



DECEMBER 04, 2021, INASLA EXCOMM RETREAT MEETING MINUTES

Attachments

- Strategic Plan
- Framework Communications Plan
- Chapter Director Research
- Sponsorship Event List (Christi)
- List of Sponsors

9:00 AM Welcome, Introductions, and Housekeeping

- Introductions/Roll Call
 - o Trustee – Jonathon Geels
 - o Immediate Past President – Alan Rosenwinkel
 - o President – Rebecca Ludwig
 - o President-Elect – Kris May
 - o Vice President – Christine Pearson
 - o Treasurer – Christi Jackson
 - o Treasurer-Elect – Dan Liggett
 - o Secretary – Adam Kutemeier
 - o Members-at-Large
 - Joel Stevens
 - Carl Kincaid
 - Beth Shrader
 - o Associate Members-at-Large
 - Beck Schultz
 - Jackson McGee
 - Anna Menchaca
 - o Other Attendees
 - April Westcott
 - Grant Achenbach
 - Matt Norris
 - Julie Barnard
 - Taylor Metz
- Resource Guide
- Monthly Meetings: 3rd Wednesday of each month from 4-5pm. Continue with virtual for convenience and plan to have one in-person at Ball State and Purdue.
Perhaps host an in-person meeting at Ball State and Purdue.



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ACTION ITEM: Rebecca to send out Calendar Invite for all meeting next year to Exec Board

- January 19, 2022
- February 16, 2022
- March 16, 2022
- April 20, 2022
- May 18, 2022
- June 15, 2022
- July 20, 2022
- August 17, 2022
- September 21, 2022
- October 19, 2022

- Communications

- BASECAMP Intro
- Social Media / Website
- Brett Schlachter - Website & Emails
 - bschlachter@browningday.com
- April Westcott - Social Media
 - april.westcott.asla@gmail.com

9:30-10:15 AM Review of 2020/2021

- State of ASLA – Trustee
- Jonathon Trustee Review
 - National Strategic Plan
 - All membership feels seen
 - Renewed focus on membership value
 - New Director of Development at ASLA-Dan Martin
 - New growth in Fundraising
 - ASLA Fund
 - Trustee Role
 - President's Report (National)
 - Program & Operations
 - Be present at Seat of larger tables (World Climate Change Boards, COP2028 etc.)
 - Frameworks Communication Plan
 - Taylor has interest in the Frameworks
- Review of Torey Visit
- Initiatives
- Recommendations for 2021/2022

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- Conference in Fort Wayne was a success (Julie)
 - Hybrid event was hard.
 - Under budget in another city
 - Sponsors happy with 2-day event
 - Stacy Haviland amazing
- Happy hours are hard
- Instagram takeover sponsor needs a revamp
- Annual Meeting Awards Presentation is not working
 - Make into a bigger deal, possibly a Gala the night before
- Award submissions are down (July 4th deadline is hard)
- Send more emails about meetings and members
- Get more members on Committees
- Format for project cut sheets for Award Winners
- Format for Capturing Ideas-Committee
- Annual Meeting organized on Smart Sheet

ACTION ITEM: Mark your Calendars! **INASLA STATE CONFERENCE September 30, 2022 Columbus, IN**

10:15 - 10:45 AM Budget & Sponsorships

- 2021 Annual Report – budget vs actual
 - Annual Operating Budget Comparisons
 - 2021 Events were underbudget
 - Scholarships for Students/ Hiring Executive Director
 - Randy Royer efforts \$132K and \$90K for a firm (company) \$3,500 per month
 - Alan and Julie, Jonathon to Champion Executive Director
- Lessons learned – What to keep, eliminate, or reallocate as a result
 - Executive Director Position
 - Accountant is hired. Taxes, Quickbooks, proposed higher expense for accountant to do monthly reconciliation
 - Membership dues went down due to membership. (162)
 - Payment options sent to membership (Post ways to pay on social media)
 - Special Programs
 - Carry over expenses even if they weren't used in 2021
 - Golf Outing Continued
 - Whova. Discussion to continue due to name badge scanning.

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- **ACTION ITEM:** Christi to Ask Kris
- Holiday Party & Fellow Celebration
 - January Fellows /Holiday Celebration 2022 this year Max of \$5000 approved (Discuss further in the Committee)
- CPC/BOT
- April Advocacy is not in Person again 2022 (No expense)
- Travel Expenses to Conferences
- Sponsorships
 - Outside Scholarship Events
 - Visit from Torey in 2021
 - Monumental Awards in the past
 - Tour de Trees
 - Web Communications stays the same
 - Zoom Account -One account
 - Survey Monkey-Election Cost (Quizzes for conference)

ACTION ITEM: Mark-up Sponsorship Packet with ideas for new opportunities.

ACTION ITEM: Send Survey to vendors as to what they want to sponsor.

We need to members on sponsorship committee. Jhenn Sanchez, Julie Barnard

10:45 - 11:45 PM Committee Reports & Assignments

- Responsibilities & Expectations
- **ACTION ITEM:** Send updated Committee Descriptions to Kris
- Determine committee chairs and members (or potential). Italicized names are Members or Associate Member who chaired the committees in 2020/2021.
- Committee Assignments did not get done.
- **ACTION ITEM:** Add Committee Assignments to January 2022 ExComm meeting agenda

Standing Chapter Committees

- **Nominating Committee –**
 - (3) Full or Associate Members: Immediate Past President, (1) Associate Member
 - *Alan Rosenwinkel (President), Randy Royer (Immediate Past Pres), Beck Schultz (Associate Member-at-Large), Julie Barnard*
 - Chair:

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-
- **Tellers Committee –**
 - (3) Full or Associate Members: (1) Associate Member
 - *Beth Shrader (Members-at-Large), Rebecca Ludwig (President Elect)*
 - Chair:
- **Constitution and Bylaws Committee –**
 - (3) Full or Associate Members: Secretary.
 - *Jonathon Geels (Trustee), Craig Rowe (Member-at-Large), Adam Kutemeier (Secretary), ~~Erin Solis (Associate Member at Large)~~*
 - Chair:
- **Audit Committee –**
 - (3) Full or Associate members: (1) Chapter Officer (other than the Treasurer or President), (2) Chapter Members (other than the immediate past or current members of the Executive Committee), the Treasurer-elect shall serve as an ex officio member.
 - *Adam Kutemeier (Secretary), Scott Siefker, Alec Johnson*
 - Chair:
- **Fellows Committee –**
 - (3) Full or Associate Members: Trustee, (1) member of the Executive Committee, (1) appointment by the President.
 - *April Westcott, Alan Rosenwinkel (President), Craig Rowe*
 - Chair:
- **Archives Committee –**
 - (4) Full or Associate Members: Secretary, Immediate Past President, (2) appointees by the President,
 - *Randy Royer (Immediate Past Pres), April Westcott, Adam Kutemeier (Secretary), Christi Jackson (Treasurer), Brett Schlachter*
 - Chair:
- **Scholarship Committee –**
 - (3) Full or Associate Members: (1) A Past President, (1) Executive Committee member, (1) Appointment by the President
 - *Randy Royer (Immediate Past Pres), Kris May (Vice President), Erin Solis (Associate Member-at-Large)*
 - Chair:
 - Randy Royer
 -

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INASLA Chapter Committees

- **Advocacy Committee** – *Jonathon Geels, Alan Rosenwinkel, April Westcott, Beck Schultz, Rebecca Ludwig*
 - **Allied Professionals Chair:**
 -
- **Sponsorship** – *Christi Jackson, Kris May, Jhenn Sanchez*
 -
- **Continuing Education** – *Kris May, Craig Rowe, April Westcott, Rotina Tian*
 -
- **Membership & Emerging Professionals** – *April Westcott, Rebecca Ludwig, Beck Schultz, Rachel Kavathe, Chris Marlow, Camille Shoaf, Sean Rotar*
 - **Academic Liaison:**
 - Ball State University: Taylor Metz
 - Purdue University: Sean Rotar
 -
- **Communications** – *April Westcott, Beck Schultz, ~~Erin Solis~~*
 -
- **Chapter Awards** – *Adam Kutemeier, Jonathon Geels, Julie Barnard*
 -
- **Events** – *Kris May, April Westcott, Pat Stout, Rebecca Ludwig, ~~Erin Solis~~*
 - **Annual Meeting** – Christine Pearson
 - **Holiday Party** –
 - **Golf Outing** – *Pat Stout,*
- **Diversity Chair** - *April Westcott, Rotina Tian*

ACTION ITEM: All ExComm members to review committee descriptions prior to January 19th meeting.



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11:45 – 12:15 PM Lobbyists Matt & Grant

KRIEG DEVAULT

- Matt Morris & Grant Achenbach (Health/Licensure)
- Team approach moving forward

THIS UPCOMING SESSION

- Take 5 Newsletter to be read (General Overview of what is going on)
- Short Session January 4 - March 14th (might end sooner)
- Adopted new Legislative Districts
- New elections/ Primary Voters
- Covid Items being discussed (56 co-authors +speakers)
- Public Health-Holcomb
- Education Issues (Critical Race Theory)
- Tax Cuts

HISTORICALLY

- Wetlands Bill (Task Force) Chief of Staff of IDEM
 - **ACTION ITEM:** (Get names and agenda)
- Licensure
- Coalition Letters/Logo Presence
- Licensing Issue for Out-of State License reciprocity (without state certification.)
- Compact – State Licensure (We have CLARB, so we get around this)

MOVING FORWARD

- Follow issues of Engineers realtors, architects, etc.
- Renewable energy matters standardization. (FYI ASLA has a policy on Windfarms etc.)

LOGISTICS

- K/D to be Educated on assets we have around the state
- Take 5 Sent out of Session
- Regular Zoom or Conference Calls

POSSIBLE LOCAL ENGAGEMENT

- State House Day!
- Committee Dinners

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- How to on How to Build a Relationship with a local legislature
- Krieg Devault to attend our annual meeting
- Lobbying 101 course during our Chapter Meeting
- Site Tour
- **ACTION ITEM:** Jonathon to give K/D our lead behind
- **ACTION ITEM:** Beth Tellers Committee

12:15 – 1:00 PM **Lunch Break**

1:00 PM **Chapter Workshop**

Brainstorm ideas for each of the following topics (30 minutes each) and develop a prioritized list of goals (1-3) and associated tasks for each:

Student Engagement / Student Chapter Support & Partnership / Student Chapter Communication

Rachael Herring Purdue University

Catie Hart Ball State-Treasurer

Krista Walterbusch- Ball State Student Chapter President (On internship in Spring 2022)

Nathan Horlander- Ball State Graphics Coordinator

Sean Rotar-Purdue University (Faculty)

Taylor Metz-Ball State University (Faculty)

1. **STUDENT ENGAGEMENT** – How can INASLA best engage with the student chapters? What activities (portfolio reviews, mock interviews, etc.) would student chapters like?
 - More shadowing opportunities. See what day-to-day looks like
 - Workshops for different skills. (Rendering tutorials or how to use digital tools)
 - Portfolio Reviews
 - Firm Presentations (Over Zoom!) (See the real world)
 - Charette with Professionals to see how we handle it. (a Couple of hours)
 - Pairing Student and Professionals
 - More discussions by smaller groups (roundtable discussion based) (gender, year discussions)
 - Summer community: Weekend Workshops? Lodge in dorms?

ACTION ITEM: Mentorship Link to Ball State

ACTION ITEM: Post Membership at National

ACTION ITEM: Exec Board Sign up as Mentors

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SUMMER EVENTS

- Summer Activity Outing: Students sent emails on invitations student discount
- Send invites for summer events before school is out. (May 2022)
- Awards submittals when schools are in session. Etc.
- Function all everything must be out by the 10th of May.

CAREER FAIRS

- Purdue February 4th Career Fair
- Ball State February 23rd Career Fair
- Action Item (Advertise Job Fairs) Taylor and Sean to let us know if we need to advertise.
- Hiring Principal at the Career Fair (Advertise for event)
- Winter Break (Portfolio Review)
- Re-establish local Portfolio Review

ACTION ITEM: Student Presidents put together lists with headcounts

ACTION ITEMS: Students share events they would like for us to attend.

2. **STUDENT CHAPTER SUPPORT & PARTNERSHIP** – How can INASLA better support and partner with the student chapters?

- Parking Day
- Spring Fest
- Having students participate in conversations with state legislatures (Lafayette & Muncie)
 - Legislatures show up at Presentations.
- Development of community is needed for earlier years.
- Executive Board meeting on campuses followed by a social event.
- 2nd year office tours.

3. **STUDENT CHAPTER COMMUNICATION**– How can INASLA better communicate with the student chapter?

- Call for Student Awards before end of school year!!!!!! (Can't do it too early)
- Get event ideas planned and sent to students early to get on the calendar.
- Touch base at the beginning of semesters about yearly calendar.

ACTION ITEMS: Student Chapter Presidents Please send us your social media handles.

- Same 4 people need to be contacted ag all times:



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- Student Chapter Presidents (Krista Walterbusch BSU President, Keller Woeth BSU Vice President, Rachel Herring Purdue President) (Keller kwoeth@bsu.edu)
- Faculty Chair (Martha Hunt, Sean Rotar)
- Practitioner Liaison for each university (Carl Kincaid, Kris May)
- College Club advisor for Student Chapter (Taylor Metz, Aaron Thompson) (One University Liaison)

2:30(ish) PM Wrap up

ACTION ITEM: Committee Chair lists posted to Membership

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2022-2024 Strategic Plan



ASLA



GAME CHANGERS

GOVERNANCE

TOGETHER

PEOPLE & CULTURE

EDUCATION

PEOPLE-CENTERED PIVOT

PURPOSE

SERVICE

FINDING OUR FUTURE

WE ARE RESPONSIBLE BY NATURE

THE ART IS TO CONCEAL ART

SOCIALLY RESPONSIBLE

INCREASE UNDERSTANDING

PEOPLE APPRECIATE OUR WORK

MEDIA AND CORPORATE PARTNERSHIPS

TELLING THE STORY OF OUR PROFESSION

DO YOU WANT TO BE A DOCTOR OR A LANDSCAPE ARCHITECT?

BE CURIOUS AND EXPERIMENT!

MOST DESIRED DESIGN DEGREE

INCREASE UNDERSTANDING

BE CURIOUS AND EXPERIMENT!

MOST DESIRED DESIGN DEGREE

PRIDE

WE TESTIFY BEFORE CONGRESS

CIVIC ENGAGEMENT

LANDSCAPE ARCHITECTS

SOCIAL CHANGE

ACTION PLAN

SOCIAL EQUITY

PROBLEM SOLVING

COMPLEX HISTORY

NET ZERO CO2 BY 2050

RECREATING IN-PERSON EXPERIENCES WITH TECHNOLOGY

OUR 2030 VISION

CLIMATE ACTION

THE WORLD NEEDS LANDSCAPE ARCHITECTS

PROBLEM SOLVING

COMPLEX HISTORY

NET ZERO CO2 BY 2050

RECREATING IN-PERSON EXPERIENCES WITH TECHNOLOGY

OUR 2030 VISION

GLOBAL STAGE

NATURE-BASED SOLUTIONS

RECREATING IN-PERSON EXPERIENCES WITH TECHNOLOGY

OUR 2030 VISION

OUR 2030 VISION

GAME CHANGERS

LICENSEE PROTECTS PUBLIC HEALTH SAFETY AND WELFARE

GO-TO FOR LAW & POLICY MAFFEE

ELECTING LANDSCAPE ARCHITECTS TO PUBLIC OFFICE

BLACKPLAN

DIVERSE PIPELINE

LAAB

PIZZ PROGRAM

CELA

S.T.E.M.

ENERGY

NEW PROFESSIONALS

EXPERIENCED MEMBERS

OPTIMISM

EMPATHY

TOGETHER

CHANGE BEHAVIOR FOR COLLECTIVE GOOD

CARE ABOUT PEOPLE & PLANET

PEOPLE CREATE COMMUNITY

LEARN THE HISTORY

SOCIAL CHANGE!

PROMOTE THE PUBLIC WELFARE

OUR FOCUS TODAY

YOUTH & OUTREACH

ASLA FUND

BUSINESS STARTUP INITIATIVE

HIGHLIGHT EXCELLENT DESIGN

AWARD WINNING CONTENT

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Introduction

There is an evolving relationship between our communities, the profession we work in, and the planet we live on; that relationship has formed a cornerstone of our design philosophies. As the understanding of landscape architecture's impact on our society grows larger, reaching ASLA's full potential for positive change must be our collective focus.

Our members play a leading role in developing sustainable design and development trends and providing the world with innovative nature-based and adaptive solutions. ASLA will continue to support members with excellent service, professional development, advocacy opportunities, licensure defense, and raise the bar for the profession while also investing in new ways to meet their expanding and changing professional needs. For example, we are reimaging the ASLA Fund, and through it, are broadening the type of support we offer our members and educating the world about the contributions of landscape architects.

ASLA will continue to anchor climate, environmental justice, and equity goals through the lens of our Racial Equity Plan and a forthcoming Climate Action Plan in a way that transcends theory or politics and focuses on their impact on people - taking aggressive action to achieve our goals. It is with this in mind that we have developed our 2022-2024

strategic plan. This document will guide and shape our activities and allow us to better serve our members, the landscape architecture profession, our communities, and our planet.

In the pages ahead, we have laid out the ways that we will advance the beliefs and practices of our profession, strengthen our internal and external partnerships, and raise the visibility of landscape architecture. The five focus areas we identified (Community, Connection, Innovation, Scale, and Voice) direct the goals of our strategy to further support our profession, a strategy that inspires and encourages the betterment of our world.

As we rise to meet the world's challenges, we do so with the intention of building a stronger, more resilient community; one that will lean into the challenges of the future. We approach this work knowing our success depends on the dedication and leadership of our colleagues, our volunteer leaders, our members, and our partner organizations.

This plan presents the foundation for our vision for the next decade; we are proud and honored to share it with you.



Tom Mroz, FASLA
ASLA President



Torey Carter-Conneen
ASLA CEO



Process Overview

Over the course of a year, ASLA leadership has collaborated to develop this strategic plan. It articulates a vision of the organization's future, updates our mission statement, redefines the role of the ASLA Fund, and identifies five focus areas that will direct our strategy to ensure we achieve the future we imagine. This plan is both flexible enough to accommodate unforeseen events and specific enough to provide direction and inform our decisions about current and future resource allocation.

We began this process by undertaking a rigorous discovery process including informal listening sessions, a series of professionally facilitated focus groups, one-on-one qualitative interviews, and a comprehensive member survey. We heard directly from current and former members, volunteer leaders, and others what they want and need from ASLA. Their feedback informed and drove the development and focus of this plan at every stage.

Working with the professional ASLA team, the Executive Committee and the Board of Trustees, we described outcomes for each focus area and developed milestones that are specific, measurable, attainable, relevant, and time-bound. We thought holistically about what needs to shift to achieve our vision of the future. We identified five focus

areas, and for each area defined a transformational goal; a simple and direct statement of what will be different at ASLA with the successful implementation of this plan.

We understand the important role metrics play in transforming aspirational goals into real accomplishments. That is why we identified an outcome or description of the impact achieving our goal will have on our members, the profession and on ASLA as an organization for each goal statement. The outcomes that we envision describe what success will look like in each of our areas of focus.

While it's difficult to predict the future, we know we can expect to experience unanticipated opportunities as well as challenges that we haven't foreseen. We will rely on what we've learned from our outcomes to help us evaluate which way to turn when we encounter forks in the road; we'll weigh the pros and cons of opportunities that arise, and use that to inform our decision-making. To support the outcomes, we identified milestones or metrics that describe tangible, concrete achievements that will result by implementing this plan.

We have included our ASLA community at every stage of developing this plan and hope that our members and supporters see themselves, and their needs, reflected here.



Foundations

Founded in 1899, ASLA is the professional association for landscape architects, representing more than 15,000 members around the world. Landscape architects lead the planning, design, and stewardship of healthy, equitable, safe, and resilient environments.

The profession was built on our community's dedication to two core principles: public health, safety, and welfare and the recognition and protection of the land and its resources. Our members make every effort to enhance, respect, and restore the life-sustaining integrity of the landscape for all living things and develop, educate about, and encourage the adoption of environmentally positive and sustainable solutions.

Our members are helping to solve the defining issues of our time by shifting us to a carbon neutral future; planning and designing walkable communities that reduce emissions from transportation and sprawl; and making the built environment more energy and carbon efficient. These efforts enable communities to better adapt to climate change and improve their resilience. We support our members in these efforts through our advocacy, education, civic engagement, and leadership.

Driving this kind of transformation will take time and it will require paradigm shifts, a diversity of backgrounds and thinking, and a passionate will to change to be successful. Our members have spoken and we are committed to integrating this work into the fabric of our organization and our profession. We believe this plan brings us a step closer to delivering on our promise to lead change in our profession, the design community, and in the world.

Mission

ASLA

Empowering our members to design a sustainable and equitable world through landscape architecture.

ASLA FUND

Investing in global, social, and environmental change through the art and science of landscape architecture.

Focus Areas

With the 2022–2024 Strategic Plan, ASLA is charting a bold new course for the future that centers the needs of our members while advancing the profession. We are committed to becoming the community our members value, look to for professional development, and turn to for leadership.

To create the future we are committed to, we need to focus on the areas that will have the greatest impact. This starts with committing ourselves to serving the needs of our *Community* of current and future landscape architects and those in related disciplines and professions, and building collaborations and partnerships through deeper *Connections* with people and organizations that share our values and serve our profession. ASLA must lead the exchange of ideas and best and emerging practices through leadership and *Innovation*. Implementing this plan requires us to focus on how best to *Scale* the organization, both for our future health and to bring to bear the full impact of our membership. Our ability to achieve this future is dependent on creating value and providing a *Voice* for our members, one that allows us to promote awareness of our field and educate audiences about the importance of our profession.

Community

Build a welcoming and inclusive community that provides a place for members, partners, and supporters to connect, learn, and grow.



ASLA is more than an organization; it is a community dedicated to improving the world through design. Whether you are a landscape architect, a student, or someone interested in learning how landscape architecture shapes the natural and built environment, our doors are always open to you.

OUTCOMES

Everything we do is focused on supporting members and championing and raising the visibility of the profession of landscape architecture. Our chapters are cornerstones of ASLA, offering members the opportunity to connect and learn from each other. In order to best serve the ASLA community, we bring members and supporters into the conversations that impact them and their work.

*ASLA 2021 Professional
Urban Design Honor Award*

*75th Street Boardwalk
Chicago, Illinois*

*site design group, ltd. /
Scott Shigley*





ASLA 2021 Professional
General Design Honor Award

Atlanta Dairies
Atlanta, Georgia

Perkins&Will /
Sahar Coston-Hardy

Connection

Enable change through collaboration and effective partnerships.

We succeed together. Whether it's through peer-to-peer learning or our partnerships with allied organizations, we seek out opportunities to learn from each other and mentor the next generation of leaders. Together we are creating a stronger, more resilient, and more influential community by collaborating with others in the field to promote a better understanding of landscape architecture and the impact of our work.

OUTCOMES

ASLA creates value for members through the connections and community we foster. In an effort to expand our reach to a broader audience, we are building new relationships with organizations that support our field and strengthening our partnerships with current collaborators. Through the ASLA Fund, we connect in new and meaningful ways with audiences committed to addressing climate change, environmental justice, and building community. This collaborative approach to working with partner organizations has furthered the organization's influence and impact, creating new opportunities to work together and support one another.

We are also investing in bringing our network closer together. ASLA chapters are an important way members connect with one another and a vital conduit into the communities they serve. We will continue to assist chapters and support their work and volunteer leaders.

Innovation

Leverage the best practices developed by and for our members to keep us and the profession at the forefront of innovation.



Grounded in our creative system-based approach to problem-solving, ASLA and our members pioneer new ideas and ways of thinking. As a result, our members are more in-demand than ever. Through the ASLA Fund, we will incubate ideas that capture the entrepreneurial and critical thinking spirit of our members.

OUTCOMES

Innovation is about finding new and better ways to provide value to members and deliver on the promise of our mission. We are committed to helping them succeed in the profession and connecting them to opportunities to develop solutions and serve people through their work.

The ASLA Fund allows ASLA to develop, pilot, and incubate new approaches to meeting our members' needs and increasing the visibility of the landscape architecture profession. By creating new pathways into our profession and growing the pool of members, supporters, and other funding resources—including access to capital—we connect members to the business resources necessary to run a successful practice.

ASLA 2021 Landmark Award

Portland Open Space Sequence
Portland, Oregon

PLACE

Scale

Make the investments necessary to bring to bear the power of our membership and our profession.

One reason it is important that people join ASLA is to harness the strength of our field in numbers. As part of a 15,000+ member organization with chapters across the country, ASLA is able to generate economies of scale for individual members and accomplish things that cannot be achieved by any single individual.

OUTCOMES

Through our global network, ASLA helps members scale their influence and impact, from the local community to Capitol Hill, to advance transformative design, standards, and policies.

Launching new programs while maintaining current services requires scalability, or the ability to expand (or contract) services without affecting other functions, slowing progress, or impacting performance. Many of the outcomes and milestones identified in this document are new; others build on existing programs that are being scaled in ways previously unimagined. Effectively implementing this plan will require investments in our human and financial capital and more efficient use of the resources we have. This will require working with chapters to evaluate and streamline our structure to better support volunteer leaders.



ASLA 2021 Professional Urban Design Honor Award

Xuhui Runway Park
Shanghai, China

Sasaki / Insaw Photography



*ASLA 2021 Professional
Analysis and Planning
Honor Award*

*Mosswood Park Master Plan
and Community Engagement
Oakland, California*

*Einwiller Kuehl Inc.
LMS Architecture
Art is Luv / Project team*

Voice

Provide a platform to elevate expertise and the collective impact of our members.

ASLA provides a voice for our members and opportunities for them to educate the public, policy makers, and other key audiences about landscape architecture.

OUTCOMES

ASLA believes in the positive impact that landscape architects have on the world. We are determined to amplify their voice to better communicate the value and importance of the profession and the relevance of this work to everyday life. We are a vehicle to educate the public about the landscape architecture profession and its contributions to mitigate the impacts of climate change, improve health and public safety, and advance environmental justice. We have strengthened advocacy efforts locally, nationally, and globally; developed valued relationships with legislators, influencers, and decision-makers at all levels; and increased the stature and influence of the profession.

front cover

*ASLA 2021 Professional
General Design Honor Award*

Ferrous Foundry Park
Lawrence, MA

Stimson / Ngoc Doan

page 6/7

*ASLA 2021 Professional
Urban Design Award of Excellence*

Repairing the Rift:
Ricardo Lara Linear Park
Lynwood, California

SWA Group /
SWA Group, Jonnu Singleton

page 10/11

*ASLA 2021 Student
Communications
Award of Excellence*

Mud Gallery
Olympia, Washington

Students

Alanna Matteson, Student ASLA;
Zoe Kasperzyk; Danielle Dolbow

Faculty Advisors

Ken Yocom, ASLA; Jeff Hou,
ASLA, University of Washington

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*ASLA 2021 Professional
General Design Honor Award*

Duke University
Water Reclamation Pond
Durham, North Carolina

Nelson Byrd Woltz Landscape
Architects / Mark Hough, FASLA

back cover

*ASLA 2021 Professional
Residential Design Honor Award*

Charlie Mountain Ranch:
The Renewal of
a Rural Landscape
Pitkin County, Colorado

Design Workshop, Inc. /
D.A. Horchner,
Design Workshop, Inc.



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ASLA Board of Trustees
 November 18-19, Annual Meeting
 Omni Nashville Hotel
 250 5th Avenue S
 Nashville, Tennessee

Agenda Item #9: FrameWorks Communication Project - Breakouts	Discussion
<p>Purpose: To review and discuss the FrameWorks Phase II Report</p>	
<p>History and Background: After two years of research, FrameWorks presented a summary report in August 2021 with a recommended communications strategy (“the Big Idea”) for landscape architecture. From August through October, meetings with our research partner network of landscape architecture organizations were held to discuss and gather feedback on the summary report. This input was given to FrameWorks and they have revised the August 2021 report. At our meeting in Nashville, we will review the updated, final report. The goal for our Nashville meeting is to position our partner network for Phase III, which will focus on bringing the Big Idea to life to our respective memberships, and in turn to the general public.</p> <p>The FrameWorks Communication Project is a collaborative project funded by ASLA, CLARB, LAF, CELA, and LAAB. The intent is to identify effective strategies for communicating the scope and value of the landscape architecture profession. The FrameWorks Institute, which is conducting the study, does virtually all of its work in the nonprofit sector. Its work draws on anthropology, neuroscience, sociolinguistics, and other disciplines and uses what it calls “strategic frame analysis” to identify the cultural values and beliefs that drive attitudes and decisions. There are three phases to the project.</p>	
<p>Governing Rules/Procedures: N/A</p>	
<p>Financial Impact: N/A</p>	
<p>Action Requested: Discussion and input on the FrameWorks Phase II Report.</p>	
<p>Staff Contact: Manny Gonzalez</p>	

Putting People at the Center: Reframing Landscape Architecture for Maximum Impact

November 2021



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**FRAME
WORKS**

In partnership with: American Society of Landscape Architects (ASLA), Council of Landscape Architectural Registration Boards (CLARB), Landscape Architecture Foundation (LAF), Landscape Architectural Accreditation Board (LAAB), and the Council of Educators in Landscape Architecture (CELA).

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Introduction

Landscape architecture has cross-cutting benefits for society. Good design of outdoor spaces promotes positive physical and mental health, fosters civic interaction and brings together communities, helps us achieve environmental sustainability and adapt to climate change, and benefits communities economically by enhancing commercial activity and lowering costs. Yet (a) landscape architects are frequently excluded from key projects or brought in only at the end for ornamental purposes, (b) several states have introduced or passed legislation to end licensure requirements, (c) university programs in landscape architecture are being cut or threatened, and (d) many of the programs that remain are having difficulty attracting students.¹

These problems, and the general devaluing of the profession that they reflect, stem from fundamental misunderstandings of landscape architecture among members of the public, including those serving on state legislatures. The unfortunate reality is that most people are largely unfamiliar with landscape architecture. And when people guess about what landscape architects do, the term “landscape” leads them to assume that the profession involves ornamental design with plants and object placement, rather than recognizing that it requires cross-disciplinary expertise in environmental and social sciences, engineering, art, and design.

To build public understanding of the profession and its value, we need a public conversation that brings into view what landscape architects do, how they do it, and why this matters for all of us. In this brief, we outline a specific framing strategy—a way of talking about landscape architecture—that can help people recognize its importance. By focusing on the **big idea** that “landscape architecture engages and benefits people,” communicators can overcome the core misunderstandings people have about landscape architecture, build better understanding of what the profession entails, and help people see the importance of supporting the profession and placing landscape architects at the center of projects that involve outdoor spaces.

This framing strategy is the result of a two-year deep-dive research project undertaken in partnership with major organizations in the field: American Society of Landscape Architects (ASLA), Council of Landscape Architectural Registration Boards (CLARB), Landscape Architecture Foundation (LAF), Landscape Architectural Accreditation Board (LAAB), and the Council of Educators in Landscape Architecture (CELA). In this brief, we detail the overarching strategy—or big idea—described above and provide a set of specific recommendations for communicators to implement it in their work. The brief builds upon an earlier report exploring the public’s existing understanding of landscape architecture,² and is accompanied by a supplement that summarizes the research methods used in the project and describes the evidence behind each of the recommendations presented in this brief.

The Big Idea: Landscape Architecture Is Critical Work by People, For People

The public generally struggles to understand who landscape architects are and what they do. Confused about the name of the discipline, they often assume that it refers to fancy landscapers or gardeners. This makes it difficult for most people to see that professionals in the discipline can contribute to society in essential ways due to their cross-cutting expertise and skills.

Landscape architects tend to talk about their profession in one of two ways: They either rely on the principles of design to explain what they do, or they emphasize the benefits to the environment to explain impact. Our research indicates that both of these approaches will fail to achieve their goals among members of the US public. Focusing on design to explain what landscape architects do can lead to more misunderstanding than clarity, because most people are unsure or unaware of what design entails in practice. As for communications that put the spotlight on the environmental benefits of landscape architecture, they tend to be less effective than communications focusing on landscape architecture’s benefits to people.

This is why communicators need to shift the conversation about landscape architecture from *design for the environment to people working to benefit people*. This means effecting two key framing shifts in future communications:

1. ***From design to people with skills:*** Help people understand what landscape architecture is by helping people understand the profile of the people involved—the skills they have and the work they do. Don’t rely on the abstract concept of *design*, but rather spotlight the people doing the work and the skills they possess.
2. ***From benefits to the environment to benefits to people and the environment:*** Help audiences see that landscape architecture benefits people and communities first; segue into benefits to the environment after.

Taken together, these framing shifts have proven highly effective in building understanding for who landscape architects are, what they do, and how they contribute to society.

Below, we outline specific recommendations that communicators can follow to put this big idea—that *landscape architecture is work by people, for people*—into practice. These recommendations explain what it means to place people front and center in discussions of landscape architecture by leveraging people’s mental images of architects and architecture—a discipline that’s more familiar for many, appealing to the value of *community cohesion*, and carefully choosing examples and images. Each of the following recommendations includes one or two illustrative examples of how it can be used.

The Coronavirus Pandemic Has Not Fundamentally Shifted Thinking Around Landscape Architecture

While the pandemic does not seem to have changed people’s dominant views and beliefs about landscape architecture, design, and the great outdoors, lockdowns and safety measures have shed a new light on public spaces for many.

People’s fundamental beliefs about landscape architecture and related issues have stayed fairly stable over time. The public still thinks of design of outdoor spaces mainly in terms of convenience—they assume that the primary goal of outdoor spaces is ease of use. They still mainly understand this design as the selection of tangible features and visible objects, like trees, plants, benches, or playgrounds. They still often assume that landscape architects are creative professionals whose primary purpose is to design visually appealing, unique landscapes. Finally, the public still firmly believes that nature and humans exist in opposition to one another—they see nature as anything that has not been made by humans, like plants, animals, deserts, and forests.

But lockdowns and safety measures have led many people to see public spaces and landscape architects’ role in shaping them in a new light. As access to indoor spaces became limited and people had to increasingly rely on outdoor public spaces in the spring of 2020, it often became easier for interview participants to see the importance of landscape architects now and especially in the future.

On the other hand, a year into the pandemic—by the summer of 2021—as outdoor spaces were embraced as safer than indoor spaces and a primary way to socialize, we also saw more discussions in focus groups of privately owned outdoor spaces that revolved around consumption (e.g., outdoor seating at restaurant patios, Disneyland, and golf

courses). This thinking has the potential to cue unproductive thinking about ease of use, aesthetics, and object placement, because privately owned spaces are often focused on being visually appealing, useful, and well curated spaces.

Key Takeaways for the Field:

1. This framing strategy will have longevity, because the fundamentals of public thinking around landscape architecture have not changed on a deeper level. It still addresses the core unproductive mindsets that are cued when people think of landscape architecture, design, and the outdoors.
2. The pandemic has had mixed effects on thinking about landscape architecture: There is a need to be strategic to leverage the opening it has provided for the public to see the importance of outdoor spaces while avoiding consumerist thinking around privately owned spaces.

Recommendation #1: Lead with how landscape architecture benefits people.

What to do

Make people the central protagonists in the story of landscape architecture. Explain how landscape architecture directly benefits people and the communities in which they live. Identify the many ways in which landscape architects improve and enrich people's lives. Talk about how:

1. Outdoor spaces designed by landscape architects support people's physical and mental health and wellbeing because they have been intentionally created to foster social connections and encourage movement.
2. When neighborhoods have outdoor spaces that make it easy to get together, community ties get stronger and people become more engaged in civic life and politics.
3. Spaces that have been created with a variety of different needs in mind are typically more accessible for specific populations, like children or individuals with disabilities, which helps them directly and makes communities more inclusive.

Focus on the benefits to quality of life and community ties rather than on economic benefits, which are less compelling to people and less effective in convincing them of the importance of landscape architecture.

When touching on environmental benefits, lead with their impact on human beings. For example, when talking about climate change, foreground benefits like flood protection and reducing extreme heat to ensure that people can see tangible benefits for themselves and their communities. Absent these direct connections, climate will likely bring to mind polar bears and icebergs, and talk of “environmental benefits” will seem abstract and removed from lived experience.

How to do it

Lead with benefits to humans to maximize the impact of your communications on members of the public. Whenever needed, follow up with environmental benefits (see below for more details on “How to bring the environment into the conversation”).

Explain how landscape architects’ involvement in the creation of a space directly benefits people in a variety of ways, to prevent people from assuming that the benefits come naturally from the outdoors rather than the thinking and expertise that goes into creating outdoor spaces. For example, when talking about the mental health benefits that come from spending time in a public park or national forest, talk about the role of landscape architects in sustaining natural resources on the site and making it safer and accessible to more people, in addition to referencing opportunities for movement and the natural role of greenery in lowering stress levels.³

What this looks like

Instead of...

Landscape architects are uniquely positioned to help combat climate change. We select recyclable and renewable materials in our projects, and we make sure the plants that are chosen for a space are native to an area. From reducing air pollution in cities to protecting endangered species in wildlife sanctuaries, our work creates spaces that benefit the environment.

Try...

Landscape architects are uniquely positioned to design outdoor spaces that promote your health and wellbeing—and the health and wellbeing of the environment. For example, we design urban spaces that bring more trees to cities. This improves air quality for residents while also helping to combat climate change. Making outdoor spaces usable, sustainable, and safe is our expertise.

Why this works

Foregrounding how landscape architecture benefits people increases the relevance of landscape architecture in the eyes of the public and, consequently, helps the public see landscape architects as essential for society. This strategy is more effective than other frames that describe landscape architecture as benefiting the environment or as bringing people and the environment closer together.

By focusing on how landscape architecture benefits people, we paint a broader picture for people and help them see why the discipline is relevant to them and their own needs. We explicitly connect the dots for people between landscape architecture, outdoor spaces, *and* humans, instead of mainly focusing on the first link in the chain when we lead with environmental benefits.

By digging into the many ways in which landscape architecture benefits humans, we also make the discipline more tangible and more visible for people. By default, people often fail to see the myriad ways in which design affects their everyday lives and experiences, which makes it hard for them to see the relevance of landscape architecture for themselves and for society. By connecting the dots for people, this strategy helps them see that more aspects of outdoor spaces are *designed* than they initially realized, from spaces intentionally created to facilitate public gatherings to spaces that are built with a variety of human needs and abilities in mind.

Benefits to quality of life and community cohesion are likely more compelling than economic benefits because they are easier to understand. People can readily imagine themselves in spaces that generate a sense of wellbeing or that bring people together, while the ways in which outdoor spaces facilitate commercial enterprise or tourism or affect property values are harder to understand, at least on a community or societal scale.

How to bring the environment into the conversation:

It is possible to put the spotlight on the many ways in which landscape architecture supports and improves people's lives while still talking about how the profession also benefits the environment. What matters is not *whether* environmental benefits are mentioned, but *when* and *how*.

Research on psychological biases and heuristics shows that humans tend to remember the first piece of information they encounter better than information presented later on.⁴ Leading with landscape architecture's benefits to humans ensures that the puzzle piece that is missing from most people's default views, and that makes the discipline more tangible, is also the one that will stick with audiences the most.

This builds on findings from existing public health and environmental research, which have shown that people are more likely to support environmentally beneficial programs or policies when they see the benefit to themselves first.⁵ For example, support for renewable energy increases when people are shown how it improves local air quality, which directly impacts the people who breathe this air. In this project, we found that focusing on benefits to humans first helps communicators achieve a broader range of goals than leading with benefits to the environment.

Recommendation #2: Appeal to the value of community cohesion to reinforce the value of the field for people and communities.

What to do

Another way to place people front and center in the story of landscape architecture is to emphasize that outdoor spaces created by landscape architects help bring communities together. Leverage the value that people place on strong, tight-knit communities to help people see the societal importance of landscape architecture.

How to do it

Acknowledge that community cohesion is something we all care about. Then explain how landscape architecture is essential to building strong communities by foregrounding how accessible and inclusive spaces strengthen communities.

Provide specifics as to how outdoor spaces designed by landscape architects benefit communities. For example, describe how well-designed public spaces bring communities together: When they are intentionally designed to be accessible to all community members, everyone can participate in an outdoor space, no matter age, ability, or income. Or provide examples at smaller scales—the ways in which a school campus, an apartment roof deck, or a dog park foster community at the most local of levels.

What this looks like

Instead of...

Our communities are better places to live when outdoor spaces are pleasant and functional. That's why landscape architects work to create spaces like parks and bike lanes that everyone can use. We design spaces that are accessible to people of all ages, incomes, and abilities to make sure everyone can appreciate the outdoors, relax, exercise, and spend time together. When landscape architects are involved in the creation of public spaces, we make it easier for us to enjoy the outdoor world around us.

Try...

Our communities are stronger when we have ample opportunities to live, work, and play together. That's why landscape architects work to create outdoor spaces like parks and city squares that provide everyone the opportunity to connect and interact with their community. We listen to the needs of community members and ensure that every voice is heard. Then we use our expertise to design public spaces that are accessible to people of all ages, incomes, and abilities. When landscape architects are involved in the creation of public spaces, we help bring communities together.

Why it works

By leveraging the value people place on community cohesion and explaining *how* landscape architects can help build stronger communities, we widen the lens beyond benefits to individuals but still offer a tangible perspective for the public. This makes it easier for people to see why the discipline is relevant for society and why landscape architects should be involved in as many outdoor space projects as possible.

The valued ideal of community cohesion can also help people see that landscape architects can have significant impact on how inclusive and equitable a society is. This idea is particularly effective when paired with an explanation of how landscape architects intentionally consult with entire communities when developing plans to make sure everyone's voices are heard and address a variety of community needs through design.

What is an explanatory metaphor?

Explanatory metaphors are a way for the human brain to grasp complexity and abstraction by leveraging something familiar, concrete, or tangible. Take, for example, the metaphor *the ocean is the heart of the climate*. The metaphor helps people understand the role of the ocean in the climate system by comparing it to something more familiar—the heart’s role in the body. The comparison makes it easy for people to recognize both the centrality of the ocean within the climate and its role in *circulating* air and heat within the climate system, just as a heart pumps blood through the body.

In the same way, the *Building Architecture* metaphor recommended below *creates* connections between landscape architecture and building architecture to leverage the mental image and experience people already have of architects, and it fosters better understanding of what landscape architecture entails as a result. In our research, we found that the *Building Architecture* metaphor enables people to better understand landscape architecture, which they have little information about, by drawing on the more familiar domain of building architecture.

Recommendation #3: Leverage what people know about building architecture to build a better understanding of what landscape architecture entails.

What to do

Use the metaphor of *Building Architecture* to explain what the discipline of landscape architecture actually entails and dismiss the misperception that landscape architects are just “fancy gardeners.” Cue the public’s mental image of blueprints to build understanding of what the process of design consists of.

The *Building Architecture* metaphor helps to center people in the story of landscape architecture by leveraging the public’s existing knowledge and experience of how building architecture helps improve and support lives. It also provides an accessible, effective way to shed light on the process of design and helps people see the complexity of the work that landscape architects do.

Use the *Blueprints* metaphor—an extension of the *Building Architects* metaphor—to explain what landscape architects do. For example: “Just as the blueprints drawn by architects contain instructions for every element of a building, blueprints drawn by landscape architects include instructions for every part of an outdoor space.” While physical blueprints may no longer be used in the industry, the public is familiar with them, can easily visualize what they are, and intuitively understands why they are used.

How to do it

Use phrases like “just as,” “in the same way,” or “much like,” or explicitly mention “metaphor” or “analogy” to signal that you are using a *metaphor*. This will clarify for people that you are comparing two distinct professions, leveraging the one that is more familiar for the public to build understanding of the one that is lesser known. For example: “Landscape architects make decisions about every element in the outdoor space, from the layout of different areas to the materials used in the design, *much like* architects do when designing a building.”

Focus on the skills, training, and expertise of architecture when using the *Building Architecture* metaphor to help the public see that landscape architecture also requires skills, training, and expertise. This will be particularly beneficial to address the issue of deregulation of the profession, to get landscape architecture included as a STEM discipline, and to attract students to study landscape architecture.

Incorporate the *Blueprints* metaphor into the *Building Architecture* metaphor to show how, for example, blueprints drawn by landscape architects include instructions for every part of an outdoor space, just like blueprints drawn by building architects contain instructions for every element of a building.

Adapt your message to your audience and your context. This metaphor is designed to build *public* understanding of what landscape architecture entails, because the public knows more about architecture than landscape architecture. However, when communicating to building architects or other related experts in grants or work proposals, avoid using this metaphor so as not to blur distinctions between the disciplines.

What it looks like

Instead of...

Many people hear “landscape architecture” and think of landscaping, but landscape architecture is more than that. It requires years of training and a diverse set of skills to become a landscape architect. Landscape architects are experts in designing spaces that meet community needs and promote public health and safety. They must be well versed in many subjects, from design principles to construction techniques and from art to the natural sciences. We regulate other highly skilled technical professions—and we should continue to regulate landscape architecture.

Try...

Landscape architects use their expertise to design outdoor spaces that meet the needs of communities in much the same way that building architects design buildings that work well for the people who use them. Just as building architects draw blueprints for homes, offices, and stores, landscape architects draw blueprints that include instructions for every part of an outdoor space—from the layout of different areas to the materials used in the design. And just as building architecture must be regulated to make sure buildings are safe for their occupants, landscape architecture needs to be regulated to make sure outdoor spaces are safe for the public.

Why it works

While landscape architecture is not well understood among the public, building architecture is generally understood by people. This strategy leverages what people know about building architecture to help them understand what they don’t know about landscape architecture. Our research found that the metaphor of *Building Architecture* helps the public increase their understanding of the beneficial impacts of landscape architecture (e.g., on safety, the economy, community needs, biodiversity, systems design, climate) as well as the perceived importance of landscape architects, because they understand the benefits of hiring architects to build new buildings.

Importantly, the metaphor of *Building Architecture* helps people see the types of expertise required in landscape architecture. People already see that building architects receive rigorous training and must be licensed to build buildings. They are thus able to apply the same logic to the field of landscape architecture, which lets them see that the discipline requires strong skills and expertise, and it reduces the prominence of the image of the “fancy gardener.” As people

are aware that without the expertise of a building architect, buildings would crumble and lives would be lost, the metaphor also helps them see how necessary it is to involve landscape architects in the design and creation of all types of outdoor spaces. As one interview participant explained, one “wouldn’t build a building without an architect, so there is a need to hire a landscape architect for outdoor areas too.”

Contrary to what might have been expected, members of the public are able to work with the metaphor of *Building Architecture* as a metaphor, without confusing the two professions being compared. Because the two professions share the word “architecture,” directly comparing them leads people to reason that there are two distinct types of architects with similar relevance and similar levels of expertise and skills.

Similar to the *Building Architecture* metaphor, the Blueprints metaphor increased understanding of the required expertise and technical skills of landscape architects, as well as the perceived relevance of the discipline. Specifically, this version of the metaphor leverages people’s mental representation of blueprints—a tangible, concrete representation of the more nebulous concept of design— to help them better understand what the process of design entails for landscape architects. Cueing the mental image of blueprints led interview participants to think about how landscape architects use “high-level mathematical skills” because they use blueprints to create “infrastructure” in order to develop land properly.

The *Blueprints* metaphor also helps the public take a more holistic view of how landscape architects work, tapping into the systems-based approach of the profession. People reason that blueprints not only require a lot of planning, but they also present an overarching view of a site that means more than the sum of its parts, rather than just a series of isolated objects that need to be placed somewhere. When people think about the image of blueprints, they focus not only on the physical plan, but also on all the people involved in creating a space so that the final result is cohesive. In interviews, this led participants to talk about landscape architects as “high-level directors” who work well with others (city planners, architects, engineers) “to make sure everything works well together.”

As the *Building Architecture* metaphor and its more specific Blueprint version both cue productive thinking around expertise and relevance of landscape architecture, they work as a powerful combo to argue for the importance of regulating landscape architecture, especially given the current threat of deregulation by state legislatures.

The *Blueprint* metaphor can help people see that landscape architecture contributes to building a more equitable society.

The *Blueprint* metaphor helps people see the role landscape architects can play in creating an equitable, holistic vision for the whole community. Once people take a high-level view of a site, considering it as a whole and all the professionals involved in its creation, it becomes easier for them to imagine how entire communities can be engaged in the work and benefit from it as well. The *Blueprint* metaphor enables a holistic view of community spaces across different economic statuses, a vantage point that enabled interview participants to see that landscape architects can use creative ideas to bring all neighborhood spaces up to the similar standards of access and quality.

By highlighting the potential of landscape architects to drive equity initiatives across entire communities, the *Blueprint* metaphor also prevented participants from assuming that landscape architects only ever carry out the policies and decisions of other people, lacked independence or influence in their work, and were nothing more than “the blunt tool of bureaucracy” or “the middleman” between funders and the community.

Recommendation #4: Weave different examples and images into every communication to get the public to better understand that landscape architects connect people to their surroundings.

What to do

Examples and images help the public better understand who landscape architects are and what they do: They help concretize the work of landscape architects, and they also stretch existing understandings of landscape architecture. Specifically, they help show how landscape architects connect people to their surroundings, including the environment, the built environment, and the larger systems at play.

Use systems examples that show interconnected networks to emphasize what landscape architects do to connect humans, nature, and built environments beyond the familiar images of parks and playgrounds. Even quick mentions of outdoor networks designed by landscape architects—like bike lane networks and wildlife crossings—are memorable to the public and lead to them to see landscape architecture as an important field.

Use large-scale images (often, but not always, at a bird's-eye view) of interconnected systems to help people see that landscape architects foster connections and inclusivity. This includes images with bike trails and paths that bring cities and nature closer together and encourage social connections between humans.

Strike a balance between images that center on people, nature, public spaces, and systems—don't just focus on one element. For example, avoid placing too much focus on places (versus systems). While it's important to include people in images to cue thinking about landscape architecture's benefits for humans, it is still important to ensure people are situated in a variety of contexts (especially systems and nature). Be wary of too many prototypical and place-based images, especially ones that portray more consumptive and exclusive spaces, so as to avoid the type of unproductive thinking around privately owned spaces that seems to be increasing as a result of the pandemic.

Why it works

Using examples of interconnected networks increases people's understanding of landscape architecture. Systems examples like bike lane networks and wildlife crossings were very memorable for interview participants: Even in short form, they often stuck with them. These network examples effectively helped to expand people's view of landscape architecture beyond prototypical parks and plazas, as a *big picture* discipline that is valuable and relevant to society at a large scale. They also help people stay away from unproductive beliefs about design as object placement, and landscape architecture as focused solely on aesthetics.

Large-scale images that highlight interconnected systems help the public see how cities and nature are intertwined. They also put humans front and center in people's view of landscape architecture in two ways. First, they help break down the public's default belief that nature and humans are always in opposition to one another. Second, these images create a sense of inclusivity where spaces designed by landscape architects *allow the entire community to participate*. Images that depict integrated green spaces and shared spaces or bike paths that can be used by people who don't have a car or cannot afford the bus make outdoor spaces feel more accessible and affordable for the public. Showing a diverse range of people doing different activities can help reinforce the ways in which well-designed outdoor spaces bring the broader community together.

Striking a balance between images that center on humans, nature, networks, and places is important because it reinforces the view that nature and people can come together in a variety of ways, as long as outdoor spaces are created intentionally. As a result, using a range of different images in future communications will strengthen the case for the importance of landscape architects designing outdoor spaces. Images need to show enough variety to indicate that landscape architects have had a hand in designing an outdoor space but not be so overly designed and people-focused that the public is turned off by the consumptive, crowded nature of the image.

Endnotes

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5. Please see: Myers, T.A., Nisbet, M.C., Maibach, E.W., & Leiserowitz, A.A. (2012). A public health frame arouses hopeful emotions about climate change. *Climatic Change*, 113, 1105–1112. <https://doi.org/10.1007/s10584-012-0513-6> ; Bain, P.G., Milfont, T.L., Kashima, Y., Bilewicz, M., Doron, G., Garðarsdóttir, R.B., ... Saviolidis, N.M. (2016) Co-benefits of addressing climate change can motivate action around the world. *Nature Climate Change*, 6, 154–157. <https://doi.org/10.1038/nclimate2814>

About FrameWorks

The FrameWorks Institute is a nonprofit think tank that advances the mission-driven sector's capacity to frame the public discourse about social and scientific issues. The organization's signature approach, Strategic Frame Analysis®, offers empirical guidance on what to say, how to say it, and what to leave unsaid. FrameWorks designs, conducts, and publishes multi-method, multidisciplinary framing research to prepare experts and advocates to expand their constituencies, to build public will, and to further public understanding. To make sure this research drives social change, FrameWorks supports partners in reframing, through strategic consultation, campaign design, FrameChecks®, toolkits, online courses, and in-depth learning engagements known as FrameLabs. In 2015, FrameWorks was named one of nine organizations worldwide to receive the MacArthur Award for Creative and Effective Institutions.

Learn more at www.frameworksinstitute.org

Putting People at the Center: Reframing Landscape Architecture for Maximum Impact

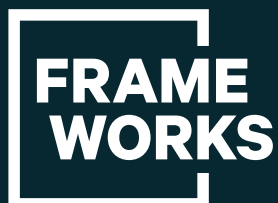
November 2021

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Please follow standard APA rules for citation, with the FrameWorks Institute as publisher.

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INASLA Executive Director – DRAFT (07/07/21)

Position Description:

The INASLA Executive Director (ED) position is a part-time position focused on improving the Chapter's communications, membership, and sponsorship. The primary duties will include oversight of the chapter administration, support of event planning, fundraising development, and communications in accordance with the Chapter Vision and Mission statement. This position reports directly to the President and Executive Committee. Responsibilities include, but are not limited to:

Chapter Support:

- Provide administrative support to the Chapter President and Executive Committee.
- Provide a monthly report to the Chapter President of work activities on Chapter events, outreach, relations, etc.
- Schedule Executive Committee meetings in conjunction with INASLA leadership.
- Attend Executive Committee meetings.
- Coordinate with Chapter Ex Com, committees and members on various events, activities, and publications.
- Assist with annual Chapter elections.
- Update online Chapter calendar on a weekly basis, including listing national ASLA events. (We do not currently have but this would be valuable to the chapter.)

Membership:

- Assist the Membership and Emerging Professionals Committee in their efforts to expand the Chapter membership.
- Maintain current membership directory and update it monthly from information provided by ASLA national.
- Coordinate membership outreach initiatives such as periodic member surveys and questionnaires.
- Contact members with delinquent memberships.

Communications:

- Coordinate, prepare and send (electronically) the monthly Chapter newsletter.
- Maintain and update the chapter website as needed.
- Assist the Communications Committee with social media posts.

Chapter Finances:

- Assist the Chapter Treasurer with Chapter financial matters.
- Maintain Quickbooks.
- Manage accounts receivable collection and follow up.
- Assist the Chapter Treasurer with preparing the monthly Chapter financial report prior to the Executive Committee meeting including money management and budgeting updates.
- Assist with gathering tax information and coordination with the Chapter accountant.

Sponsorship:

- Maintain sponsorship lists and advertiser database.
- Coordinate and prepare the annual Chapter Sponsorship packet.

- Provide outreach to vendors, companies, and related businesses to build and maintain sponsorship relationships.
- Secure annual Chapter sponsorships and sponsorships for various Chapter events.
- Keep track of benefits provided for each sponsorship level.

Relationship Maintenance:

- Maintain relationships with allied associations such as AIA Indiana, ULI, APA-Indiana.
- Maintain relationships with Purdue University and Ball State University and their student chapters.

Chapter Events:

- Assist the Chapter Events Committee in the planning of various Chapter events.
 - Happy Hours
 - Annual Meeting
 - Holiday Party
 - Golf Outing
 - Earth Day

Requirements:

- Self-motivated and team oriented.
- Dynamic, poised, and personable individual interested in meeting new people.
- Strong verbal and written communication skills.
- Organized with good time management skills.
- Experience with Quickbooks, Microsoft Office, and database management.
- Marketing and advertising experience.

Salary:

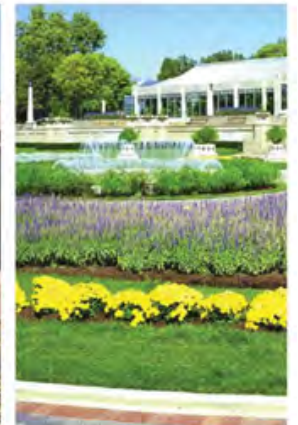
- T.B.D.



ASLA
INDIANA

**ASSOCIATION
MANAGEMENT
PROPOSAL**

SEPTEMBER 2021



OBJECTIVE:

To support the members and associates of the Indiana Chapter of the American Society of Landscape Architects who believe in contributing to our communities and profession as leaders in the field of landscape architecture. To lead, to educate and to participate in the careful stewardship, wise planning and artful design of our cultural and natural environments.

September 1, 2021



Dear Randy,

Thank you for giving m2 Performance Strategies the opportunity to be considered as an Association Management Partner to work with the Indiana Chapter of the American Society of Landscape Architects.

We believe m2 is uniquely qualified to engage with you as your strategic partner. In this proposal, you will find our proposed Scope of Work and fee schedule.

Thank you for considering m2 and we hope to have the opportunity to put our experience and expertise to work for you to help you achieve your goals.

Sincerely,

A handwritten signature in blue ink that reads 'Michelle D. Boyd'.

Michelle D. Boyd
Principal

A handwritten signature in blue ink that reads 'Michelle L. Travis'.

Michelle L. Travis
Principal



As principals of m2, we leverage more than 45 combined years of experience in association management, strategy development, convention and event planning, branding, sales & marketing, communications and community engagement.



From the development, design and construction industry to hospitality and tourism, our diverse backgrounds feature a track record of strategic thinking, association management, brand development and advocacy.



We believe spirit and passion drive successful commerce and relationships fuel a company's bottom line.

We believe in clear and bold communication -- in creating a direct link between business and communities. We all have a role to play in improving where we work and where we live.

UNIQUELY QUALIFIED

m2 Performance Strategies is uniquely qualified to partner with INASLA.

We meet all of the outlined requirements and more.

Additionally, we have extensive experience within the industry and have strong relationships and partnerships within the Design, Development, Construction space as well as strong relationships with community leaders and organizations that will assist us in leveraging resources and working on common initiatives.

We are not the staff you have to manage, we manage the staff so you don't have to.

ASSOCIATION MANAGEMENT

OUR UNDERSTANDING OF THE ASSOCIATION MANAGEMENT SCOPE OF WORK IS AS FOLLOWS:

- Focus on improving the Chapter's communications, membership, and sponsorship. The primary duties will include oversight of the chapter administration, support of event planning, fundraising development, and communications in accordance with the Chapter Vision and Mission statement. This position reports directly to the President and Executive Committee.

BENEFITS OF HIRING AN ASSOCIATION MANAGEMENT COMPANY (AMC)

- The American Society of Association Executives (ASAE) summarizes the advantages of hiring an AMC perfectly: “An association management company typically manages multiple associations from one company location, providing a wide range of benefits, including shared technology systems, access to expert specialized staff, and shared purchasing power.”
- An AMC also saves time and money when compared to a staffing model. Hiring staff automatically imposes overhead costs and exposes the organization to additional liabilities and risks...not to mention the oversight of staff.



CHAPTER SUPPORT

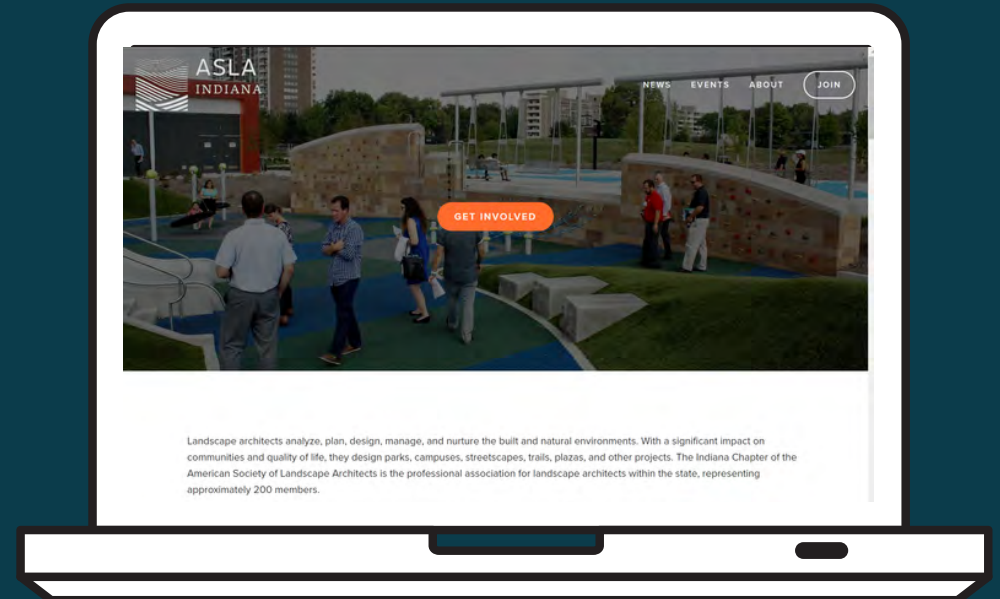
- Provide administrative support to the Chapter President and Executive Committee.
- Provide a monthly report to the Chapter President of work activities on Chapter events, outreach, relations, etc.
- Schedule Executive Committee meetings in conjunction with INASLA leadership.
- Attend Executive Committee meetings.
- Coordinate with Chapter Ex Com, committees and members on various events, activities, and publications.
- Assist with annual Chapter elections.
- Update online Chapter calendar on a weekly basis, including listing national ASLA events. (We do not currently have but this would be valuable to the chapter.)

MEMBERSHIP

- Assist the Membership and Emerging Professionals Committee in their efforts to expand the Chapter membership.
- Maintain current membership directory and update it monthly from information provided by ASLA national.
- Coordinate membership outreach initiatives such as periodic member surveys and questionnaires.
- Contact members with delinquent memberships.

MARKETING & COMMUNICATIONS

- Coordinate, prepare and send (electronically) the monthly Chapter newsletter.
- Maintain and update the chapter website as needed.
- Assist the Communications Committee with social media posts.
- Database Management



CHAPTER FINANCES

- Assist the Chapter Treasurer with Chapter financial matters.
- Maintain Quickbooks.
- Manage accounts receivable collection and follow up
- Assist the Chapter Treasurer with preparing the monthly Chapter financial report prior to the Executive Committee meeting including money management and budgeting updates.
- Assist with gathering tax information and coordination with the Chapter accountant.



SPONSORSHIP

- Maintain sponsorship lists and advertiser database.
- Coordinate and prepare the annual Chapter Sponsorship packet.
- Provide outreach to vendors, companies, and related businesses to build and maintain sponsorship relationships.
- Secure annual Chapter sponsorships and sponsorships for various Chapter events.
- Keep track of benefits provided for each sponsorship level.

 ASLA
INDIANA

2021



AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS INDIANA CHAPTER

RELATIONSHIP MANAGEMENT

- Maintain relationships with allied associations such as AIA Indiana, ULI, APA-Indiana.
- Maintain relationships with Purdue University and Ball State University and their student chapters.



CHAPTER EVENTS

Assist the Chapter Events Committee in the planning of various Chapter events.

- Happy Hours
- Annual Meeting
- Holiday Party
- Golf Outing
- Earth Day



The background image is a composite of financial and business-related elements. It features a stack of silver coins, likely Euro coins, resting on a document. The document contains a list of dates from 2011 to 2012, such as '2011.06.30', '2011.09.30', '2011.12.31', '2012.03.31', '2012.06.30', and '2012.09.30'. There are also numerical values like '2 752', '2 814 6', and '2 824'. A portion of a calculator is visible in the bottom right corner, showing buttons for '+', '÷', and '6'. The overall image is overlaid with a semi-transparent dark teal color.

INVESTMENT

For the purpose of this proposal, we have provided a retainer fee range based on our understanding of the outlined scope of work.

We would need to define the number of events and volunteer engagement to determine final retainer.

PROPOSED FEE SCHEDULE

INDIANA CHAPTER OF AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS
PROPOSED FEE STRUCTURE – SEPTEMBER 2021

ASSOCIATION MANAGEMENT SCOPE OF WORK	INVESTMENT
<p>CHAPTER SUPPORT</p> <ul style="list-style-type: none"> • Provide administrative support to the Chapter President and Executive Committee. • Provide a monthly report to the Chapter President of work activities on Chapter events, outreach, relations, etc. • Schedule Executive Committee meetings in conjunction with INASLA leadership. • Attend Executive Committee meetings. • Coordinate with Chapter Ex Com, committees and members on various events, activities, and publications. • Assist with annual Chapter elections. • Update online Chapter calendar on a weekly basis, including listing national ASLA events. (We do not currently have but this would be valuable to the chapter.) 	<p>\$6,000 - \$10,000/month Retainer fee based on a minimum 12-month partnership</p> <p>This range is based on our understanding of the outlined scope. We would need to define the number of events and volunteer engagement to determine final retainer.</p>
<p>MEMBERSHIP</p> <ul style="list-style-type: none"> • Assist the Membership and Emerging Professionals Committee in their efforts to expand the Chapter membership. • Maintain current membership directory and update it monthly from information provided by ASLA national. • Coordinate membership outreach initiatives such as periodic member surveys and questionnaires. • Contact members with delinquent memberships. 	<p>Monthly retainer does not include costs associated with performance of association activities.</p>
<p>COMMUNICATIONS</p> <ul style="list-style-type: none"> • Coordinate, prepare and send (electronically) the monthly Chapter newsletter. • Maintain and update the chapter website as needed. • Assist the Communications Committee with social media posts. 	
<p>CHAPTER FINANCES</p> <ul style="list-style-type: none"> • Assist the Chapter Treasurer with Chapter financial matters. • Maintain <u>Quickbooks</u>. • Manage accounts receivable collection and follow up. • Assist the Chapter Treasurer with preparing the monthly Chapter financial report prior to the Executive Committee meeting including money management and budgeting updates. • Assist with gathering tax information and coordination with the Chapter accountant. 	

INDIANA CHAPTER OF AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS
PROPOSED FEE STRUCTURE – SEPTEMBER 2021

<p>SPONSORSHIP</p> <ul style="list-style-type: none"> • Maintain sponsorship lists and advertiser database. • Coordinate and prepare the annual Chapter Sponsorship packet. • Provide outreach to vendors, companies, and related businesses to build and maintain sponsorship relationships. • Secure annual Chapter sponsorships and sponsorships for various Chapter events. • Keep track of benefits provided for each sponsorship level. 	
<p>RELATIONSHIP MANAGEMENT</p> <ul style="list-style-type: none"> • Maintain relationships with allied associations such as AIA Indiana, ULI, APA-Indiana. • Maintain relationships with Purdue University and Ball State University and their student chapters. 	
<p>CHAPTER EVENTS</p> <ul style="list-style-type: none"> • Assist the Chapter Events Committee in the planning of various Chapter events. <ul style="list-style-type: none"> ○ Happy Hours ○ Annual Meeting ○ Holiday Party ○ Golf Outing ○ Earth Day 	
<p>REQUIREMENTS</p> <ul style="list-style-type: none"> ✓ Self-motivated and team oriented. ✓ Dynamic, poised, and personable individual interested in meeting new people. ✓ Strong verbal and written communication skills. ✓ Organized with good time management skills. ✓ Experience with <u>Quickbooks</u>, Microsoft Office, and database management. ✓ Marketing and advertising experience. 	

CLICK [HERE](#) TO VIEW PROPOSED FEE SCHEDULE

THANK YOU!



GET IN TOUCH

317.920.4480

info@m2performancestrategies.com

1828 North Meridian Street, Suite 121

Indianapolis, IN 46202

The Corydon Group

FIRST IN PUBLIC AFFAIRS

PROPOSAL FOR SERVICES

ASLA-INDIANA



EXECUTIVE SUMMARY

The Corydon Group (TCG) is one of Indiana's most well-known and successful public-affairs firms.

For over 20 years, our firm has strategically grown to become the largest independent public-affairs firm in Indianapolis. Our initial success as a leading state lobbying firm enabled us to expand our service offerings, and

in the past decade we have grown to become a premier association management firm. Our association management solutions reduce association overhead, provide a predictable, consistent cost structure, minimize payroll costs, employee benefits, and cost of living expenses and enable your association to invest dollars back into membership and other key areas of operation.

Your Mission, Our Team



We keep our finger on the pulse of the ever-changing policies of associations.

FIRM OVERVIEW

Experience and Approach

- Our accredited and award-winning professionals have more than 90 years' combined experience managing the day-to-day operations of non-profit associations.
- We have learned from experience that there are increased synergies for associations that utilize our firm for both association management and governmental affairs. This dynamic sets up better communications to the membership, insight for webinars/seminars, and additional subject matter expertise for the governmental affairs team.
- All of our professionals are active in our industry professional organizations including the Indiana Society of Association Executives, American Society of Association Executives, and the Governmental Affairs Society of Indiana. Our professionals hold MBA, MPA, and SHRM-SCP credentials.

Comprehensive Association Management Services

STAFFING & ADMINISTRATION

Executive Director
Membership Director
Communications Director
Event Planners
Administrative Support

BRAND MANAGEMENT

Dedicated Phone Line(s)
Dedicated Business Cards
Dedicated Email Addresses
Member Communications
Website Management

MEMBERSHIP SERVICES

Membership Database
Recruitment & Retention
Continuing Education



FINANCIAL MANAGEMENT

Cash & Merchant Accounts
Budgeting & Oversight
Bank Reconciliations
Financial Reporting
Independent Audits

MEETING PLANNING & EXECUTION

Venue Selection
Agenda & Activity Planning
(speakers, golf outings, etc.)
Online Event Platform
Online Attendee Registration

CORPORATE GOVERNANCE

Bylaws & Compliance
Board Meetings
Minutes & Recordkeeping

S T R A T E G I C A P P R O A C H

Making small associations more effective and large associations more efficient.

The Corydon Group has a great deal of experience and expertise in association management. Our organizations have both 501(c)6 and 501(c)3 designations, and many have ancillary corporations such as foundations or political action committees. We are responsible for the **management of all aspects of the association.**

Association management presents **distinct challenges** because the “owners” are often volunteers and dues-paying members. The organizations are not-for-profit in nature, yet still require expertise in human resources, meeting planning, membership recruitment and retention and financial management.

In many cases, the associations we represent serve as the **primary advocacy arm for their professions.** In those cases, it is all the more imperative that they have support from a team who understands not just the membership itself, but also how to protect it from a legal and regulatory standpoint.

With a committed Board of Directors, engaged members, an expert support staff, and a clear focus on developing and implementing a strategic plan, ASLA Indiana can continue to be a meaningful voice of the industry and grow its influence - both within the profession and with key stakeholders.

Annually, our seven professionals:

- Manage 50+ individual financial accounts (operating, long-term savings, investments)
- Plan budgets and generate over 100 financial statements
- Plan for over 99 events a year, including conferences, workshops, trade shows and legislative receptions
- Organize and staff 100 board meetings
- Layout and distribute 60+ newsletters/e-blasts
- Produce a monthly association industry magazine and a printed membership directory
- Maintain and update 12 association websites
- Manage six political action committees

Our professionals have won **multiple national and state awards** on behalf of our clients, including the following:

- Outstanding Government Affairs Program
- Impactful Community Philanthropic Program
- Outstanding Annual Convention
- Model State Society Award
- Political Action Committee Newsletter Award
- Excellence in Comprehensive Communications
- Outstanding Executive Director Award

YOUR TEAM

Team Approach

Seven of our 11 full-time professionals focus on the firm's robust association management practice. We currently oversee the operations of 11 statewide professional associations and one county-wide medical society.

Your engagement will be managed day-to-day by Kim Williams, Vice President of Association Management, Rachel Gibson, Vice President of Operations, and Cassie Denney, Associate, all of whom serve on the Association Management team and are registered to lobby.

Additional staff will assist as needed; their biographies follow at the end of this document.



Kim Williams, MBA, has over 30 years of experience working with membership organizations. She has worked with her first client, the Indiana Academy of Ophthalmology, since 1989 and has served as its executive director since 1994. Kim specializes in non-profit governance and structure which allows her to coach clients through strategic planning and problem solving.



Rachel Gibson is Vice President of Operations with close to 15 years of experience overseeing the daily operations of various associations. Before joining The Corydon Group, Rachel was on the legislative staff of the Indiana House of Representatives as well as a lobbyist in the private sector. Rachel specializes in financial oversight and communications.



Cassie Denney joined the firm in 2020. Growing up around the Statehouse, Cassie has quickly become a vital part of our legislative and association management teams. She supports membership operations for the firm's 11 association management clients. She graduated from Indiana University with a degree in political science and history.

CONFLICTS OF INTEREST

Our firm abides by a strict policy against representing clients whose interests are adverse to one another. To protect against potential conflicts of interest, we have provided ASLA-IN a list of our current clients. We do not believe we have any conflicts representing ASLA-IN as contemplated in this proposal. The definition of a conflict is the purview of our clients and we are happy to discuss any existing client about which ASLA-IN may have questions.

CONSIDERATION

- Kim Williams, Rachel Gibson and Cassie Denney will serve as your primary partners in this engagement. ASLA-IN will have the resources and relationships, as needed, of all 11 professionals within the firm.
- We would offer two options for engagement:
 - **Association Management and Lobbying Services:** An initial two-year contract in the amount of \$66,000 annually which would include full management of ASLA-Indiana as well as representation before the Indiana General Assembly. As a convenience, this contract may be payable in 24 installments of \$5,500/month.
 - **Association Management Services only:** An initial two-year contract in the amount of \$45,000 annually for full management services on behalf of ASLA-Indiana. As a convenience, this contract may be payable in 24 installments of \$3,750/month.
- In addition to the base fee, ASLA-IN would be responsible for technology fees which include membership database and website hosting, QuickBooks Online, and a pro-rata share of various additional technology services.



NEXT STEPS

Establish a Strong Foundation

We will want to get to know your organization by doing a thorough review of what has historically worked well, what has not, and what opportunities exist for the association going forward. We currently work with several similarly aligned groups (APA-IN, AISWMD, IEDA, IOMA) which may expedite that process in terms of subject matter expertise and additional synergies.

Structure and Proven Processes

The Corydon Group utilizes a number of processes which will drive the day-to-day operations and our approach to supporting your association:

- 100 Day Onboarding Plan
- Weekly and Monthly Financial Processes
- Editorial Calendars
- Event timelines
- Governance Standards of Excellence

Develop an Coordinated Plan

After an extensive review of the above, we will outline a draft plan of action for the board's review and approval. Should you retain us for lobbying services as well, our team will begin to set up meetings with key legislators and get organized for the 2022 legislative session.



Advancing Your Mission

THE REST OF THE TEAM



Chris Gibson, Esq., the firm's managing principal, has over 25 years of experience building the largest independent governmental-affairs firm in Indiana. Chris has spent his career representing highly regulated companies in the gaming and alcohol industries, and in more recent years, helped write and pass legislation creating new regulatory structures for emerging technology clients. These bills regarding ride sharing, short-term rentals, and car sharing have become national model bills. Chris is proud to still represent his first client from 2000.



Lou Belch oversees strategy and day-to-day operations for all health care clients of the firm. He has been a prominent fixture at the Indiana Statehouse since being named legislative liaison for the Indiana Health Professions Bureau under Governor Evan Bayh in 1989. Lou has been a contract lobbyist specializing in health care issues for the past three decades, holding key bipartisan relationships. Lou is proud to serve his first client from 1990.



Jill Ewing supports the day-to-day operations of the firm's association management clients and provides creative solutions for their needs. She works with associations to develop, lead, and execute ideas that create impact and value for their members. Each year, Jill successfully plans, manages, and hosts dozens of meetings and special events. Today, Jill takes pride in still serving her very first client after 15 years together.



Morgan Perrill, SHRM-SCP, is the firm's director of strategic initiatives. Before coming to The Corydon Group, Morgan served as director of legislative operations for the House Republican Caucus for ten years. During that time, she formed key relationships with many legislators and officials. Morgan currently serves as the executive vice president of the Indianapolis Medical Society and has clients in both the health care and education sectors.



Tish Dickerson supports the association management practice as the primary bookkeeper and financial compliance staff for our association clients. She is responsible for the preparation of monthly financial reports and annual budgets. Tish's family has a small business background and she brings both creativity and practicality to financial management. She is a 2010 graduate of Marian University.



Sydney Moulton, MPA has extensive experience representing clients in the health care space. She began her career with the House Republican Caucus where she worked closely with the Public Health Committee and has worked with physicians on a wide range of issues affecting the medical provider community. Sydney has strong relationships with the Indiana State Department of Health and the Family and Social Services Administration.

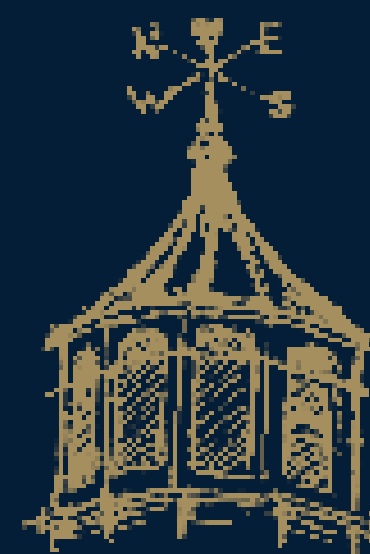


Steve Wolff, Esq. brings a wealth of experience in lobbying, procurement, government regulation, compliance, economic and business development, and political strategy. His diverse professional background allows him to make connections for our clients and craft creative public policy solutions. Steve is a 2019 graduate of Indiana University McKinney School of Law in Indianapolis and is a member of the Indiana Bar.



Cam Carter oversees the firm's external communications. He formerly served both U.S. Senator Richard Lugar and former Vice President Dan Quayle and has held senior executive positions with Hudson Institute and Publicis. Cam helped found and served as CEO of TechPoint, and later led economic development and federal lobbying efforts for the Indiana Chamber. Cam ensures our clients' messages get heard by key audiences.

THANK YOU





ASLA
INDIANA

2021



AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS INDIANA CHAPTER

ABOUT INASLA

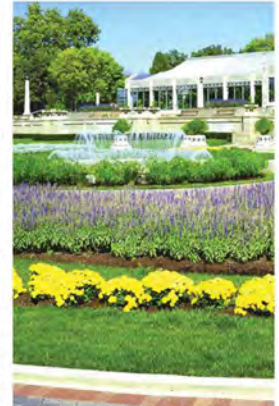
The Indiana Chapter became the 20th officially recognized State Chapter of ASLA in 1972. Currently, the Indiana Chapter has around 200 members and 70 student affiliates.

VISION & MISSION

The members and associates of the Indiana Chapter of the American Society of Landscape Architects believe in contributing to our communities and profession as leaders in the field of landscape architecture. To lead, to educate and to participate in the careful stewardship, wise planning and artful design of our cultural and natural environments.

STATISTICS

INASLA has approximately 1,085+ followers on Instagram, 1,125+ followers on Twitter, 1,900+ followers on Facebook, and 100+ followers on LinkedIn. We experienced roughly 3,100 unique visitors in 2020 to our website at www.inasla.org. Our main events each year include our Golf Outing held at Top Golf for the past 2 years, our Conference on Landscape Architecture which typically ranges between 120 - 160 members attending, and our Holiday party which averages around 60 members attending.





A Note from our President

Dear Prospective INASLA Sponsor,

I, on behalf of the nearly 200 members of the Indiana Chapter of the American Society of Landscape Architects, thank you for your interest in sponsoring our organization. Our local Chapter promotes the professional growth of our individual members, the collective advancement of our profession, and the collaborative betterment of our built environment with partnering organizations and supporters such as yourself. The success of these efforts throughout our State would not be possible without your generous and much appreciated support.

The past year has been one of difficult transition for our Chapter, our communities, and our world as a whole, but one where adversity, flexibility, and determination have seen us through. Entering the year we anticipated business as usual with our happy hours, site tours, and our annual Conference on Landscape Architecture, however, due to the unforeseen COVID-19 pandemic, all of those in-person events were cancelled over concern for the health and safety of our members and sponsors. Our amazing Chapter leadership was able to adapt to the situation by providing our members with a virtual conference, while also allowing our sponsors the opportunity to partake in education sessions and even a virtual expo. In addition, with the very successful outcome of our 2019 golf outing at TOP-Golf, we pushed forward with that event, and though it may have looked different under adorned masks and social distancing, was still a success, even in 2020! If there is one skill that everybody honed this year, it has been our ability to harness technology in ways not seen before as we turned to social media and virtual platforms to allow a different means by which our sponsors and members communicate and collaborate; while forced to make this move on the fly, it has proven to be successful.

While still immersed in a pandemic, with its accompanied social distancing and safety guidelines, we begin 2021 seeking new and exciting ways to engage our members, and provide them access to resources they require to continue and advance their practices. For this very reason we have expanded our sponsorship package to include the same benefits sponsors have enjoyed in the past, but have also included additional opportunities for virtual exposure to our membership and followers through social media and online event hosting.

We move forward cautiously and better prepared, yet extremely optimistic that 2021 will not only keep us connected through technology, but allow us to reconnect in-person, and once again gather at our previously planned, but merely postponed events like the Conference on Landscape Architecture to be held late summer/early fall in Fort Wayne and our Holiday Party later in the year.

We appreciate your generous support and look forward to seeing you in the coming year. If you have any questions regarding our Chapter as a whole, or your role and contribution as a sponsor, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Alan E. Rosenwinkel". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Alan E. Rosenwinkel
2021 INASLA Chapter President
president@inasla.org

SPONSORSHIP LEVEL PACKAGES



(\$3,500) Gold Sponsorship Level Benefits:

- **Conference** – “Gold Sponsor” of the Indiana Conference on Landscape Architecture, which includes premier company recognition in all promotional materials, and 2 tickets to the event. Includes one exhibitor table with the ability to pick premier location exhibit space. Includes award sponsorship recognition as well.
- **Golf Event** – “Title Sponsor” of the INASLA Top Golf Outing which includes company recognition at the event and premier logo placement on all print and social media promotional material. Includes 2 tickets to the event. Two (2) Hitting Bay sponsorships included as well.
- **Holiday Party** – “Event Sponsor” of the INASLA Holiday Party which includes company logo displayed at the event and on promotional material, verbal recognition at the event and 2 attendees.
- **Quarterly INASLA Happy Hour** – One happy hour event sponsorship which includes company logo displayed at the event and on promotional material and a brief opportunity to introduce the company. The sponsoring company is responsible for providing beer/wine and snacks.
- **Outdoor Vendor Tour** – Opportunity to host 2 outdoor project tours showcasing your products within the state of Indiana. INASLA will promote using your company logo on all promotional material/social media. Optional happy hour after with host providing beer/wine and snacks.
- **INASLA Social Media Takeover Day** – Once a month opportunity for a day to take over 1 of INASLA’s social media platforms.
- **Program Host**- Quarterly host opportunity of an online event marketed to all INASLA members. (examples include: Trivia night, Scavenger hunt, Facebook live factory/showroom tour, charity event, etc.) Host is responsible for planning.
- **CEU Webinar Presentations** – INASLA will market your events to our members at your request.
- **Marketing** – Permission to use designation in advertising (“Gold Level Sponsor” of INASLA)
- **Website Recognition** - Link to your company’s website that includes your company’s logo on the INASLA website indicating sponsorship level.
- **Year in Review Recognition** – Complimentary listing in the new INASLA Year in Review email newsletter at the end of 2021.
- **Mailing list** – INASLA member mailing list provided upon request. (Name/Email/Company)



(\$2,200) Silver Sponsorship Level Benefits:

- **Conference** – “Silver Sponsor” of the Indiana Conference on Landscape Architecture, which includes company recognition in all promotional materials, and 2 tickets to the event. Includes one exhibitor booth/ table.
- **Golf Event** – Sponsor of the INASLA Top Golf Outing which includes company recognition at the event and logo placement on all print and social media promotional material. One (1) Hitting Bay Sponsorship is included.
- **Quarterly INASLA Happy Hour** - Invitation to attend the quarterly INASLA Happy Hour Events. Hosting not included.
- **INASLA Social Media Takeover Day** – Once a quarter opportunity for 1 full day to take over 1 of INASLA’s social media platforms.
- **Program Host** – Opportunity to host 1 online event (or outdoor socially distanced) marketed to all INASLA members. (examples include: Trivia night, Scavenger hunt, Facebook live factory/showroom tour, charity event, etc.) Host is responsible for planning.
- **CEU Webinar Presentations** – INASLA will market your events to our members at your request.
- **Marketing** – Permission to use designation in advertising (“Silver Level Sponsor” of INASLA)
- **Website Recognition** - Link to your company’s website that includes your company’s logo on the INASLA website indicating sponsorship level.
- **Year in Review Recognition** – Complimentary listing in the new INASLA Year in Review email newsletter at the end of 2020.
- **Mailing list** – INASLA member mailing list provided upon request.
(Name/Email/Company)



(\$1,400) Bronze Sponsorship Level Benefits:

- **Conference** – “Bronze Sponsor” of the Indiana Conference on Landscape Architecture, which includes company recognition in all promotional materials, and 1 ticket to the event. Includes one exhibitor booth/table.
- **Quarterly INASLA Happy Hour** - Invitation to attend the quarterly INASLA Happy Hour Events. Hosting not included.
- **INASLA Social Media Takeover Day** – Opportunity for a single day takeover of 1 of INASLA’s social media platforms.
- **CEU Webinar Presentations** – INASLA will market your events to our members at your request.
- **Marketing** – Permission to use designation in advertising (“Bronze Level Sponsor” of INASLA)
- **Website Recognition** - Link to your company’s website that includes your company’s logo on the INASLA website indicating sponsorship level.
- **Year in Review Recognition** – Complimentary listing in the new INASLA Year in Review email newsletter at the end of 2020.
- **Mailing list** – INASLA member mailing list provided upon request.
(Name/Email/Company)

SPONSORSHIP EVENTS



ASLA
INDIANA

If a Gold, Silver, or Bronze package is not preferred, separate event support opportunities are listed below. You may also add-on to a package with the following opportunities:

2021 Indiana Conference on Landscape Architecture (September 23 & 24, 2021 Grand Wayne Center, Fort Wayne, IN)

The 2021 Indiana Conference on Landscape Architecture will host Landscape Architects from throughout the state. Over 150 attendees are expected to attend. You may purchase sponsorship anytime or an Eventbrite for registration will be set up as we get closer to this event. The following sponsorship/exhibitor opportunities are available:

\$1,200 Exhibitor - Includes one exhibitor booth/table and two tickets to the event. Company listed as exhibitor in the conference program.

\$500 Table Sponsor - Includes signage at one breakfast/lunch table and one registration ticket for the full day event.

\$300 Award Sponsor – Includes logo displayed during the awards presentation, listing in the conference program.

\$300 Contributing Sponsor – Company logo displayed at event as a contributing sponsor, listing in the conference program.

\$150 Sponsor Add-On – One additional admission to staff exhibitor booth/table. Includes registration and meal ticket. Does not include an additional booth/table.

2021 Golf Event (Top Golf Fishers, IN – July 2021)

The 2021 INASLA Golf Event will be held at Top Golf in Fishers, IN again for the 3rd time. We are excited to host this event at Top Golf again for 2021! An Eventbrite page for sponsorship and registration for the outing will also be available closer to the event. Please note that some sponsor levels have a limited quantity so reserve yours today! The following sponsorship opportunities are available:

\$1,000 Title Sponsor – Company recognition at event and logo on all print and social media promotional material. Includes two (2) tickets to the event.

\$800 Hole-In-One Sponsor – Company logo and representative present at hitting bay to meet Golfers.

\$700 Awards Social Sponsor – Company recognition at Awards Social, and company signage and promotional material on display at lunch tables. Representative present during social to network with players.

\$700 Breakfast Sponsor- Company logo and promotional material displayed on table. Representative present during breakfast to greet players as they arrive.

\$650 Drink Sponsor – Company logo on drink advertisements at each Hitting Bay. Representative present to distribute tickets to players prior to event.

\$550 Door Prize Sponsor – Company recognition during raffle at social event. Logo displayed on prize table. Representative present at Awards Social to distribute prizes.

\$500 Player Gift Sponsor – Company logo displayed on pack of golf balls. Business cards can be included.

\$350 Hitting Bay Sponsor – Company logo at entrance to each Hitting Bay. Representative present during event to network with players. Creative quick challenges for teams are encouraged, but not required.

\$200 Contributing Sponsor – Company logo displayed on banner at Awards social.

ANNUAL INASLA Holiday Party (December 2021, Location TBD)

Celebrate the Holidays and the end of 2021 with INASLA members!

You may purchase sponsorship anytime or an Eventbrite for registration will be set up as we get closer to this event. The following sponsorship/exhibitor opportunities are available:

\$500 Event Sponsor – Company logo displayed at the event and on promotional material, verbal recognition of the company at the event, and 2 tickets to the event.

\$250 Contributing Sponsor – Verbal recognition of the company at the event, company logo displayed on promotional materials, and 1 ticket to the event.

Quarterly INASLA Happy Hour Event

INASLA will hold quarterly happy hours (5-7pm) at TBD location that will include PechaKucha style presentations and opportunities for sponsors and members to mingle. These are limited to 4 per year.

\$500 Event Sponsor – This includes one happy hour sponsorship with company logo displayed at the event and on promotional material and a brief opportunity to introduce the company. The sponsoring company is responsible for providing beer/wine and snacks.

2020 World Landscape Architecture Month (APRIL)

INASLA celebrates WLAM every April along with National ASLA. We host a booth every April at the Earth Day celebration at Military Park in Indianapolis to promote Landscape Architecture. INASLA also promotes WLAM through the “This is Landscape Architecture” social media campaign as well as a “Day in the Life of an LA” posts on social media.

\$500 Sponsor - Includes company recognition via signage at INASLA’s Earth Day booth and recognition via social media posts as sponsor during the entire month of April.

INASLA Lobbyist

Indiana Landscape Architecture firms are encouraged to support the necessary and responsive government affairs work the Chapter provides by sponsoring the INASLA Lobbyist. This work both protects the interests of landscape architects at the state level, with important issues such as licensure, while elevating the profile of the profession across Indiana.

Lobbyist Sponsor – Company recognition at the Indiana Conference on Landscape Architecture and recognition via INASLA’s website for supplementing our investments in government affairs and advocacy efforts. These efforts both protect the profession of Landscape Architecture, while also increasing our opportunities.

Suggested Sponsor amounts include: \$1,000, \$500, \$250. Any amount contributed will be greatly appreciated to support this important work by the chapter.

INASLA CEU Presentations

INASLA will hold CEU presentations for its members as they are available. Date, time, and location TBD. Vendors are responsible for registering their presentation for CLARB LACES CEU credit and providing refreshments. Contact INASLA for details and to reserve your slot at office@inasla.org.



SELECT SPONSORSHIP LEVEL

- GOLD (\$3,500)
- SILVER (\$2,200)
- BRONZE (\$1,400)

ADDITIONAL OPPORTUNITIES

- \$500 WORLD LANDSCAPE ARCHITECTURE MONTH SPONSOR

GOLF EVENT

- \$1,000 TITLE SPONSOR
- \$800 HOLE IN ONE SPONSOR
- \$700 AWARDS SOCIAL SPONSOR
- \$700 BREAKFAST SPONSOR
- \$650 DRINK SPONSOR
- \$550 DOOR PRIZE SPONSOR
- \$500 PLAYER GIFT SPONSOR
- \$350 HITING BAY SPONSOR
- \$200 CONTRIBUTING SPONSOR

HOLIDAY PARTY

- \$500 EVENT SPONSOR
- \$250 CONTRIBUTING SPONSOR

CONFERENCE

- \$1,200 EXHIBITOR
- \$500 TABLE SPONSOR
- \$300 AWARDS SPONSOR
- \$300 CONTRIBUTING SPONSOR
- \$150 SPONSOR ADD-ON

LOBBYIST SUPPORT

- \$1000 LOBBYIST SPONSOR
- \$500 LOBBYIST SPONSOR
- \$250 LOBBYIST SPONSOR
- \$ _____ OTHER AMOUNT

TOTAL SPONSORSHIP COMMITMENT: \$ _____

RETURN FORM TO: INDIANA CHAPTER OF ASLA
P.O. BOX 441195
INDIANAPOLIS, IN 46244

OR EMAIL FORM TO: treasurer@inasla.org



FIRM/COMPANY NAME: _____

MAIN CONTACT PERSON: _____

ADDRESS: _____

CITY, STATE, ZIP CODE: _____

PHONE: _____

EMAIL: _____

SELECT PAYMENT OPTION

- CHECK MADE PAYABLE TO "INASLA"

- SEND US A LINK/INVOICE TO PAY VIA PAYPAL
(PROCESSING FEE WILL BE APPLIED)

RETURN FORM TO: INDIANA CHAPTER OF ASLA
P.O. BOX 441195
INDIANAPOLIS, IN 46244

OR EMAIL FORM TO: treasurer@inasla.org

INASLA 2021 Confirmed Sponsors

	Company	Representative	Email	Phone	Support Level			Additional Sponsorship	PAID STATUS	Notes
					GOLD	SILVER	BRONZE			
1	ESL Spectrum	Scott Parkinson	sparkinson@esl-spectrum.com	317-223-2618	X				Check received	\$3,500
2	Reading Rock	Jill Fouts	foutsj@readingrock.com	317-417-6027				1 quarterly happy hour hosting/ Golf Hitting Bay/ Conference Table Sponsor	Paypal paid	\$850
3	Rainbird	Chris Dimmick	cdimmick@rainbird.com	260-409-2196			X		PayPal paid	\$1,400
4	PlayPros	Johanna Moos	johanna@playpros.com	866-959-7866		X		Conference Field Session Boat Tour Sponsor	Check received/ Mailing Boat Sponsor	\$2,700
5	RL Turner Construction	Layne Cameron	lcameron@rlturner.com	317-873-2712		X		Add on - 2 additional Conference attendees	Check received	\$3,500
6	mmcite	Brianne Sayers	b.sayers@mmcite.com	704-995-1942	X				Check received	\$3,500
7	Hunter Industries	Eric Simmons	eric.simmons@hunterindustries.com	630-200-7581			X	Add Golf Title Sponsor	Paypal paid	\$2,400
8	Anova	David Traphagen	david.T@anovafurnishings.com	312-405-1773			X	Add Golf Hitting Bay Sponsor	Check received	\$1,750
9	Unilock	Mike Anderson	mike.anderson@unilock.com	630-276-8043			X		Check received	\$1,400
10	Park Pacific, Inc/ Iron Age Designs	Abigail Cummins	abigail@parkpacific.com	888-460-7275				1 quarterly happy hour hosting	Check received	\$500
11	LiveRoof & LiveWall	Caleb Smith	caleb@liveroof.com	616-935-1392				Conference Exhibitor	Check received	\$1,200
12	Landscape Forms	Julie Barnard	julieb@landscapeforms.com	765-491-7768		X			Check received	\$2,200
13	Ironsmith/ Streetscape Products	Jeff Miller	jeff@streetscapeltd.com	866-662-9944		X			Check received	\$2,200
14	Hanover Architectural Products	Brandi Sauers/ Chris Slusser	bsauers@hanoverpavers.com	800-426-4242			X	Added Golf Player Gift Sponsor plus 2 players	Check received	\$2,000
15	Forms + Surfaces	Mike Shanley	mike.shanley@forms-surfaces.com	800-451-0410			X		PayPal paid	\$1,400
16	Certified Consultants	Larry Cammarata	lcamarata@plantsoilwater.com	317-366-7233				Golf Title Sponsor/ Conference Award Sponsor	Check received	\$1,000
17	BoMar Industries	Jennifer Sanchez	jhennifers@bomarind.com	317-899-1240			X		Paypal paid	\$1,400
18	GCP Applied Technologies \Dayton Superior	Bill McHugh	Bill.McHugh@gcpat.com					Conference Exhibitor	Paypal Paid/ waiting on check from DS	\$1,200
19	Spence Nursery	James Keith	sales@spencenursery.com					Conference Exhibitor	Paypal paid	\$1,200
20	Irrigation Design Source	Justin Kottkamp	justin.kottkamp@askautomatic.com	317-946-9973				Conference Exhibitor	Paypal Paid	\$1,200
21	Omega II Fence Systems	Ed Bennett	Ed@IDAarchitectural.com					Conference Exhibitor	Paypal Paid	\$1,200
22	Sinclair Recreation	Jeff Branham	jeff@sinclair-rec.com	317-297-6554			X		Check Received	\$1,400

Grand Total \$38,100