200,000</td>
<td>3,300,000</td>
<td>3,300,000</td>
</tr>
<tr>
<td>Publishing and Resource Development</td>
<td>720,000</td>
<td>826,000</td>
<td>826,000</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>12,005,000</strong></td>
<td><strong>12,512,000</strong></td>
<td><strong>12,512,000</strong></td>
</tr>
</tbody>
</table>
Revenue: The Finance and Building Operations program area is budgeted to generate one percent of ASLA’s revenues. The $103,000 in both 2016 and 2017 represents realized investment returns net of investment advisory fees. Items included would be interest on the short- and long-term reserves and dividends paid.

Member and Chapter Services contributes approximately 31 percent of ASLA’s revenues. The 2016 dues revenue increase of three percent is in accordance with the BOT motion passed in 2014.

Meetings and Special Programs generates approximately 33 percent of ASLA’s revenues and manages all the activities associated with the annual and special meetings. The 2016 annual meeting being held in New Orleans is budgeted to increase by four percent in 2016. Historically, exhibit sales represent approximately 62 percent of meeting income while registrations and ticketed events are expected to contribute 32 percent, with sponsorships and bookstore sales accounting for the balance.

Education and Academic Affairs is budgeted to generate two percent of ASLA’s revenues and includes the revenue associated with the Landscape Architecture Accreditation Board (LAAB) and Landscape Architecture Continuing Education System. [Note: LAAB revenues are restricted funds used for the operation of LAAB, an autonomous committee of ASLA.]

Professional Practice generates one percent of revenues from the ASLA National Salary and Business Indicators Surveys, LATIS reports, online education programs, and other business tools and resources necessary to support the membership.

Landscape Architecture Magazine generates 26 percent of ASLA’s revenues by producing a high-quality magazine that contributes to the profession’s core body of knowledge and enhances the image of the profession. The revenue attributable to the magazine is subject to unrelated business income tax and is generated primarily from advertising sales and has been budgeted at the 2015 levels plus a projected five percent increase for a total of $3 million in 2016 and in 2017. Paid circulation has been underperforming for a number of years and has been reduced from $330,000 to $300,000 in 2016 and 2017.

The Publishing and Resource Development program area is budgeted to generate seven percent of ASLA’s revenues and accounts for corporate memberships, JobLink (subject to unrelated business income tax), and honors and awards. The 2016 increase is attributable to the success of JobLink.
<table>
<thead>
<tr>
<th>Expense</th>
<th>2015 Approved</th>
<th>2016 Final</th>
<th>2017 Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Offices</td>
<td>482,000</td>
<td>507,000</td>
<td>537,000</td>
</tr>
<tr>
<td>Finance and Building Operations</td>
<td>966,000</td>
<td>1,281,000</td>
<td>1,416,000</td>
</tr>
<tr>
<td>Member and Chapter Services</td>
<td>494,000</td>
<td>503,000</td>
<td>521,000</td>
</tr>
<tr>
<td>Government Affairs</td>
<td>237,000</td>
<td>258,000</td>
<td>237,000</td>
</tr>
<tr>
<td>Meetings and Special Programs</td>
<td>2,100,000</td>
<td>2,100,000</td>
<td>2,100,000</td>
</tr>
<tr>
<td>Education and Academic Affairs</td>
<td>173,000</td>
<td>173,000</td>
<td>173,000</td>
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<tr>
<td>Professional Practice &amp; IT</td>
<td>268,000</td>
<td>268,000</td>
<td>253,000</td>
</tr>
<tr>
<td>Landscape Architecture Magazine</td>
<td>1,323,000</td>
<td>1,323,000</td>
<td>1,323,000</td>
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<tr>
<td>Publishing and Resource Development</td>
<td>168,000</td>
<td>178,000</td>
<td>178,000</td>
</tr>
<tr>
<td>Public Relations and Communications</td>
<td>317,000</td>
<td>317,000</td>
<td>317,000</td>
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<tr>
<td><strong>Direct expense</strong></td>
<td><strong>6,528,000</strong></td>
<td><strong>6,908,000</strong></td>
<td><strong>7,055,000</strong></td>
</tr>
<tr>
<td>Salary and fringe benefits</td>
<td>5,176,000</td>
<td>5,381,000</td>
<td>5,381,000</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td><strong>11,704,000</strong></td>
<td><strong>12,289,000</strong></td>
<td><strong>12,436,000</strong></td>
</tr>
</tbody>
</table>

**Direct Expense**: The Executive Offices account for approximately four percent of operating expenses and manage the ASLA’s governance, oversight, and organizational liaison activities, including Executive Committee and the Board of Trustees expenses. Increases in 2016: $10,000 application fee for the U.S. Malcolm Baldrige National Quality Award; $15,000 for the Workforce Wellness Program; and $10,000 for Resource Development campaigns. Increases in 2017: $20,000 for the Five Year Diversity Supper Summit and $10,000 for the Workforce Wellness Program.

Finance and Building Operations activities represent approximately 10 percent of operating expenses and include the accounting for office administration, accounting services, and building operations. Increases in 2016 are attributable to the creation of the Center for Landscape Architecture and include $150,000 in interest expense; $40,000 increase in insurance costs; an increase of $125,000 in depreciation expense for July thru December. Increases in 2017 of $125,000 relate to depreciation for January thru June and an increase of $45,000 for real estate taxes.

Member and Chapter Services accounts for approximately four percent of operating expenses and works directly with the membership and the chapters by administering the budgets for Chapter services, CPC meetings, and chapter visits. Membership changes in 2016 include $3,000 for a membership onboarding and recruitment initiative and $6,000 for the Student Advisory Council and the Associate Advisory Council. In 2017, an additional $18,000 is provided for the emerging professional leadership development project.

Government Affairs represents two percent of the operating budget and partners with governmental, legislative, and advocacy organizations to increase ASLA’s visibility, credibility, and effectiveness. Areas of focus include the iAdvocate Network, the annual Advocacy Day, and the Licensure and Advocacy Summit. In 2016, an increase of $21,000 has been provided for LARE preparations and case study development.
Meetings and Special Programs plans and produces the annual meeting, which offers high-quality educational programming and networking opportunities for the membership. Approximately 17 percent of ASLA’s operating expenses are attributable to the annual meeting.

Education and Academic Affairs manages approximately one percent of ASLA’s operating expenses and promotes landscape architecture as a career, manages portions of the LA CES project, and the Landscape Architectural Accreditation Board.

Professional Practice & IT represents approximately two percent of operating expenses and provides landscape architects with professional and business tools and resources to support private practice. Information Technology (IT) manages the ASLA network and maintains the information systems utilized by staff and membership and accounts for approximately one percent of ASLA operating expenses.

Landscape Architecture Magazine serves as a forum for the discussion of key issues affecting the practice of landscape architecture and represents 11 percent of ASLA’s operating expenses. The magazine includes associated costs of editorial content, circulation, and production and advertising commissions.

Publishing and Resource Development accounts for approximately one percent of ASLA’s operating expenses and administers JobLink, FirmFinder, Corporate Member, and the honors and awards program.

Public Relations and Communications represents approximately three percent of operating expenses and serves to increase awareness of, and appreciation for, landscape architects and landscape architecture among client groups, public policy makers, allied professionals, media and the general public.

Salary and Fringe Benefits represents 44 percent of the budget and accounts for the staff salaries and fringe benefits. As discussed above, the proposed salary increases of $130,000 is included in the salary budget for 2016 and 2017. An increase of $75,000 is included in 2016 and 2017 to cover the increase in health insurance premiums and other fringe benefits. An evaluation of healthcare options will be conducted at the end of 2016 when ASLA participates in the health exchange.

**Governing Rules/Procedures:** N/A

**Action Requested:** Review and approve the 2016 final budget and 2017 planning budget for action by the Board in Chicago.

**Staff Contact:** Michael O’Brien
## Agenda Item #6: 2016-2017 Capital Expense Budgets

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<thead>
<tr>
<th>Purpose</th>
<th>To present for approval the capital expenditure plans for 2016 and 2017</th>
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### History and Background:

**Property and Equipment (Capital Expense):** Property and equipment is recorded at cost. Depreciation is provided on a straight-line basis over the estimated useful life, ranging from three to five years for software, furniture, and equipment and 37 to 39 years for the building and improvements. The Society capitalizes all fixed assets greater than $2,500 and with an estimated useful life of more than one year.

### 2015 Activity:
The focus has been on the design of the Center for Landscape Architecture having spent just under $444,000 through August 2015.

### 2016 Plan:
Capital expenses will be limited to the $6.3 million for the Center for Landscape Architecture.

### 2017 Plan:
LA CES redesign $25,000 and a holistic review and refresh of ASLA branding and graphic identity, including the ASLA logo. The rebranding is expected to cost in excess $100,000.

### Governing Rules/Procedures:
The Board of Trustees is charged with adopting the annual program and budget of the Society and with monitoring performance.

### Action Requested:
Approve the 2016 and 2017 capital expense budgets for action by the Board in Chicago.

### Staff Contact:
Michael O'Brien
## Agenda Item #7: Annual Meeting & EXPO Update

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<tr>
<th>Purpose</th>
<th>Information</th>
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<tr>
<td><strong>Purpose</strong>: To brief the Executive Committee on the Chicago Annual Meeting &amp; EXPO.</td>
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**History and Background**: Staff will provide background information on the ASLA Annual Meeting and EXPO attendance, revenue, education opportunities, and special events. The meeting provides just under $4 million in revenue each year and represents approximately one-third of the Society's total annual revenue each year.

Registration numbers and revenue continue to outpace the previous seven years. As of this posting, total revenue for registration and tickets is at 114 percent of the annual budget goal and EXPO booth/sponsorship revenue is at 110 percent of the annual budget goal, indicating that meeting attendance will be strong and revenue has exceeded the annual budget goal for the third year in a row.

With more than 130 education sessions, general sessions, workshops, and field sessions from which to choose, full professional registrants may earn up to 21 Professional Development Hours (PDH) approved by LA CES. Many sessions are also approved by the AIA, USGBC, and AICP continuing education systems as well.

There is a new process for attendance reporting. This year ASLA will use a scan in and out tracking system for education programs to provide attendance verification. Meeting badges have a QR code that attendees will need to scan when entering and exiting session rooms. Attendees must remain in education sessions for the duration of the class to receive PDH. Following a sessions attendees may stop by the Cyber Lounges to obtain proof of the programs attended during the meeting.

What’s new in special events: The Alumni Tailgate will bring some school spirit to the ASLA EXPO on Saturday, November 7 from 4:30 – 6:00 pm. This event is free to all registered attendees and open to non-attendees for the price of an EXPO only pass. Non-registered students with a valid student ID will be admitted with a discounted $20 EXPO only pass. Following the Alumni Tailgate, shuttles will depart ASLA host hotels beginning at 7:30 pm for the Edible Landscape Celebration at 19 East/Chicago Illuminating Company. In addition to a new line-up of farm-to-table chefs and an exciting new menu, the event will feature a Blues Brothers tribute by the only tribute band sanctioned by the Blues Brothers themselves, John Belushi and Dan Aykroyd. Edible Landscapes is a ticketed event.

The Annual Meeting Education Advisory Committee met in September to begin the process of planning the 2016 annual meeting education program. The online Call for Presentations for 2016 is being prepared for launch on December 8.

The 2016 EXPO launched in September and as of the posting date 41 percent of the available square footage has been sold. Trustees will be asked to visit exhibitors who have not yet signed contracts for 2016 to thank them for their participation and encourage them to reserve their space for next year’s meeting in New Orleans.
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<thead>
<tr>
<th><strong>Governing Rules/Procedures</strong></th>
<th>N/A</th>
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<td><strong>Action Requested:</strong></td>
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<tr>
<td><strong>Staff Contact:</strong></td>
<td>Apollonio, DePass, O'Brien</td>
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