

**CALIFORNIA ARCHITECTS BOARD
LANDSCAPE ARCHITECTS TECHNICAL COMMITTEE**

**STRATEGIC PLAN
July 1, 2010 through June 30, 2011**

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INTRODUCTION

Effective January 1, 1998, the California Architects Board (Board) assumed responsibility for regulating the practice of landscape architecture in this State. Under the enabling legislation (AB 1546 – Chapter 475, Statutes of 1997), the California Legislature created the Landscape Architects Technical Committee (LATC), a technical advisory committee, which consists of five professional members. The LATC performs duties and functions delegated to it by the Board.

The LATC assists the Board with examination of candidates for licensure and, after investigation, evaluates and makes recommendations regarding potential violations of the Landscape Architects Practice Act. It is also charged with the duty of investigating, assisting, and making recommendations to the Board regarding regulation of landscape architects in California.

The laws and regulations addressing the practice of landscape architecture benefit two primary categories of people.

First, regulation protects the public at large. The primary focus of a landscape architect is to create ways in which people can safely interact with their environment. The practice of landscape architecture means planning and designing the use, allocation, and arrangement of land and water resources through the creative application of biological, physical, mathematical, and social processes to safeguard the public. Landscape architectural services include:

- Investigation, selection, and allocation of land and water resources for appropriate uses
- Feasibility studies, formulation of graphic and written criteria to govern the planning and design of land construction programs
- Preparation, review, and analysis of master plans for land use and development
- Production of overall site plans, landscape grading and landscape drainage plans, irrigation plans, planting plans, and construction details
- Specifications
- Cost estimates and reports for land development
- Collaboration in the design of roads, bridges, and structures with respect to the functional and aesthetic requirements of the areas on which they are to be placed
- Negotiation and arrangement for execution of land area projects
- Field observation and inspection of land area construction, restoration, and maintenance

Second, regulation protects consumers of services rendered by landscape architects. The LATC helps consumers directly by providing information on selection and hiring of landscape architects and by establishing regulations and enforcement/complaint handling procedures that protect consumers from incompetent and dishonest practitioners.

As marketplace conditions change, it is the role of the LATC to monitor and respond to those changes that impact the health, safety, and welfare of the public.

STRATEGIC PLANNING PROCESS

Before the LATC's establishment, an interim Landscape Architects Advisory Council initiated the first strategic planning sessions in October and November 1997. This Council defined the mission and vision statements, identified three key strategic issues, and began identifying specific goals to further its mission.

Legislative authority that formed the LATC became effective January 1, 1998. The LATC held its first meeting on April 16, 1998. At this strategic planning session, the LATC evaluated, refined and formally adopted its mission, vision, key issues and prioritized its goals.

The LATC annually reviews and updates the Strategic Plan in response to changing conditions, needs, and priorities. At each session, the LATC reviews its progress on objectives over the previous year, updates the environmental scan in response to changing economic and technological climates, reviews its mission and vision statements, and strategizes to meet the challenges of the upcoming year.

This document reflects the latest update.

Strategic planning for the LATC is ongoing. Once the Board approves the main elements of the plan, the LATC develops specific action plans for each goal and objective, and continually monitors its performance in achieving them.

LATC EXTERNAL ENVIRONMENT

In developing its Strategic Plan, the LATC examines the external factors that impact the field of landscape architecture and the LATC's mission. This year's external environment is significantly impacted by the current economic downturn. Eight major factors have been identified based on perceptions and observations of LATC members and practitioners:

CHANGES IN LANDSCAPE ARCHITECTURE PRACTICE

- Licensing has leveled out
- Increasing emphasis on security, crime prevention, and anti-terrorism in public space design
- Decreasing average firm size and considerable increase in number of smaller firms
- Due to an economic downturn, a change from a shortage of candidates to a more competitive marketplace with decrease in number of jobs for landscape architects
- Lower retirement rate in practice due to economic recession.
- Increasing liability, risk and exposure due to lawsuits; forensic landscape architecture is on the rise (further highlighting the landscape architect's role in ensuring public health, safety, and welfare)
- Greater need for writing, communication, business, and critical reasoning skills
- Increasing reliance on environmental and biological science as a basis for landscape architectural design
- Widening scope of practice and responsibilities; growing demand for landscape architects; increasing functional specialization; greater need for landscape architects with working knowledge of key technical areas, especially ADA, etc.
- Widening body of knowledge required to practice landscape architecture
- Increasing public and professional demand for specialty certification
- Proliferation of unlicensed practice, potentially due to the economic downturn
- Increasing complexity of building codes and standards affecting the practice of landscape architecture
- Need for greater cooperation and communication between landscape architecture practitioners and academics
- Rapidly increasing emphasis on "green" and low-impact design due to diminished natural resources, use of sustainable design and development techniques
- Increasing costs of doing business
- Continuing effects of drought and water conservation-related legislation on practice
- Increasing level of landscape architect involvement earlier in the planning process
- Increase in design-build orientation, with a corresponding increase in firms adding design to their services
- Increasing level of competition among landscape architects for limited work opportunities due to the depressed economy
- Continuing lack of clarity about the landscape architect's responsible control over construction documents due to changes in the project delivery process and use of technology

CHANGES IN LANDSCAPE ARCHITECTURE ACADEMIC PREPARATION

- A number of graduates with landscape architecture degrees elect not to pursue licensure
- Increasing emphasis on information selectivity and critical thinking skills in landscape architecture education
- Schools are not keeping pace with the rapidly expanding growth of the profession. The supply of qualified faculty is limited
- Decreasing numbers of undergraduate landscape architecture students and increasing numbers of graduate-level students
- Fewer slots available to prospective landscape architecture students and fewer graduates
- Increasing cost of education
- Institutional enrollment caps in landscape architecture programs limit the number of graduates available to meet the growth demands of the profession
- Academic career demands have limited the number of licensed faculty teaching in landscape architecture programs

PROFESSIONAL COLLABORATION

- Increasing involvement as primary members of professional architecture and engineering consultant teams
- Increasing collaboration of landscape architecture, planning, design and engineering professionals
- More “collateral” work, like grading, is being contracted out due to liability concerns.
- More collaboration in design-build contracts and increasing numbers of such contracts

PUBLIC/CLIENT RELATIONS

- Greater public awareness of what landscape architects do
- Greater expectations for landscape architects to contribute to the public good, meet environmental quality goals, and garner community support
- Increasing client expectations for cost control, timely project delivery, agency processing, etc.
- Increasing expectations of consumers regarding quality of life issues in their communities
- Increasing public interest in park expansion and development
- Increasing recognition of the aesthetic value of landscape architecture and how it affects property values and sales

PROFESSIONAL DEVELOPMENT

- Greater emphasis on professional development and continued competency due to more stringent technical requirements, incorporation of scientific knowledge and new laws and mandates
- Growing number of landscape architects taking on more “environmental” responsibilities such as sustainable design, site hydrology, and environmental technologies; landscape architects in leadership or “prime roles” for these issues
- Segmentation of landscape architecture production, which impacts the integrity and quality of services delivered
- Rising cost of education, candidate examination fees, and licensure
- Technological advances make it difficult to keep up with professional development

INFORMATION TECHNOLOGY

- Continuing/expanding use of technology (e.g., CAD, GIS, Building Information Modeling (BIM), electronic plan checking, smart permits, etc.) including electronic plans
- Increasing use of “do-it-yourself” software, media, and web-based programs
- Increasing use of outsourcing, leading to practice without presence
- Greater use of technically-oriented individuals (especially for CAD and GIS) who may or may not be landscape architects
- Less distinction in the lines of responsibility due to remote supervision of design production and non-licensed individuals working in technical capacities
- Greater reliance on computer-aided design and drafting, increasing the difficulties and complexities of design production and supervision and leading to a false sense of confidence regarding quality of technical drawings (e.g.; BIM)
- There are inherent limits to e-drawings. Among other concerns, they may result in a loss of attention to detail, creating potentially unsafe project conditions--E-boards have amplified copying, which then creates safety issues
- Proliferation of certifications that do not address health, safety and welfare concerns and distract candidates who would otherwise seek licensure

GOVERNMENT

- Continuing state budget crisis, resulting in impacts to purchasing, staffing and travel
- Greater number of government services being offered via the Internet (“e-government”)
- Increasing level of sophistication and expectations from local city councils and planning commissions concerning project life-cycle costs (especially maintenance and operations)
- Increased competition for jobs now that Request for Proposals are on-line
- The federal government’s Public Service Initiative may affect profession
- Out-sourcing of plan checking by local and city agencies

CULTURE AND LIFESTYLE

- Growth pressure throughout California places more emphasis on issues, such as urban/agriculture interface, water issues, toxins, transportation, transit-oriented development
- Continuing water cost, supply and quality issues and a growing focus on related fiscal impacts, without a corresponding increase in attention to public health, safety and welfare
- Transfer of wealth to baby boom generation (who have high lifestyle expectations and are seeking sense of place) and to Generation X
- Growing regionalization within California, resulting in local areas wanting to create individual community identities

STRATEGIC ISSUES

While discussing the external environment, a number of strategic issues were identified by the LATC in the areas of education, examinations, professional qualifications, enforcement and safety, public and professional awareness, and organizational effectiveness. The LATC recognizes that these broader issues are interrelated and require focused attention.

EDUCATION

- Promoting continuing education for landscape architects
- Supporting accreditation of approved extension certificate programs
- Participating in the process of educating students so that they are properly prepared to practice safely upon licensure

EXAMINATIONS AND LICENSURE

- Evolving nature of the Landscape Architect Registration Examination (LARE) with respect to national and state requirements, expense, eligibility and pass rates
- Ensuring that the examination stays current with a rapidly changing field
- Ensuring access to the profession while protecting consumers

PROFESSIONAL QUALIFICATIONS

- Understanding how the expanding scope of practice of landscape architects impacts education and regulation
- Articulating the requirements of contemporary landscape architecture practice in California
- Encouraging adequate candidate preparation for licensure
- Staying current with knowledge requirements, which are changing more rapidly than in the past

ENFORCEMENT AND SAFETY

- Enforcing rules and regulations
- Tracking consumer complaints and conducting complaint analysis
- Defining responsible control for landscape architects
- Enforcing laws against unlicensed practice, including lapsed licenses, and identifying the impact of unlicensed activity on public health, safety, and welfare
- Developing standard practices for cases involving contractors

PUBLIC AND PROFESSIONAL AWARENESS

- Developing a plan to expand outreach to consumers, students, practitioners and other key constituents regarding laws and regulations affecting the practice of landscape architecture
- Enhancing professional relationships as they relate to regulatory issues [i.e., American Society of Landscape Architects (ASLA) and the Council of Landscape Architectural Registration Boards (CLARB)]
- Strengthening relationships with allied professionals, such as architects, engineers, and Building Officials, to ensure adequacy of LATC regulations and enforcement procedures
- Maintaining communication with licensees regarding current regulations and LATC matters

ORGANIZATIONAL EFFECTIVENESS

- Maintaining LATC appointments and adequate staffing
- Use of volunteers and staffing for committees
- Strengthen relationships with Department of Consumer Affairs (DCA) and the California Architects Board

MISSION

The mission of the LATC is to regulate the practice of landscape architecture in a manner which protects the public health, safety, and welfare and safeguards the environment by:

- Protecting consumers and users of landscape architectural services
- Empowering consumers by providing information and educational materials to help them make informed decisions
- Informing the public and other entities about the profession and standards of practice
- Ensuring that those entering the practice meet standards of competency by way of education, experience, and examination
- Establishing and enforcing the laws, regulations, codes, and standards governing the practice of landscape architecture
- Requiring that any person practicing or offering landscape architectural services be licensed

VISION

As a model organization for consumer protection, the LATC safeguards the public, protects and enhances the environment, and ensures quality landscape architectural services.

VALUES

The LATC will strive for the highest possible quality throughout all of its programs, making it an effective and efficient landscape architectural regulatory body.

To that end, the LATC will:

- Be **participatory**, through continuing involvement with CLARB and other organizations
- Be **professional**, by treating all persons who interact with the LATC as valued customers
- Be **prevention oriented**, by providing information and education to consumers, candidates, clients, licensees, and others.
- Be **proactive**, by continuously scanning the field of landscape architecture for changes in practice and legislation that may affect consumers, candidates, clients and licensees
- Be **progressive**, by utilizing the most advanced and effective means for providing services

GOALS

The LATC has established five goals as a framework for organizing the Strategic Plan.

REGULATION AND ENFORCEMENT

Protect consumers through effective regulation and enforcement of laws, codes, and standards affecting the practice of landscape architecture.

PROFESSIONAL QUALIFICATIONS

Ensure that landscape architects are qualified to practice by setting and maintaining equitable requirements for education, experience, and examinations.

PUBLIC AND PROFESSIONAL AWARENESS

Increase public and professional awareness of LATC's mission, program, and services.

ORGANIZATIONAL RELATIONSHIPS

Strengthen effectiveness of relationships with related organizations in order to further LATC mission, goals and services.

ORGANIZATIONAL EFFECTIVENESS

Provide accessible and responsive quality service to consumers and licensees.

CONSTITUENCIES AND NEEDS

The primary constituency groups of LATC include the following:

Constituency	Needs
Public (consumers/clients, users, general public)	Competent professionals Assurance of recourse Stewardship/environmental protection/safety Information on contracting with landscape architects
Licensees	Fair enforcement Regulation of practice High standards of competency and equitable licensing
Students	Information Coordinating with schools to communicate licensure and practice requirements
Candidates	Fair examinations Timely response to requests Quality, accurate, and relevant information
Public Agencies (e.g., Building, Planning, Parks and Recreation, and Public Works departments)	Maintaining standards, regulation, and information Information on practice standards for landscape architects
Policy making bodies (e.g., conservancies, city councils, planning commissions, Boards and supervisors, public utilities, and Water Boards)	Maintaining standards, regulation, and information Information on practice standards for landscape architects
Employers	Carry out and promote the Practice Act Communicate the benefits of licensure to employees Provide training opportunities to interns
Architects Engineers Landscape Contractors Geologists Landscape Designers	Collaboration on joint efforts Clarity of responsibility
Legislators	Consumer protection Clear definition of standards
CLARB	Information and participation

DCA	Support and information
ASLA and the California Council of the American Society of Landscape Architects (CCASLA)	Regulation of profession and information
Educators	Information on licensure requirements and practice standards

ACTION PLAN

The Action Plan is a dynamic framework for the many activities that the LATC performs in promoting and meeting its goals. The goals and objectives are assigned to committees, subcommittees, task forces, staff, or individuals, as appropriate, who create more detailed action plans in order to meet the goals and objectives set by the LATC.

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REGULATION AND ENFORCEMENT

GOAL: Protect consumers through effective regulation and enforcement of laws, codes, and standards affecting the practice of landscape architecture.

Ongoing Responsibilities

- Address consumer complaints in a timely and effective manner
- Analyze pattern of consumer complaint data to keep track of major issues
- Maintain communication with licensees regarding the obligations and requirements of licensure
- Implement regulatory changes, as needed, to keep Practice Act up to date
- Maintain currency of Frequently Asked Questions on LATC Web site
- Maintain currency of enforcement actions on LATC Web site
- Review and update the Landscape Architects Practice Act and Regulations to keep pace with changes in practice
- Monitor unlicensed activity with respect to Business and Professions Code (BPC) section 5641 – Exceptions and Exemptions amendment to Practice Act (report on results and determine appropriate action, if necessary).

Objectives	Target Date
1. Monitor enforcement activity, level of enforcement actions and expenditures. Document results and determine appropriate course of action. Monitor level of enforcement efforts and expenditures as a proportion of the LATC’s total work effort. Propose changes, if necessary, based upon an annual review of data. (Sunset Review Issue #6).	October 2010
2. Convene a task force to better define and clarify exempt practices under BPC section 5641.	July 2011
3. Develop and implement Complaint Disclosure Procedures.	July 2010
4. Perform analysis of consumer complaint resolution satisfaction survey.	July 2010
5. Update procedures for enforcement case review.	July 2010
6. Prepare a statement clarifying landscape architects’ authority to stamp drawings and ensuring the acceptability of this by local jurisdictions.	July 2011
7. Monitor new DCA enforcement improvement initiatives, report to LATC and determine the appropriate course of action.	July 2010

PROFESSIONAL QUALIFICATIONS

GOAL: Ensure that landscape architects are qualified to practice by setting and maintaining equitable requirements for education, experience, and examinations.

Ongoing Responsibilities

- Ensure access to the profession by providing a fair and equitable licensure process
- Ensure that examinations are kept current and meet all legal requirements
- Inform licensees on specific practice issues in California
- Review and monitor LATC's role in landscape architectural education
- Coordinate with CLARB to ensure timely, effective, and fair examination administration

Objectives	Target Date
1. Track, review, and analyze sufficient pass rate data to determine if changes in examinations and/or eligibility are needed (Sunset Review Issue #5).	July 2011
2. Procure contract for updating the CSE on a regular basis.	July 2010
3. Update the California Supplemental Examination (CSE).	July 2011
4. Update the California Code of Regulations (CCR) section 2620.5 in accordance with new Landscape Architectural Accreditation Board (LAAB) accreditation criteria.	January 2012
5. Adopt LAAB education criteria for use in extension program approval process.	January 2012
6. Modify examination eligibility requirements under CCR section 2620, if necessary.	January 2011
7. Incorporate CLARB's determinants of a successful project into California's experience requirements.	January 2012

8. Conduct new occupational analysis and evaluate alternative ways (including the CSE) to ensure competency.	November 2012
9. Review CLARB's graphically-oriented public relations materials outlining a) steps to obtain licensure, geared towards candidates; and b) different ways candidates can gain the experience required to obtain licensure, geared towards employers, and adapt to be California-specific.	June 2012

PUBLIC AND PROFESSIONAL AWARENESS

GOAL: Increase public and professional awareness of LATC’s mission, activities, and services.

Ongoing Responsibilities

- Maintain effective communication with LATC constituencies
- Participate in consumer, public, and professional awareness events
- Continue to review and update the LATC Communications Plan and emphasize consumer and professional awareness
- Update written materials and LATC’s Web site, as needed
- Maintain a presence at schools of landscape architecture

Objectives	Target Date
1. Complete updates to consumer guides.	July 2010
2. Develop an e-news service to distribute critical information.	January 2012
3. Explore how to bridge communications between educators and practitioners in relationship to the LATC mission.	January 2012

ORGANIZATIONAL RELATIONSHIPS

GOAL: Strengthen effectiveness of relationships with related organizations in order to further LATC mission, goals and services.

Ongoing Responsibilities

- Maintain working relationships with the Board and DCA
- Work with CLARB, LAAB, and Council of Educators in Landscape Architecture (CELA) to influence the national examination and to ensure that California-specific issues are addressed
- Exchange information with organizations that will assist the LATC in the regulatory process, such as ASLA, CCASLA, AIACC, building officials, California Building Officials, and engineers
- Maximize LATC and California involvement in CLARB by pursuing leadership opportunities
- Conduct ongoing communication with CLARB regarding important policy issues and procedures

Objectives	Target Date
1. Maintain a presence at CLARB meetings during 2010.	January 2011

ORGANIZATIONAL EFFECTIVENESS

GOAL: Provide accessible and responsive quality service to consumers and licensees.

Ongoing Responsibilities

- Improve service to all constituencies through timely, cost-effective, and efficient operations
- Encourage licensee participation in the LATC
- Update LATC Administrative Procedures Manual on a regular basis
- Monitor legislation that impacts landscape architectural practice as it relates to the public health, safety, and welfare
- Monitor State budget conditions and maintain clear budget priorities
- Utilize former LATC members on LATC committees and task forces to maintain organizational memory and continuity
- Monitor changes in CLARB examination fees

Objectives	Target Date
1. Appoint a sunset review task force, develop work plan and initiate report development process.	April 2010
2. Request that ASLA make recommendations regarding LATC appointments to DCA and the Governor's Office..	January 2011

APPENDIX A

COMMUNICATIONS PLAN

To support its strategic planning goals and objectives, the LATC conducts information and outreach activities. This plan presents key messages, existing communication channels, and preliminary strategies for improving external communications.

GOALS

The LATC Communications Plan seeks to achieve the following:

- Protect consumers and the public by providing education regarding the LATC's role
- Provide information to licensees regarding standards of practice and their legal and regulatory responsibilities
- Disseminate factual information in a timely manner
- Seek feedback to improve and measure overall operations
- Enhance consumer understanding of the landscape architecture profession
- Maintain consistent and quality outreach services
- Evaluate the success and effectiveness of the Communications Plan

CONSTITUENTS

The LATC provides information to eight main constituents:

- Public (consumers/clients, users, general public)
- Licensees
- Candidates and Pre-Candidates
- Practitioners
- Public Agencies
- Schools (educators and students)
- Professional Organizations
- Firms and Employers

MESSAGES AND KEY INFORMATION

The LATC Communications Plan will provide the following messages and key information to the eight main constituents:

PUBLIC (CONSUMERS/CLIENTS, USERS, GENERAL PUBLIC)

The public needs information regarding the role of the LATC, the practice and regulation of landscape architecture, compliance with laws, how and when to hire a landscape architect, and the role that licensure plays in ensuring quality professional service. The public also needs information explaining that LATC offers recourse in the event of disputes.

LICENSEES

Licensed professionals require up-to-date information to ensure compliance with the Landscape Architects Practice Act and other current laws. Important information includes:

- Enforcement procedures
- Updates and changes to laws and regulations
- Information that affects the public's health, safety and welfare

CANDIDATES AND PRE-CANDIDATES

Candidates for examination need accurate and timely information regarding eligibility, costs, and the examination process. In addition, candidates need information in order to clearly differentiate between the LATC's and CLARB's roles, and to understand the value of a license.

PRACTITIONERS

Practitioners need information on the steps involved in obtaining a license.

PUBLIC AGENCIES

Public agencies need information regarding the role of the LATC, the practice and regulation of landscape architecture, the laws under the Practice Act, and the LATC's enforcement methods.

SCHOOLS (EDUCATORS AND STUDENTS)

Schools with landscape architectural programs and their faculty need to have current practice, licensure, and candidate information. They also need to understand the steps involved in obtaining a license to practice landscape architecture.

PROFESSIONAL ORGANIZATIONS

Professional organizations, including CLARB, ASLA, LAAB, and CELA, and other state boards, need to be kept informed of changes to the Practice Act and LATC activities which may impact their organizations and members. These organizations and the LATC need opportunities to exchange information.

FIRMS AND EMPLOYERS

Employers are responsible for complying with the Practice Act and communicating the benefits of licensure, as well as providing training opportunities to interns for them to gain practical experience.

ACTIONS

The LATC recommends the following actions:

Public (consumers/clients, users, general public)

- Publish article(s) that clarify the practice of landscape architecture and the role of the LATC
- Review letter to television production company(ies) and distribute, if necessary
- Develop scope of practice table / “graphic” and post on LATC Web site
- Provide additional consumer information on the LATC Web site

Licensees

- Communicate with licensees regarding awareness of current health and safety-related codes and regulations

Candidates and Pre-Candidates

- Update, develop, and distribute candidate material
- Prepare “guidelines” for meeting examination experience requirements

Firms and Employers

- Communicate to encourage employees to obtain licensure
- Develop and provide guidelines for successful internship
- Disseminate information to promote accurate and current landscape architecture laws

Public Agencies

- Review Consumer Guides for currency and distribute
- Develop and distribute scope of practice table / “graphic” and other materials that clarify the practice of landscape architecture and the role of the LATC

Schools (educators and students)

- Review CLARB presentation materials for currency and incorporate information specific to California into LATC outreach materials
- Contact program directors regarding LATC presentations during professional practice courses
- Update PowerPoint presentation
- Prepare licensure letter for students approaching graduation

Professional Organizations

- Review CLARB presentation materials for currency and incorporate information into LATC outreach materials
- Contact CCASLA regarding collaboration to clarify the practice of landscape architecture for public agency officials
- Attend conferences and meetings to clarify the practice of landscape architecture and the role of the LATC
- Explore opportunities to participate in panels and workshops

COMMUNICATION TOOLS

The LATC will utilize the following communication tools to reach the target audiences identified above:

- Web Site Content*
- Newsletter/Technical Bulletin*
- Candidate Information Packet and PowerPoint*
- Practice Act, Rules and Regulations*
- Consumer Guides (residential, commercial and industry)*
- Committee Participation
- Press Releases and Articles
- Joint Meetings
- Media/PowerPoint Presentations
- Licensure Posters (for practitioners, educators, students)
- Design Professions Chart
- CLARB Tools
- Speakers Bureau

* Highest priority communication tools for update.

Information available will be shared with the target audience and research conducted on what each group wants to see, what information will benefit them the most, and in what type of media they prefer to receive the information.

High Priority Target Audiences

Audience	Candidate Publication					Message	Activity
		Consumer Guides	Newsletter	Practice Act	Website		
Candidates, Pre-Candidates, and Students	X	X		X	X	Value and purpose of license	Partner with ASLA and send out LATC postcard
Schools (educators)	X		X	X	X	Steps to achieve a license	Convene focus group to determine what educators need to know about LATC and the best way to provide that information
Firms/Employers					X	Their role in supporting the licensing process by providing internships and practical experience	Partner with ASLA, sponsor seminars "The Practice Academy," send out information that summarizes topics on the examination
Public/Consumers		X			X	Purpose and role of LATC (that LATC protects consumers and ensures qualified landscape architects; offers recourse in the event of a dispute)	
Licensees		X	X	X	X	Current laws and regulations	
Practitioners/Mentors	X			X	X	Steps to achieve a license	
Public Agencies					X	LATC's current scope	Send out practice act with cover memo
Professional Organizations (CLARB, ASLA, etc.)		X	X	X	X	LATC's current scope, current laws and regulations	Maintain regular two-way conversation and information exchange with relevant organizations