

EVALUATING METHODS FOR DEVELOPING
A VISION AS THEY APPLY TO SMALL
LANDSCAPE ARCHITECTURE
FIRMS

by

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ABSTRACT

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This research started on a quest for information about the future. Not a future based on information from the past or even the present but a visionary look at the future. There are many parts to strategic planning. One part of the strategic planning process is the creation of a vision. There are various processes used to facilitate this kind of visionary thinking. The literature in landscape architecture is limited on this subject creating a need to study business and futurist literature. The question is what

steps of the various visioning methods in the business community best apply to small landscape architecture firms to help them develop their vision for the future.

Maccoby indicates that once we have found our purpose, our vision, it crystallizes our strengths, our passion flames up, bringing our talents and skills to life (Maccoby p. 101.) The literature from the business community stresses the importance of visioning as a management and leadership tool. The literature also covers differing visioning methods. The visioning methods in the business literature range from simple five-step methods for creating vision statements to long drawn out processes for developing future scenarios (See such as Miller, 1998; Nanus, 1992; Ronis, 2007.).

Qualitative research methods were used for this thesis. Differing models for visioning from the business community were analyzed and the key steps were summarized and categorized. Interviews were then conducted with the principals of a select group of small landscape architecture firms in order to gain insight into how they currently address the future and conduct visioning. Their comments generated revised ideas, methods and key questions for visioning in the small landscape architecture firm. These steps from the interviews were combined with the key steps found in the business literature to make a new model. The new model was sent out to the same principals for their review. The comments from the principals were then applied to the model in order to revise and finalize a new visioning model created for landscape architecture professionals.

The research concludes with a model for creating a vision in small landscape architecture firms. This model is to determine alliances, training, technologies and

personnel needs for the future. The model is a tool for the small firm to achieve its goals for the future.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	ii
ABSTRACT	iii
LIST OF ILLUSTRATIONS.....	ix
LIST OF ILLUSTRATIONS.....	ix
LIST OF TABLES.....	x
Chapter	
1. INTRODUCTION	1
1.1 The Issue.	1
1.2 Perspectives.....	2
1.3 Purpose Statement.....	4
1.4 The Process	4
1.5 Significance and Limitations	5
1.6 Chapter Summaries.....	6
1.7 Definition of Terms.....	7
2. LITERATURE REVIEW	9
2.1 Literature Search.....	9
2.2 Landscape Architecture Literature.....	10
2.3 Futurist Literature	11
2.4 Business Visioning Literature.....	15

3. METHODS.....	32
3.1 Landscape Architecture Firms	32
3.2 The Population	35
3.3 Interview Techniques.....	36
3.4 The Interview Questions	37
3.5 Data Collection.... ..	39
4. DATA ANALYSIS AND FINDINGS	42
4.1 Literature Analysis.....	42
4.2 Interview Analysis	47
4.3 The Combined Results	57
4.4 Testing the Model.	67
4.5 Revised Model	68
5. CONCLUSION... ..	69
5.1 Summary	73
5.2 Future Research	75
Appendix	
A. IRB TRAINING	78
B. LITERATURE SEARCH SUMMARY	80
C. DALLAS BUSINESS JOURNAL BOOK OF LIST.....	83
D. SAMPLE OF INTRODUCTION LETTERS	86
E. SAMPLE OF PHONE CALL SCRIPT	88
F. INTERVIEW QUESTIONS	90

G. INTERVIEW TRANSCRIPTS	92
H. SECOND INTERVIEW QUESTIONNAIRE.....	154
REFERENCES	157
BIOGRAPHICAL INFORMATION.....	162

LIST OF ILLUSTRATIONS

Figure		Page
2.1	Macro Visioning Flow Chart.....	17
2.2	Innovation Compass.....	20
2.3	Innovation Learning Style.....	20
2.4	Visionary Direction.....	21
2.5	Community Strategic Visioning Process.....	23
3.1	Firm Sizes.....	33
3.2	Firms by Organization Type.....	34
4.1	Literature Interview Comparisons.....	58
4.2	Preliminary Visioning Model.....	63
4.3	Second Preliminary Visioning Model.....	64
4.4	Test Version Preliminary Visioning Model.....	65
4.5	Axes of Crucial Uncertainties.....	67
5.1	Visioning Methods Model.....	71

LIST OF TABLES

Table	Page
1.1 Questions Regarding the Future.....	2
2.1 Steps to Developing Scenarios.....	14
2.2 Scenario Rules.....	14
2.3 Ronis Full Visioning Method.....	18
2.4 Ronis Short Visioning Method.....	18
2.5 Miller Visioning Method.....	21
2.6 Walzer Visioning Method.....	24
2.7 Nanus Visioning Method.....	25
2.8 Evidence of Lack of Visioning.....	26
2.9 Choosing the Right Vision.....	27
2.10 What Makes a Good Vision.....	27
2.11 Visioning Methods Matrix.....	30
3.1 Top Small Landscape Architecture Firms.....	35
3.2 Problems with Questions.....	38
4.1 Visioning Methods Matrix.....	45
4.2 Demographic Matrix.....	50
4.3 Vision Use Matrix.....	51

4.4 Interview Matrix.....	52
4.5 Preliminary Visioning Table.....	61
5.1 Visioning Methods Table.....	72

CHAPTER 1

INTRODUCTION

In order to prepare for the future in an uncertain world, a small landscape architecture firm needs to have an idea of what its future can be. In landscape architecture little is written about predicting the future of the profession. A business part of strategic planning process is the vision statement (Ronis, p. 10.) The vision statement outlines where a business wants to be. Crafting a vision for a business may be the most important role a leader plays in creating a forward focused company (Harper, p. 30.) This thesis examines the visioning methodologies adapted from the business world and applies them to small landscape architecture firms.

1.1 The Issue

By preparing for the future, small landscape architecture firms are better able to react to changes in the profession. Binney and Williams note that “Without visioning, it is said; organizations will not change in the ways needed, will not adapt and prosper in changing environments” (Binney and Williams, p. 34.) Successful businesses have people in charge with a unique kind of vision that is not seen in other less successful businesses (Maccoby, p. 100.) There is little written in landscape architecture regarding the future and specifically how to prepare for it. The following questions regarding the future are some examples of those that prompted this research.

Table 1.1 Questions Regarding the Future

How does a firm stay at the top of the profession?
What strategic alliances need to be formed?
What skills does the firm need to develop?
How can the latest technology be utilized best?
Does the firm need to specialize and in what?
What additional training will be required?
What can be gained from staying small?
What is to be gained through growth?

Beyond the business planning benefits of visioning there are personal benefits.

“Once a productive person has found their purpose, their vision, it crystallizes their strengths. The passion flames up, bringing their talents and skills to life” (Maccoby, p. 101.) This statement tells us that visioning builds our skills as leaders, salespeople or designers. Evaluating the best practices for visioning will give a frame work for small landscape architecture firms to plan and prepare for the future.

1.2 Perspectives

There are three perspectives to use when looking to the future. The first perspective is from the past, where the future is based on past trends. These trends are used as indicators of future growth and change. An example of this would be to look at past growth in the number of landscape architects. Using historical growth one could predict the number of professionals for any given year in the future. This perspective is also called environmental scanning where the historical trends are projected into the

future (Russ, p. 107.) One could also look at dollars spent for landscape architecture projects historically. Using the past trends in the growth of money spent for landscape architecture projects, one could plan for future landscape architecture expenditures. The problem with the perspective of the past is that it does not allow for variables such as future developments.

The second perspective is from the present. This perspective looks to current problems needing solutions. Thomas Russ calls this market analysis where you identify trends and anticipate the opportunities and impacts resulting from them (Russ, p. 107.) The problems of today are looked at as the opportunities of tomorrow. An example would be the green movement. Although aspects of this current trend should be made part of everyday practice, it fails to look at what will come next. Again this fails to address future developments and fails to consider success in attacking current issues.

A visionary looks past what is currently visible. Visioning opens our eyes and minds to possibilities we would not ordinarily consider (Ronis, p. 5.) The future holds inventions, ideas, and problems that do not currently exist today. In the future there will be new technologies that do not currently exist. New methods and materials will be available to landscape architects. Society will look at its environment differently than it currently does. There will be new problems to solve that are totally unforeseen now. This is part of what is considered when developing a vision.

There is more to a vision than just a dream. Methods are available for visioning. In his book The Visionary Leader, Wall says “You will need to develop the

specific principles that will guide the work and relationships with in your company” (Wall, p. 57.) These principles are some of the suggested methods used for visioning.

1.3 Purpose Statement

The purpose of the study is to analyze the various visioning methods in the business community and apply to small landscape architecture firms to help them develop their vision for the future.

1.4 The Process

The Small Business Administration defines a small business as a company of fifty or fewer employees. This is the definition the research will initially use in examining visioning methods for small landscape architecture firms; however, a better definition is needed that relates to the realities of landscape architecture.

The end product of the research is a model for small landscape architecture firms to use in developing a vision for their firm. The model for visioning comes from analyzing existing models in literature and interviews with professionals regarding practices firms are currently using. The different visioning methods are analyzed and a matrix is developed from the literature. Due to the limited literature in landscape architecture, the search concentrated on the business literature where precedents are available. Next, interviews are conducted with the principles of a selected group of small landscape architecture firms. The focus of the interview is to find out what type of visioning currently takes place in these small firms. The criterion for selecting the firms is the Dallas Business Journal articles on landscape architecture firms. The journal published lists of the largest landscape architecture firms based on billed revenues for

the calendar years 2005 and 2006. From the lists, the smallest firms with less than fifty total employees were selected. After the interviews, the results are compared to the matrix developed from the literature. This information is used to develop a new model for visioning in small firms. After the development of the new model, surveys are sent to the same principles. The results of the survey are used to finalize the visioning model.

The research concludes with a new model for creating a vision in small landscape architecture firms. This model is to be used in order to help determine the groups that drive the future of the business, the training that will be required to achieve goals, the scope of the business and what technology needs to be employed to achieve the goals of the business.

1.5 Significance and Limitations

There are some limitations to this research. First is the limited literature in the landscape architecture community. A limited number of articles have been found relating to this topic in the American Society of Landscape Architecture (ASLA) proceedings during the past ten years and in other scholarly literature. There is also a lack of a clear definition when it comes to firm size. Firms are referred to as small or large but no criteria are found to easily categorize the landscape architecture firms. The geographic area is limitation for the interview data. In order for all interviews to be consistent, all interviews are conducted in the North Texas area. The last limitation is the size of the interview population. The sample size is small and concentrated on small

firms. Again, for consistency, only in-person interviews were conducted over a short time frame limiting the number of interviews completed.

There are three ideas that will come from this research. First is a better understanding of business literature as it applies to landscape architecture. The second idea is the visioning model that is developed. The model gives small landscape architecture firms a tool to practice visioning in their own firms. The third idea is the development of a definition of what a small landscape architecture firm is. Along with this definition also come the definitions of medium and large firms. All of these items make this research a significant contribution to the practice of landscape architecture.

1.6 Chapter Summaries

The next chapter discusses the literature regarding visioning, its value to the organization and different models currently in use. Chapter three is about the methods used in this research. From the type of research methods used in the study population and interview questions, this chapter discusses it all and documents how the research is conducted. The fourth chapter is the analysis section. Qualitative data collected from literature and interviews are analyzed. The data analysis for literature and interviews are done separately and then combined for the preliminary results. The preliminary results are tested and revised based on professionals and scholars. The final chapter is the conclusions of the research. A model for visioning in small landscape architecture firms is developed. The final product is discussed as well as recommendations for future research.

1.7 Definition of Terms

Educators–Persons whose work is in academia or higher education which includes undergraduate and graduate studies.

Forecast–An estimation or calculation in advance.

Futurist–Authors, consultants, organizational leaders and others who engage in interdisciplinary and systems thinking to advise private and public organizations on such matters as diverse global trends, plausible scenarios, emerging market opportunities, and risk management.

Predictions–Foretelling future occurrences in advance of the fact.

Professionals–Persons actively practicing landscape architecture in the market.

Small business–A small business is one which has a small number of employees, profit and/or revenue. Often these are owner-managed with few specialist managers. Some definitions of small businesses distinguish between businesses with fewer than ten employees, which are micro-businesses, and those with 10-49 employees, which are classified as small businesses (sba.gov.)

Strategic Management–Managing an organization as a system. It is a set of managerial decisions that determine long-term performance (Ronis, p. 10.)

Strategic Planning–The process which determines where an organization is going over the next year or more, how it is going to get there and how it will know if it got there or not. The focus of a strategic plan is usually on the entire organization, while the focus of a business plan is usually on a particular product, service or program (managementhelp.org.)

Technology—A broad concept that deals with applied science. Mans' usage and knowledge of tools and crafts, and how it affects mans' ability to control and adapt to its environment. This includes hardware, software, utilities, and techniques.

Vision—A clear and specific view of the future that is not visible to the eye. It is realistic and achievable looking past current trends to what is possible. A description of a future state and the role an individual or organization will play in that future (Ronis, p. 1.)

Visionary-A person with a clear, distinctive and specific (in some details) vision of the future, usually connected with advances in technology or political arrangements (Webster's New World Dictionary.)

Vision Statement-A short paragraph containing details of the company's future or vision. The statement provides an aspirational image of the future (samples-help.org.uk.)

Visioning-A disciplined series of steps that helps an organization answer questions needed in order to prepare for the future. A planning tool to examine events that could happen in the future before they occur (Ronis, p. 3.)

CHAPTER 2

LITERATURE REVIEW

The literature review focuses on landscape architecture, futurism and business to examine what has been said on the subject of visioning. Literature specific to landscape architecture and visioning is limited. Limited landscape architecture literature created a need to look to other fields and professions. The literature searches on future studies and visioning lead mainly to business literature. The abundance of business literature made it a prime source of information. The main areas this research looks at are landscape architecture, business, planning and futurism.

2.1 Literature Search

The preliminary search started with key words. Key words relating to the topic were used with online library catalogs. Searches were conducted using The University of Texas at Arlington library directories as well as electronic resources such as “World CAT.” As an example of the key word search on The University of Texas at Arlington web directory and World CAT, results are available as tables in appendix G. The results of the search depict all literature on the given subjects in The University of Texas at Arlington library system as well as the World CAT database. This does show the proportion of the available literature that is written on the given subject.

2.2 Landscape Architecture Literature

Landscape architects who open their own firms typically do not have training or education in the business field (Musica, p. 1.) In an abstract to the American Society of Landscape Architects (ASLA) convention, Frank Musica states “few landscape architects are sufficiently educated in the skills required for running a firm” (Musica, p. 4.) This may or may not be the reason so little is written by landscape architects about the future or visioning. During the past ten years only four papers relating to the future of the business or visioning have been published by the ASLA. These papers mainly concentrated on the importance of visioning and use of imagination to plan for a firm (see ASLA website.)

In another article the importance of the future is discussed. In planning for the future, a firm needs to know what the future markets are likely to be as well as how a firm positions itself for those markets (Mayer-Reed, p. 14.) This is referred to as a positioning statement in the article but it does contain some aspects of visioning. The positioning statement is to anticipate where the firm realistically intends to go (Mayer-Reed, p. 16.)

Visioning is discussed as a part of strategic planning process by Thomas Russ. In his article for the ASLA convention, he states that articulating a vision is considered the first step in determining a strategy. What this will do is give the organization or the individual a tool to evaluate decisions and respond to opportunities (Russ, p.106.) In fact, a firm can create opportunities once it has identified a vision of its future (Russ, p. 107.) Once the vision is developed, there is the issue with following it. By living the

vision, a firm can project its unique vision into daily behaviors creating success in every opportunity (Russ, p. 108.) Russ clearly covers the importance of visioning to landscape architects, however, there is no blueprint for how it should be developed.

At the 2008 Texas ASLA convention, Bob Richardson gave a lecture on “The Business of Landscape Architecture.” As a part of the lecture, Richardson highlights the importance of a vision as part of the strategic business plan.

A couple of important thoughts are brought up by Steven King. King states, “Many of the best ideas we’ve ever gotten for new products, processes, and business improvements have come from employees who had a wild idea” (King, p. 10.) He also states in the same article that “every idea is a good one...until you can prove it isn’t” (King, p. 11.) What King is saying is the process of using your imagination to plan for your firm’s future is where the best ideas can come from. Just because a plan is not grounded with statistics does not mean it is not valid.

2.3 Futurist Literature

The futurist literature is used to show how the futurists look at the future. There are books and articles on what the future may be like but this is not the focus of this section. The interest is in how a business can take the knowledge of the futurist and apply those techniques in developing a vision. One author, Peter Schwartz, a futurist, is recommended in Visionary Leadership (Nanus, p. 84.)

2.3.1 Schwartz

In The Art of the Long View, Peter Schwartz goes through the methods for developing scenarios. These scenarios are not about predicting the future but they are

about creating different ideas about the future in the present (Schwartz, p. 38.)

Scenarios are not just arbitrary creations but the end result of a process.

To begin the development of scenarios information is needed. One way to bring in information is to act like radar by sending out signals to see what information comes back (Schwartz, p. 65.) A second way to obtain information is to pay attention to ideas coming from the fringes, not just main stream ideas. Once you have encountered an idea early at the fringe you are able to recognize it and use the information better (Schwartz, p. 74.) In fact, Schwartz states you can see the direction the future Einsteins, Hos, Jobses and Wasniaks might take in the next fifteen years if you follow the fringes today (Schwartz, p. 74.) Not all the ideas from the fringes come to pass and not all the people there have the right ideas. When you investigate the ideas and people in the fringes, you develop a sense of which people are the intellectual pathfinders and those who are crackpots (Schwartz, p. 76.) The third way to collect information is reading. Contact the authors of challenging books or articles (Schwartz, p. 82.) Another way to acquire information is to take courses, attend conferences or go to meetings in interdisciplinary subjects (Schwartz, p. 82.)

A small business or landscape architecture firm is not at a disadvantage with larger organizations when it comes to information collection. In fact, an individual or small firm has advantages over the larger enterprises (Schwartz, p. 82.) A person may expect to be paid by a large organization. The same person will talk for free to a considerate, well informed and courteous individual; especially when the individual is able to ask intelligent questions. Most importantly, remember you have something to

offer in return (Schwartz, p. 82.) When contacting an individual for information, it is useful to include a hint of your own work and insight into a personal letter or conversation (Schwartz, p. 83.)

Keep an open mind when developing scenarios. An individual's preconceptions sometimes keep them from paying attention to ideas that may challenge conventional wisdom (Schwartz, p. 90.) Ideas that come from the fringes do not necessarily follow conventional wisdom.

There are five driving forces for the future as identified by Schwartz. The first is society. There are changes that will take place in the demographics of your target populations. Second is technology. The continual changes in technology require a firm to account for potential changes. The third driving force is economics. Transportation costs and the cost of money are examples of how the economy impacts future plans. Politics is the fourth driving force. Government spending and regulations can be affected by political changes. The fifth and last driving force is the environment. The condition of the environment or the availability of natural resources could be potential future issues. All these issues make a difference when building scenarios (Schwartz, p. 110.)

The scenario process involves eight steps. As mentioned earlier, these scenarios are not predictions. Scenarios are ideas about the future that can be used now to prepare. Schwartz has laid out in his book a tool that may be incorporated into other visioning methods (see table 2.1.)

Table 2.1 Steps to Developing Scenarios

1. Identify focal issue.
2. Specify key forces in the local environment.
3. Determine driving forces.
4. Rank by importance and uncertainty.
5. Select scenario logics.
6. Flesh out scenarios.
7. Note the implications.
8. Select of leading indicators and signposts.

(Schwartz, p. 226.)

Table 2.2 Scenario Rules

1. Beware of ending up with three scenarios and avoid identifying the middle scenario as most likely.
2. Avoid assigning probabilities to different scenarios.
3. Pay a great deal of attention to naming your scenarios.
4. Scenario development team should include decision makers, a broad range of functions and imaginative people.
5. Good scenarios are both plausible and surprising. (Schwartz, p. 133.)

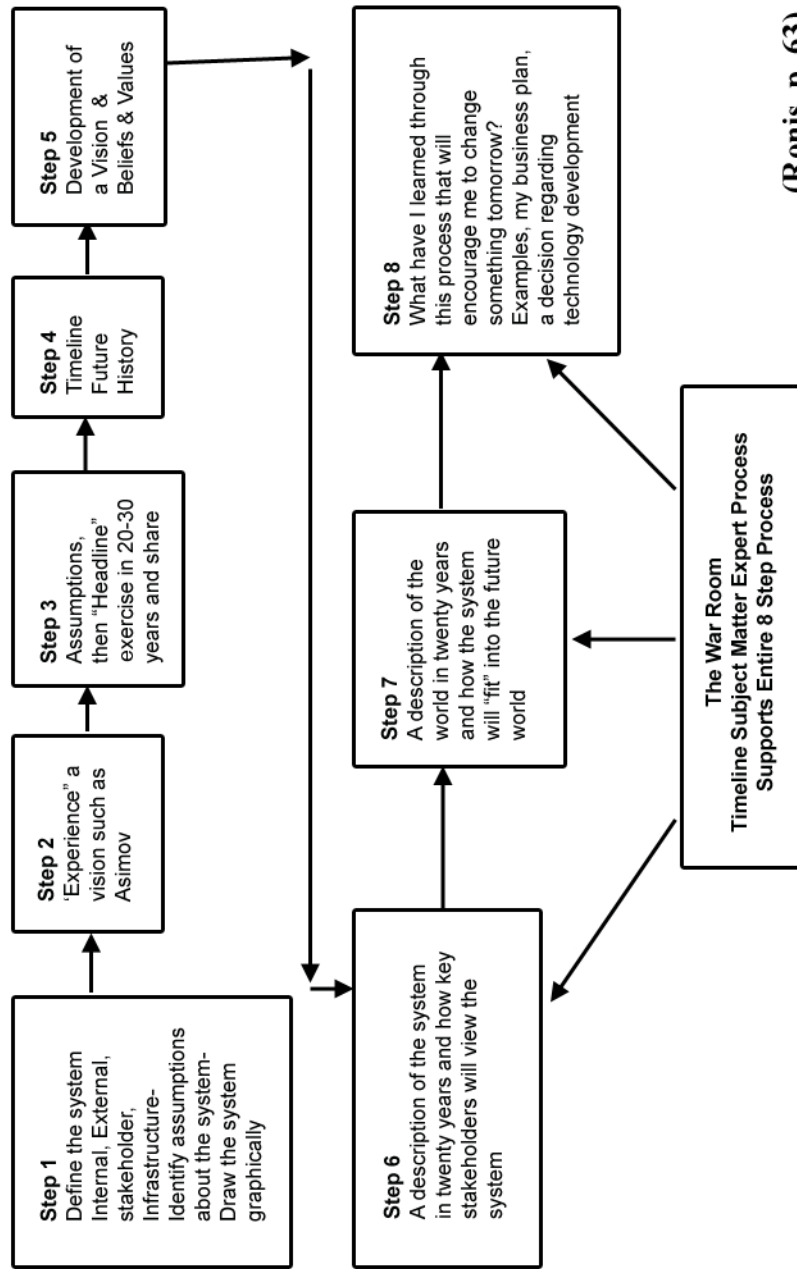
2.4 Business Visioning Literature

The literature in the business community covers a broad spectrum. The business literature discusses futuring, visionary leadership, forward focus and visioning as business practices. It is in Hoyle's book, Leadership and Futuring, where he tells us of the urgency in looking at the future. "To affect the future we must act now (Hoyle, p. 26.) The differences between predicting and forecasting are discussed by Rescher in his book Predicting The Future (Rescher, p. 40.) Forecasts and predictions are different from visioning in the fact that they look at what is currently probable instead of what is possible. Since there are an infinite number of potential futures this makes visioning different than either forecasts or predictions (Ronis, p. 3.) Visions are composed of one piece foresight, one piece insight, a lot of imagination and judgment along with a good deal of boldness (Nanus, p. 34.) The literature of the business community also shows differing methods for creating a vision for the future.

Before we explore the visioning methods, let us be aware: "It is impossible to describe visions that will reflect conditions that have yet to pass" (Heilbroner, p. 95.) Heilbroner also tells us: "I propose to ask whether it is imaginable – I stress this crucial word – to exercise effective control over the future forces of today. This rescues us from the impossible attempt to predict the shape of tomorrow, and leaves us with the somewhat less futile effort of inquiring into the possibilities of changing or controlling the trends of the present" (Heilbroner, p. 95.) This is a reminder that visioning is not an exact science but a tool that is available to us.

2.4.1 Ronis Approach

Visioning is a planning tool which considers possible futures before they occur (Ronis, p. 3.) In Timelines into the Future we are given a step-by-step guide to visioning as a part of the strategic management process (Ronis, p. 18.) According to Ronis, her methods have been used by the Department of Defense, General Motors and the United Auto Workers. Visions are not intended to totally change the state of current systems. Ronis emphasizes “Visions of the future need to look at the system as it is currently configured and what it will look like in many different futures” (Ronis, p. 8.) In her method of visioning, Ronis discusses three levels of visioning ranging from vision statements to consensus building and variable future scenarios (Ronis, p. 3.) For the purpose of this study we look at the second level. The Ronis method, as we will refer to it, has ten steps. The vision developed through this method is a description of a future state and the role an organization will play in that future (Ronis, p. 11.) These descriptions of the future described the ideal state for the organization. The descriptions cover the stakeholder of the firm. Customers, employees, competitors, suppliers, general public and media are all possible stakeholders. The results of Ronis’ visioning method range from a vision statement to full future scenarios thanks to the input this method gets from experts in various fields. The Ronis method is different from other methods in the way it uses activities and statements instead of asking question. It also differs in the way the method uses input from outside professionals.



(Ronis, p. 63)

Figure 2.1 Macro Visioning Flow Chart

Table 2.3 Ronis Full Visioning Method

- *Define your system within its environment or the world situation.
- *Identify assumptions about the present, especially those considered most dear.
- *Create a family in the future timeline that you will be looking at.
- *Determine what is plausible.
- *Select a full spectrum of scholars to develop timelines into the future of their discipline.
- *Develop situation wall to keep track of everything.
- *Put together the cumulative effects of all timelines.
- *Create future scenarios.
- *Test assumptions about the future.
- *Think about what needs to change today to increase the probability of shaping the future you want to create.

(Ronis, p. 17)

Table 2.4 Ronis Short Visioning Method

- *Define your system.
- *Experience a vision.
- *Headline exercise
- *Timeline exercise
- *Develop a vision, belief and values.
- *Description of the world in twenty years.
- *What have I learned?

(Ronis, p. 64)

2.4.2 Miller Approach

In his book, Flash of Brilliance, William Miller shows his visioning method as part of a larger process called innovation styles. These are idea-generating processes for businesses that include visioning, modifying, experimenting and exploring (Miller, p. 72.) Your organization needs to know what ideas could give the business the ideal future, how it can be ideally positioned within the industry, how to meet your long-term goals and what would make a world class organization? These are concerns that visioning can address (Miller, p. 73.) There are three parts to this visioning method. The first is the wish list which asks “what do you want?” There are added questions to keep the final responses within the grasp of reality. The second part to the method is the future report. The future report has the user who is developing the vision write an annual report for their business from the perspective of five years in the future. An alternative to this is to write a newspaper article for the same time period. Either way, the idea is to get details on paper for the development of a vision. The last part of the process is the visualization where daily or weekly activities are examined (Miller, p. 67.) When all the information is placed together, a clear and detailed vision can be written. This method is very specific to the group and does not rely on outside input. Miller includes a graphic to remind us that there are all sorts of possibilities and one must keep their strategic criteria in mind in order for the process to be focused in the proper direction. The entire process consists of eleven questions and two activities. In the end, you have a vision requiring no outside input.

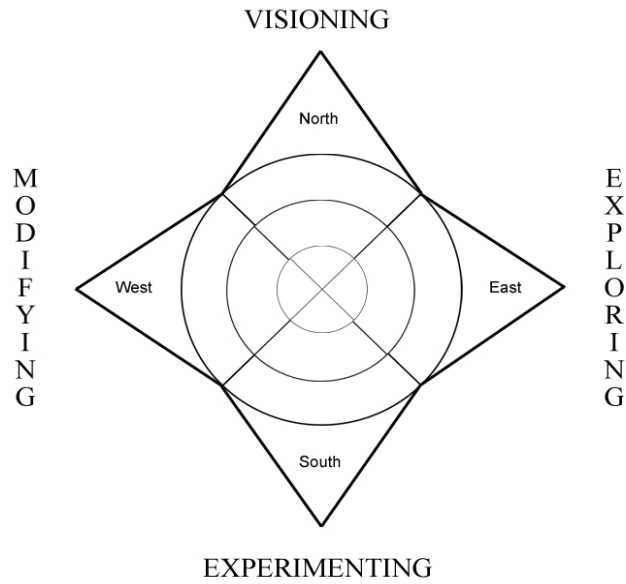


Figure 2.2 Innovation Compass

(Miller, p. 72)

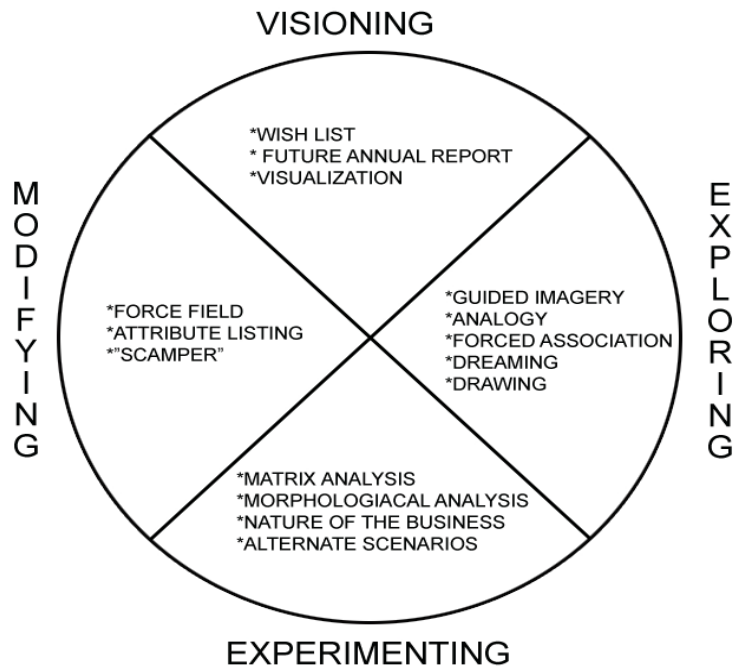


Figure 2.3 Innovation Learning Style

(Miller, p. 152)

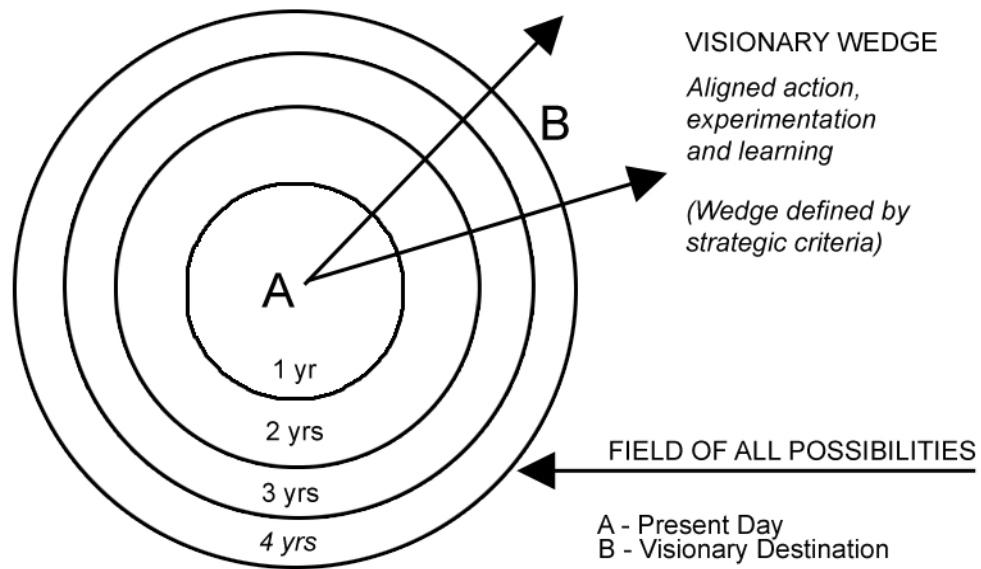


Figure 2.4 Visionary Direction

(Miller, p. 193)

Table 2.5 Miller Visioning Method

Wish List

If you could have anything, what would you wish for?

What would it actually take for you to do this, assuming you had all the money and whatever else that were needed?

What would it take for you to do this in the coming years, even in your present circumstances?

Future Report

Write down a potential annual report for five years in the future.

What did you see as your products, services, organization and profits?

What is the industry like?

Table 2.5 continued

Write a news article for five years in the future.

What are your most outstanding accomplishments?

What steps can you take in the present to move toward each of these goals?

Visualization

Where would you like to be in your job and career in the long term?

Describe your ideal work day or week five years in the future.

What are you doing?

What kind of transportation are you taking?

On your to-do list, what are you looking forward to?

Look at a problem from five years earlier. Notice it has been resolved satisfactorily. Envision the solution to the problem. Imagine the steps you took to get here in as much detail as possible, year by year.

(Miller, p. 167)

2.4.3 Walzer Approach

A third method for visioning comes from Norman Walzer. The Community Strategic Visioning Process comes out of his book Community Strategic Visioning Programs. This method was developed for community leaders to develop a vision of what they want their communities to become. City officials can focus on what strengths must be developed to reach the desired end state (Walzer, p. 23.) The entire process is ten steps. The process creates a future that is desirable, and the leverages resources to

reach the vision (Walzer, p. 23.) The process is simplified further into four questions used to develop a vision.

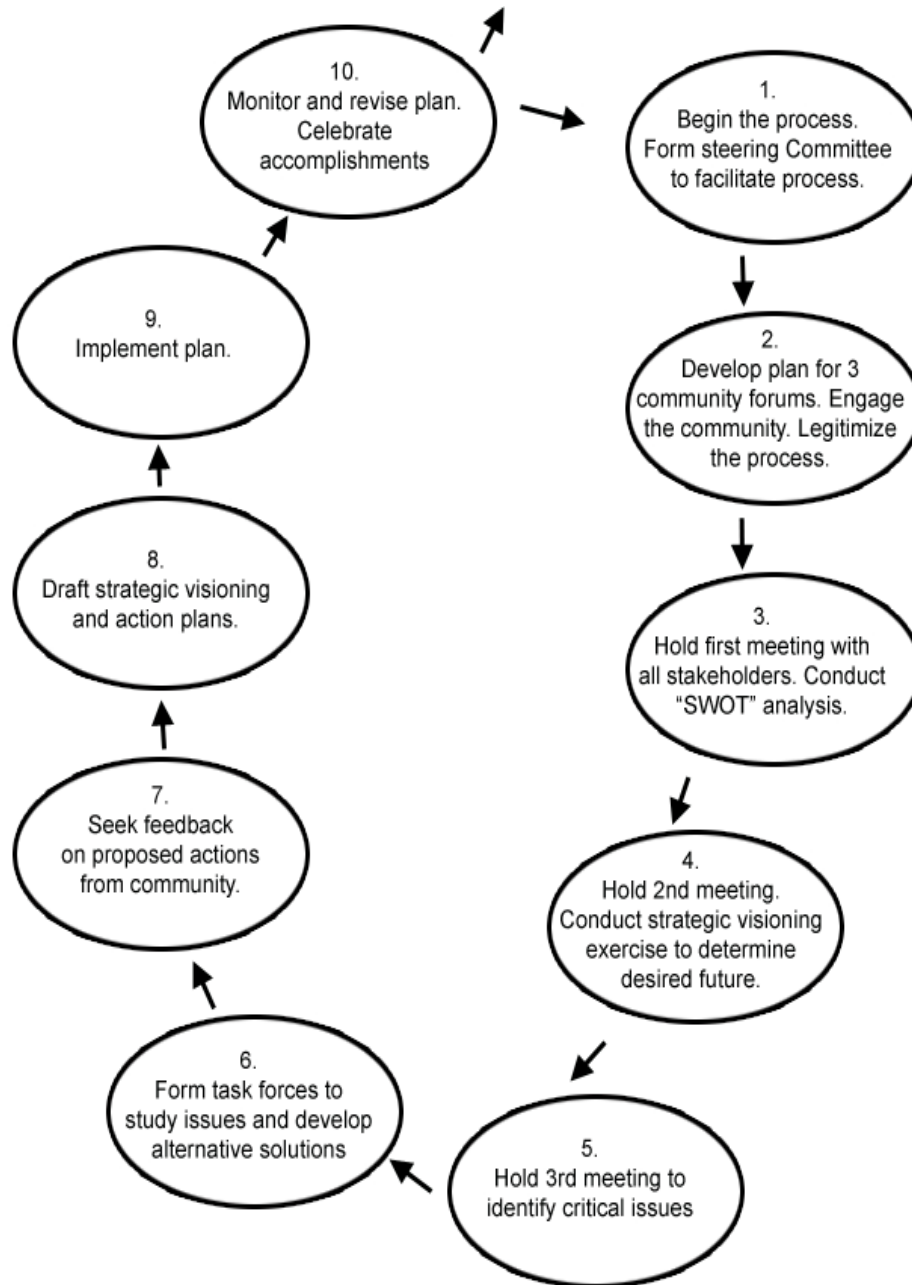


Figure 2.5 Community Strategic Visioning Process

(Walzer, p. 24)

Table 2.6 Walzer Visioning Method

*What kind of community do we want to have in ten years?

*How would we know we have arrived?

*What would be a stretch for us?

*What would be worth committing to during the next ten years?

(Walzer, p. 27)

2.4.4 Campbell Approach

A fourth method of visioning comes from Scott Campbell and Ellen Samiec in their book 5D Leadership. Their method consists of four parts with five steps. The method says to paint a compelling picture. Next, envision a desirable future. Continually and constantly communicate what your vision is about to the stakeholders. When this is taking place, give people the freedom to take individual and collective actions that will achieve the vision. Last, you need to recognize both individuals and groups for their contributions to the process and achieving the vision (Campbell et al., p. 53.)

2.4.5 Nanus Approach

A vision is the primary way to renew or redirect an organization. Successful leaders have said that vision is what guides their organization (Nanus, p. xviii.) To emphasize the importance of a vision the first chapter of Visionary Leadership starts with this statement: “There is no more powerful engine driving an organization toward excellence and long-range success than an attractive, worthwhile, and achievable vision of the future” (Nanus, p. 3.) Nanus discusses vision as part of being a visionary leader.

Table 2.7 Nanus Visioning Method

1. What Business Are You In?
2. How Do You Operate?
3. Vision Audit.
4. Constituencies and Their Needs.
5. Targeting Your Vision.
6. How to Think about the Future.
7. Identifying Important Future Developments.
8. Assess the Significance.
9. Build Scenarios.
10. Draw Implications. (Nanus, p. 45-105.)

Throughout his book, Nanus breaks down the steps of building a company's vision from who should be developing the vision to ways of verifying the appropriateness of the vision. The process of vision creation is presented in three of the chapters. Each element of the process is accompanied by a series of questions to help get at the core of issue. The book does not present the method in worksheet format; however, by using the author's subheadings and the associated questions and outline, the process is easily developed.

Visions require introspection. They require putting difficult paradigms into words that others can understand. Nanus states "vision ... often entails a messy

introspective process, difficult to explain even by the person who conceives the vision” (Nanus, p. 34.)

The constituents of a vision like the customers, employees and suppliers benefit from understanding the vision and their role in it. The vision shows the stakeholders how to think about the future; for example, they are able to identify important developments. As events unfold in the future, they can determine the implications to the company through the vision. Stakeholders can even develop their own scenarios around what could develop through various actions (Nanus, p. 62.)

There are ways to tell when an organization needs a vision. Nanus provides eight signs that an organization needs a vision including confusion, lack of pride, complaining, rumor mills and risk avoidance.

Table 2.8 Evidence of Lack of Visioning

1. Is there evidence of confusion about purpose?
2. Do your employees complain about insufficient challenge?
3. Is the organization losing legitimacy, market position or reputation?
4. Does your organization seem out of touch with trends?
5. Are there signs of decline in pride?
6. Is there excessive risk avoidance?
7. Is there an absence of a shared sense of progress?
8. Is there a hyperactive rumor mill?

(Nanus, p. 19.)

Binney states that visions give business the energy to make necessary changes. The energy comes from seeing where the business is at now and what possible futures are open to that business. This energy to change develops existing strengths (Binney, p. 10.)

Nanus also gives two tables on what makes a good vision and how to choose the right vision. The process can produce many possibilities. Not all possible visions are the best choice for an organization. By using the tables, the various outcomes can be compared. Single visions can also be compared to the table to verify that it meets the criteria.

Table 2.9 Choosing the Right Vision

1. To what extent is it future oriented?
2. To what extent is it utopian?
3. To what extent is it appropriate? (fit company's history, culture and values)
4. To what extent does it set standards of excellence?
5. To what extent does it clarify purpose and direction?
6. To what extent is it likely to inspire enthusiasm?
7. To what extent does it reflect uniqueness?
8. Is it ambiguous enough? (Nanus, p. 120)

Table 2.10 What Makes a Good Vision

1. Is appropriate for the organization and time.
2. Sets standards of excellence and high ideals.

Table 2.10 continued

3. Clarifies purpose and direction.
4. Inspires enthusiasm and commitment.
5. Well articulated and easily understood.
6. Reflects uniqueness.
7. It is ambitious.

There are also some things that visions are not, as people may confuse visions with mission statements or prophecies. A vision is different. Visions are also not static. They are changeable. Visions are not reasons to avoid alternative actions (Nanus, p. 31.) In other words, if your company has a particular vision they still have the flexibility to follow new opportunities and make necessary adjustments to achieve new goals over time.

2.4.6 Summary of Literature Review

Some visioning models are more detailed than others including those of Miller and Ronis. There are models with greater possibilities like Ronis long method while others keep an organization focus on a specific direction as in Miller's model. Ronis long method requires input from persons outside the organization while other models can be conducted totally in-house. Another important variable is the time table. Some models are design for long-term visions of up to fifty years while others are designed for the shorter term of five to ten years. A visioning matrix is developed from the various business methods mentioned (see table 2.11.) Steps that are common to multiple models are highlighted. There are similarities among most of the models. The

first similarity is how each of the models requires the completion of certain steps. Each model has a series of steps requiring either action or an answer. The visioning models require thought and action. When the different models are analyzed, the important parts of each model can be compared, then separated and combined to create a model that best suits the small landscape architecture business.

The literature in landscape architecture is limited regarding visioning and the future. What literature there is, however, does recognize the importance of visioning to the future of landscape architecture firms. The problem exists in the lack of training available to landscape architects. Principals of firms are trained as landscape architects and not in business.

The futurist literature added a component that was missing in the business literature. Although in this research the futurist literature review comes first, the business literature facilitated the search. The source for the futurist literature as well as the idea for scenarios came from the business literature. The futurist literature provided the necessary methods for scenarios that completed the business methods.

Table 2.11 Visioning Methods Matrix

Ronis (Long Method)	Ronis (Short Method)	Miller	Walzer	Campbell	Namus
Define your system within its environment or the world situation.	Define the system.				What business are you in?
Identify assumptions about the present, especially those considered most dear.					How do you operate?
Create a family in the future timeline that you will be looking at.					Vision audit.
	Experience a vision.	If you could have anything, what do you wish for?	What kind of community do we want to have in ten years?	The method says to paint a compelling picture.	
Determine what is plausible.		What would it actually take for you to do this assuming you had all the money and whatever else that were needed?		Envision a desirable future.	
		What would it take for you to do this in the coming years, even in your present circumstances?			
Select a full spectrum of scholars to develop timelines into the future of their discipline.				You need to recognize both individuals and groups for their contributions to the process and achieving the vision.	Constituencies and their needs.
Develop situation wall to keep track of everything.		Write down a potential annual report for five years in the future.			
Put together the cumulative effects of all timelines.	Timeline exercise.	What did you see as your products, services, organization and profits?	How would we know we were there?		
	Description of the world in 20 years.	What is the industry like?			How to think about the future.
Create future scenarios.	Headline exercise.	Write a news article for five years in the future.			Identifying important future developments.

Table 2.11 continued

Ronis (Long Method)	Ronis (Short Method)	Miller	Walzer	Campbell	Namus
	Develop a vision, beliefs and values.	<p>What are your most outstanding accomplishments?</p> <p>Where would you like to be in your job and career in the long term?</p> <p>Describe your ideal work day or week five years in the future.</p> <p>What are you doing?</p> <p>What kind of transportation are you using?</p> <p>On your to-do list, what are you looking forward to?</p> <p>Look at a problem from five years earlier. Notice it has been resolved satisfactorily. Envision the solution to the problem. Imagine the steps you took to get here in as much detail as possible, year by year.</p>			<p>Targeting your vision.</p> <p>Build scenarios.</p>
				Continually and constantly communicate what your vision is about.	
				When this is taking place, give people the freedom to take individual and collective actions that will achieve the vision.	
Test assumptions about the future.			What would be a stretch for us?		Draw Implications.
Think about what needs to change today to increase the probability of shaping the future you want to create.	What have I learned?	What steps can you take in the present to move toward each of these goals?	What would be worth committing to during the next ten years?		Assess The Significance.

CHAPTER 3

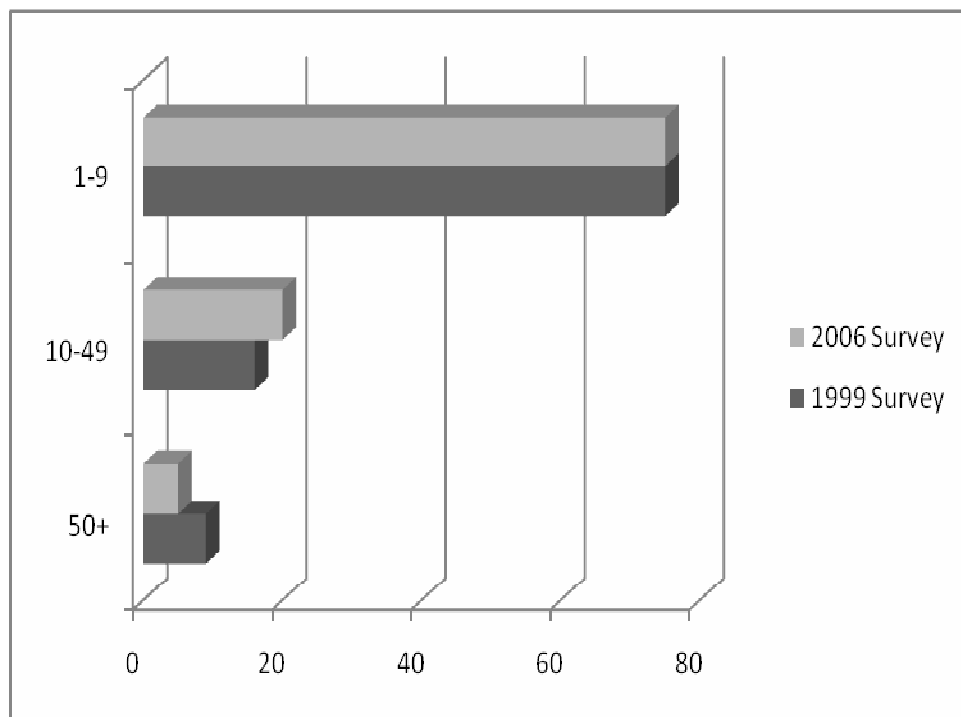
METHODS

The data this research seeks to find are qualitative. A process summary from the literature and interviews are the focus of this research. Although some basic profile information is collected at this time, a qualitative research method is appropriate because all of the data collected are from the visioning methods of the principals interviewed. Methods of visioning in the business community are analyzed. A matrix is developed from the interviews and this is compared to the matrix from the business models studied. From the comparisons of these two matrixes a hybrid model is developed. This hybrid model is compared with the visioning models currently used by the principals of small landscape architecture firms.

3.1 Landscape Architecture Firms

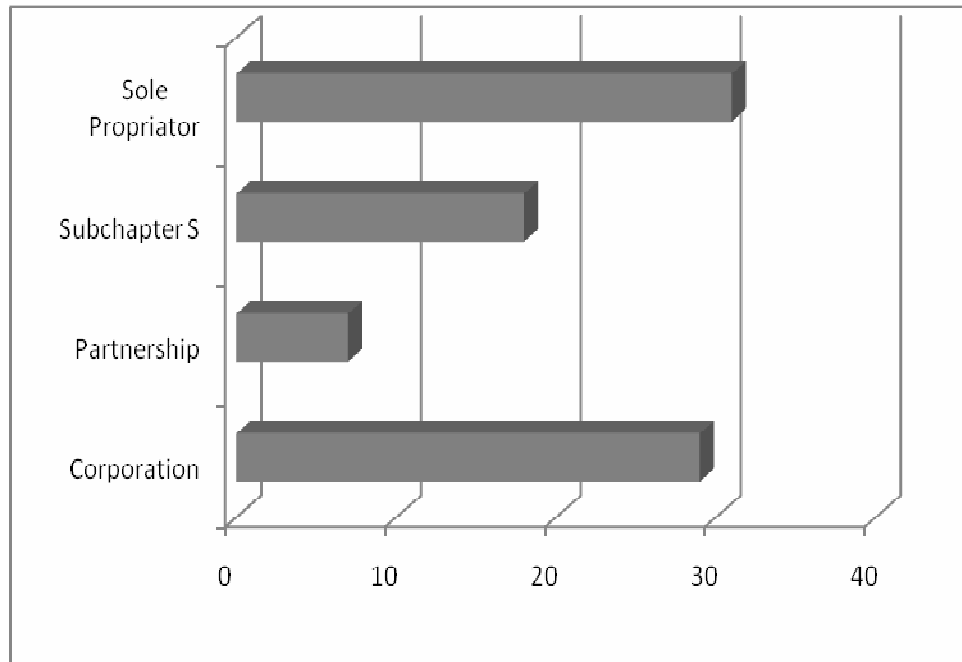
According to a 2006 survey by the American Society of Landscape Architects (ASLA), seventy-eight percent of landscape architects work in the private sector. Over three-quarters of all landscape architects work in private enterprise. Another statistic put out by the ASLA relates to firm size. According to the same survey, fifty-five percent of all landscape architects work in firms with less than ten employees (see ASLA website.) Added to that were twenty percent who worked in firms with less than fifty employees. Only nineteen percent of all landscape architects work in offices with more than fifty employees. In a 1999 business indicator survey, the ASLA found

seventy-five percent of landscape architects worked in firms with less than ten employees while ninety-one percent of the firms had fewer than fifty employees (see figure 3.1.) Only nine percent of all landscape architects surveyed work in firms with fifty or more employees. In this same survey, landscape architects were asked about their firm's organization. Only twenty-nine percent of the respondents answered they worked in a corporation. Thirty-one percent were sole proprietorships and seven percent were partnerships (ASLA 1999.)



(1999 & 2006 ASLA Surveys)

Figure 3.1 Firm Sizes



(1999 ASLA Survey)

Figure 3.2 Firms by Organization Type

Another way of categorizing firms is the two-class system Gary Robinette refers to as “Behemoth and Boutique” firms. Size is the determining factor, however, no clear cutoff point makes the line between the two unclear. The boutique firms are small and generally work on a consulting basis for a large organization with liability insurance. The behemoth firms have large numbers of employees and generally carry their own insurance. The number of boutique firms today totals 8913 (Robinette.) In the private sector, the average landscape architecture office has only three employees (Rogers, p. 13.) These numbers clearly indicate that the overwhelming majority of landscape architects work in organizations of fewer than fifty employees or small- and medium-sized firms.

3.2 The Population

Firms were selected for interview based on size, revenue and location. This study refers to small firms as those with fifty or fewer employees. In order to keep all the interview data comparable, the same method of collection will be used for all interviews. This will allow those analyzing the data the freedom to assume that any differences in the data are not from the collection methods but from the differences in opinion of those being interviewed (Suchmann, p. 135.) In order to have all interviews of the same type, all interviews will be in person with the principals of the firms. In order to do all the interviews in person, candidates must be located in the same general geographic area. This limits the candidate pool to the North Texas area. Two articles from the 2007 and 2008 Dallas Business Journal Book of Lists show the top landscape architecture firms in the Dallas area based on billed revenue. From this list, the firms that fit the definition of small business based on the number of employees were selected.

Table 3.1 Top Small Landscape Architecture Firms

Name	Billed Revenue	Employees
Schricket, Rollins & Associates Inc	\$3,000,000.00	47
Talley Associates	\$1,500,000.00	12
SMR	\$1,470,000.00	9
David Baldwin	\$1,130,000.00	5
Newman, Jackson, Bieberstein Inc	\$900,000.00	9
Mycoski Mcinnis Associates	\$700,000.00	36
Caye Cook & Associates	\$600,000.00	6
Kendall Landscape Architecture	\$468,000.00	4
Land Design Partners-DFW Inc	\$365,000.00	5
Berkenbile Craig Inc.	\$362,000.00	4
USA Professional Services Group Inc.	\$300,900.00	4
La Terra Studio Inc	\$250,000.00	3

Table 3.1 continued

Name	Billed Revenue	Employees
Schrickel, Rollins & Associates Inc	\$3,000,000.00	50
Talley Associates	\$1,900,000.00	13
SMR	\$1,420,000.00	9
Newman, Jackson, Bieberstein Inc	\$1,052,000.00	12
Mycoski Mcinnis Associates	\$898,000.00	38
David Baldwin	\$890,000.00	5
Caye Cook & Associates	\$812,870.00	8
Kendall Landscape Architecture	\$500,000.00	4
Land Design Partners-DFW Inc	\$490,000.00	5
La Terra Studio Inc	\$435,000.00	6
Berkenbile Craig Inc.	\$376,000.00	4
USA Professional Services Group Inc.	\$350,000.00	4

(Based on 2005 and 2006 Dallas Business Journal Report)

3.3 Interview Techniques

Once the interview candidates have been selected, the interviews are scheduled with the principals of the firms. In order to prepare for the interviews, a pre-notice letter was sent to all interview candidates. According to Dillman, a “pre-notice letter is to provide a positive and timely notice that the recipient will be receiving a request to help with an important study” (Dillman, p. 156.) The purpose of the letter is to prepare the interview candidate before they are called for the interview. A sample of the letter is located in appendix A. The letter is mailed a few days prior to the phone call. This will keep the idea of the interview fresh on the minds of the persons to be interviewed (Dillman, p. 156.) A business card is included with the letter in case the respondent has any questions prior to the phone call requesting an appointment. A letter is the preferred method for this type of mailing. Postcards are too easily discarded. The letter has to be opened and read. This additional time puts the letter into the readers’ long-

term memory. The letter can also contain more information than a postcard (Dillman, p. 157.)

Interviews are scheduled by phone call. A script is used in order to keep all contacts as consistent as possible (see appendix E for phone script). The phone contact is kept as vague as possible to prevent planned responses in the interview.

The interview questions are designed to gain insight into what types of visioning are currently taking place in the practice of landscape architecture. There are two purposes for interviewing the landscape professionals in person. The first is translating the objectives of the interview into a common language for the person being interviewed to understand. The second is to motivate the person being interviewed to participate fully (Kahn, p. 107.) The persons being interviewed may have never thought about the question in the same detail required by the interview. The questions should be designed appropriately (Warwick, p. 158.) This makes the questions themselves very important if the best responses are desired.

3.4 The Interview Questions

In order for a question to be valid, it must require that each person asked give a response (Dillman, p. 34.) In order to gain the respondent's participation, open-ended questions are used (Kent, p. 54.) Open-ended questions are also best used when the goal is to learn the respondent's point of view. This shows the process which they have arrived at a particular point of view (Kahn, p. 132.). Open questions also require the respondents to think through the answer and phrase the answer in their own words (Kahn, p. 134.) Unlike closed questions where a specific type of answer is required,

open questions do not limit the possibilities of responses. For these reasons, open-ended questions are used for the interviews. This method will bring out the most data appropriate to the subject matter. Several questions may be asked to gain the same answers. This is a common interviewing technique to gain desired information (Kahn, p. 156.) A funnel technique is a way of doing this. A general question is asked followed by successively more restricted questions (Kahn, p. 158.) This is a way of probing and gaining more detail from the respondent by focusing their answers to the more specific subject.

Table 3.2 Problems with Questions

1. Questions that are understood or interpreted in ways that the researcher did not intend.
2. Questions that people fail to understand or find difficult.
3. Questions to which everybody gives the same answer.
4. Questions which give response categories not relevant to the responder.
5. Questions that do not provide sets of categories that are exhaustive, mutually exclusive and refer to a single dimension.
6. Questions that have routings that leave you stranded.

(Kent, p. 54)

Prior to the interviews, the questions were reviewed with academics as well as professionals. Adjustments were made to the order of the questions so that the interview would get straight to the point. The number of questions was also adjusted

from the initial three to the final ten. Four of the additional questions are for demographic information regarding the firms and the principals. The other three additional questions are related to future planning of the firm.

3.5 Data Collection

After interviews with the principles of the small firms, their methods were compared and a matrix was developed from the interview data. The interview matrix and the business matrix are combined to develop a new model. The new visioning model is then reviewed a second time with the principals through a mailed interview. The interview results are then used for final modification to the model.

Interviews are conducted in two parts. The first part is completed in person with the landscape architecture firm principal. The purpose of the first interview is to gain information on practices currently taking place in firms. The interview has ten open-ended questions to promote discussion on the topic (see appendix F.) Once respondents have answered the questions, more probing questions regarding the responses are asked in order to obtain the most detail and best description of the topic. The first two interview questions are to gain a definition of the firm's size. The third interview question looks at the experience of the person being interviewed. The fourth question regards the scale of the firm's current work. The firm may be doing local, regional, national or international work and this question is to find out which one. The fifth, sixth and seventh questions are a series of transitional questions. They look at the current direction of the firm, where the firm is heading and the process used to determine this direction. The eighth question is asked to find out what processes are

used to plan the future of the firm. This is used as a starting point question on the future. Since most landscape architects are not trained in strategic business planning, the plan is to pull information from this response that relates to visioning even if the interviewee does not realize what process they are trying to achieve. The ninth question is very direct. It asks how the firm creates its vision of the company. The final question of the first phase of the interviews asks how the firm develops a vision statement.

The interviews are recorded on a Sony IC digital recorder. The digital interview files are then turned into a transcript using Dragon Natural Speak computer software that recognizes the words in the digital and converts the recording to text. The text is then edited for accuracy. The data from the interviews are coded in order to protect the identity of those interviewed. The original key to the identity of persons interviewed will be kept under lock and key as it is indicated in the human subject protocol. The respondents will be referred to in alphabetic code. No connection will be made between the target companies and those persons interviewed.

The second part of the interviews is completed by electronic mail later in the process. The purpose of the second interview is to revise the visioning model developed from the first interview. The first question looks for comments on effectiveness and usefulness of the hybrid visioning model. The second question is to gain input on any recommended changes in the methodology of the model. Again, the same alphabetic code format will be followed with all responses.

The research concludes with a model for creating a vision in small landscape architecture firms. A point to consider is that the process of defining a future is

essentially the same for small and large firms (Russ, p. 106.) This model is to be used as a tool to help the small landscape architecture firm create a vision for the future.

In summary, qualitative methods were used for this research. A pre-notice letter was sent to the principals of the top twelve revenue-producing landscape architecture firms with fifty employees or fewer. A few days following the pre-notice letter, the principals were contacted for an interview appointment. Open-ended questions were developed in order to gain the most information from respondents. Interviews were conducted in two parts with the first being completed in person. All interviews were conducted the same in order to eliminate variables. To protect their anonymity, respondents were given an alphabetic code.

CHAPTER 4

DATA ANALYSIS AND FINDINGS

The data is analyzed in three parts. First, the business literature matrix is analyzed and a master list of terms and definitions is created. Second, the interview data is analyzed. From the interview responses, a second matrix of terms and definitions is created. Once the matrixes are finished, they are compared to each other. The information from the two matrixes is used to develop a new model for visioning. There are three objectives in analyzing data. The first is displaying the data. This allows others to see what has been collected. The second objective is summarizing the data. This is done through the matrixes. The final objective is to draw conclusions from the data (Kent, p. 74.) The new model is tested in the second interview to verify its completeness and accuracy. This fulfills the objective for drawing a conclusion.

4.1 Literature Analysis

The methods found in the business literature were combined in a matrix. This allows easy comparisons of the differing visioning methods. The matrix showed some common themes in the visioning methods. The common elements were highlighted. Once the common areas were highlighted, a keyword was selected for the particular step or theme.

The first common area was to imagine. Four out of five methods had this as one of the first steps. The method where this was not one of the steps had outside sources doing the imagining. The imagining step has the user looking at the possibilities. Ask question like “where do you want to be”, “what do you want to be doing,” and “what is important?” The key word for this step is “imagine.”

Next is the step of determining needs. Two methods are used in this step. What is needed in order to have the situation that was imagined in step one? Anything is possible at this point. The answer could be anything from financing to new technologies. The key word for this step is “needs.”

The third step is the reality check for step two, determining needs. Two out of the five methods have this step in common. The needs must be plausible. “Plausible” will be the key word. A question would be “what does the organization need to do in its current circumstances to achieve the desired ideal?” This keeps the vision grounded in reality. The possibilities are still open but this relates the needs back to current conditions.

“Input” is the key word for the fourth step. Again, two of the methods have this in common. Input can be sought from outside the organization or from the inside. Examples of outside input would be specialist. People working in logistics, finance or technology would be a few examples. Input from inside the organization could be employees, customers or share-holders. When inside input comes from employees, you gain their buy in to the vision. Outside input brings information and ideas that may not be available from inside the organization.

Fifth is the creation of a timeline. This breaks down the vision into smaller steps. Annual reports can be a monetary timeline. The timeline can also be a kind of trigger. When X happens, then Y can be started. “Timeline” is the key word for the fifth step.

After the timeline is developed, then the headline portion begins. The key word for this step is “headline.” This does a few things. First it helps develop the identity of an organization. The persons doing the visioning write future newspaper headlines about the organization. This step reinforces the ideas that were imagined in step one.

The next step is scenarios. All the information from the previous steps are put together a verbal picture of the future. The scenario can have quite a bit of detail and be very specific or be broader with more flexibility. The key word is “scenario.”

The eighth step is to test the vision. “Test” is the key word for this step. The vision should be consistent with the firm’s history, culture and values. This step is important to keep the organization on track. If a test is not done, the firm can go off in a direction inconsistent with its own goals.

The final step that was used multiple times was to take action. Once the vision is completed, the firm needs to act on the vision. The vision should be communicated to employees, customers and other stakeholders. The steps that were thought out in parts three, five and six need to go into motion. If the vision is not communicated or acted upon, then it is nothing more than a piece of paper. “Action” is the key word for the final step.

Table 4.1 Visioning Methods Matrix

Ronis (Long Method)	Ronis (Short Method)	Miller	Walzer	Campbell	Naams	Key Word
Define your system within its environment or the world situation.	Define the system.				What business are you in?	Define
Identify assumptions about the present, especially those considered most dear.					How do you operate?	Assume
Create a family in the future timeline that you will be looking at.					Vision audit.	
	Experience a vision.	If you could have anything, what would you wish for?	What kind of community do we want to have in ten years?	The method says to paint a compelling picture.		Imagine
		What would it actually take for you to do this, assuming you had all the money and whatever else that were needed?		Envision a desirable future.		Needs
Determine what is plausible.		What would it take for you to do this in the coming years, even in your present circumstances?				Plausible
Select a full spectrum of scholars to develop timelines into the future of their discipline.				You need to recognize both individuals and groups for their contributions to the process and achieving the vision.	Constituencies and their needs.	Input
Develop situation wall to keep track of everything.		Write down a potential annual report for five years in the future.				
Put together the cumulative effects of all timelines.	Timeline exercise.	What did you see as your products, services, organization and profits?	How would we know we were there?			Timeline
Create future scenarios.	Description of the world in 20 years.	What is the industry like?			How to think about the future.	
	Headline exercise.	Write a news article for five years in the future.			Identifying important future developments.	Headlines

Table 4.1 continued

Ronis (Long Method)	Ronis (Short Method)	Miller	Walzer	Campbell	Nanns	Key Word
		What are your most outstanding accomplishments?			Targeting your vision.	
	Develop a vision, beliefs and values	Where would you like to be in your job and career in the long term?			Build scenarios.	Scenarios
		Describe your ideal work day or week five years in the future.				
		What are you doing?				
		What kind of transportation are you using?				
		On your to-do list, what are you looking forward to?				
		Look at a problem from five years earlier. Notice it has been resolved satisfactorily. Envision the solution to the problem. Imagine the steps you took to get here in as much detail as possible, year by year.				
				Continually and constantly communicate what your vision is about.		
				When this is taking place, give people the freedom to take individual and collective actions that will achieve the vision.		
Test assumptions about the future.			What would be a stretch for us?		Draw implications.	Test
Think about what needs to change today to increase the probability of shaping the future you want to create.	What have I learned?	What steps can you take in the present to move toward each of these goals?	What would be worth committing to during the next ten years?		Assess the significance.	Action

4.2 Interview Analysis

The data collected from the interviews are divided into two groups. The first groupings of data are the demographic data for the landscape architecture firms and the respondents. These data are used to determine if any particular characteristics differentiate the firms and the interview results. The second group of interview data are the methods used in producing visions within the firms. It is this second grouping of data that is used to develop the visioning model.

4.2.1 The Interviews

Initially twelve landscape architecture firms from the Dallas Business Journal Book of Lists were identified as candidates for interviews. The use of a pre-letter along with a phone script for the appointment phone call yielded excellent results. Out of the twelve targeted principals, ten principals confirmed appointments for interviews. This was an eighty-three percent (83%) response rate. The two firms that did not provide interviews had changed principals since the Dallas Business Journal article so the current principal did not receive the pre-letter. The interviews were conducted over a three-week period. The average interview took approximately thirty minutes to complete with the longest interview taking one hour. No more than two interviews were conducted on any day to allow for timely transcription. A Sony IC digital audio recorder was used to record all interviews. After the interview, the digital audio file was converted to text using Dragon Natural Speak transcription software. Once the digital audio file had been converted to text, the interview file could then be edited into the format found in appendix G. This process took approximately ten times the length

of the interview so a half-hour interview took an average of five hours to edit. The data collected from the interview was divided into three groups. The groups are Demographics, Vision Use and Visioning Processes.

4.2.2 Firm Profile

This section yields some basic facts about the firms and respondents. The first area of the interview demographic is education. Of the eleven persons interviewed in the ten firms, ninety-one percent were educated as landscape architects. The education other than landscape architecture was one individual with an architecture degree. This confirms the literatures assertions that landscape architecture firm principals are not trained in other professions (Musica, p. 1.) There were two individuals that did have master degrees. They accounted for eighteen percent of the study population. These individuals however, did not have their undergraduate degrees outside of landscape architecture.

The average experience of the principals interviewed was twenty-nine years. However, there was one individual with only eight years experience. This was fourteen years less than the next closest individual. With this individual excluded the average jumps up to thirty-one years experience.

The average firm size was fifteen employees. All the firms were below the fifty-employee threshold set in the methods section. The average number of employees for all firms was fifteen. The two largest firms were multidisciplinary firms. These firms averaged forty-two employees. When these two firms are removed from the mix, the average number of employees for the pure landscape architecture firms is eight

employees. Even though the Small Business Administration refers to a small business as under fifty employees, twenty percent of those firms interviewed thought of themselves as medium-sized firms.

No real consensus was formed with regard to firm size. The largest firm with forty-nine employees felt they were small when compared to the large firms. The two firms that felt they classified as medium size had thirty-five and eight employees. Some of the individuals interviewed did have ideas for the size classification. One individual suggested that firms with one to six employees were small and firms with six to ten employees falling into the medium-size group. A second individual referred to a combination of revenue as a method for defining firm size. The idea was that firms with less than a million dollars in revenue were small. This could be lowered to five hundred thousand dollars and a number of employees. The second part of this idea was that if the firm had three or fewer employees, they would still fall into the small category. The last idea was that a small firm would have fewer than twenty-five employees. When a firm employed twenty-five to seventy-five employees, it would fall into the medium-size category. Once a firm was over seventy-five they, would be considered a large firm (see table 4.2.)

4.2.3 Vision Use

The purpose of the interview was to find out what methods were being used by landscape architecture firms to look at the future and develop their vision. One item to come out of the interviews is the varying use of visioning in the firms. Of the ten respondents interviewed, only eight or eighty percent had a vision for what their firm

Table 4.2 Demographic Matrix

	Respondent A	Respondent B	Respondent C	Respondent D	Respondent E	Respondent F	Respondent G	Respondent H	Respondent J	Respondent K2	Respondent K1
Education Level	Bachelor	Bachelor	Bachelor	Bachelor	Master	Bachelor	Bachelor	Bachelor	Bachelor	Master	Bachelor
Degrees	Landscape	Landscape	Architecture	Landscape	Landscape	Landscape	Landscape	Landscape	Landscape	Landscape	Landscape
University	Iowa State	Arkansas	UTA	LSU	UTA	LSU	Mississippi State	LSU	Mississippi State	Oregon / Harvard	Texas Tech
Experience	43	25	26	40	30	32	33	26	8	30	22
Scale of Work	Local & Regional	International	National	Regional	Local	Local	Local	Regional	National	Regional	Regional
Area of Practice	Park & Athletic	Hospitality	Commercial	Healthcare, Parks	Land Development	General	LEED & Public	Private Commercial	Municipal	Public	Public
Type of Client	Municipal	Developer	Architects	Owner User	Developer	Developer	Architects & Parks and Rec	Architects	Municipal	Municipal	Municipal
New Markets	Environmental Mitigation	Urban Design	Hospitality	Healthcare, Hospice	Oil & Gas	None	Private, Institutional	Art Component	Plazas	Private Commercial	Private Commercial
Firm Size	49	17	10	11	30	6	8	4	8	3	3
Self Description	Small	Small	Small	Small	Medium	Small	Small	Small	Medium	Small	Small
Landscape Architects	15	13	8	6	2	5	6	1	8	2	2

would be. Out of those eight respondents, however, only five or sixty-two percent knew what the vision or vision statement was for their firm. In fact, the same five were the only respondents that could locate their firm’s vision statement. Last, out of ten firms visited, only four or forty percent had their vision or vision statements visible either in the office, web site or marketing materials (see table 4.3.)

Table 4.3 Vision Use Matrix

	Respondent A	Respondent B	Respondent C	Respondent D	Respondent E	Respondent F	Respondent G	Respondent H	Respondent J	Respondent K
Do you have a vision statement ?	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No
Do you know your vision statement ?	No	Yes	Yes	Yes	No	NA	Yes	Yes	No	NA
Can you find your vision Statement ?	No	Yes	Yes	Yes	No	NA	Yes	Yes	No	NA
Is your vision statement displayed ?	No	Yes	Yes	No	No	NA	Yes	Yes	No	NA

Table 4.4 Interview Matrix

Respondent A	Respondent B	Respondent C	Respondent D	Respondent E	Respondent F	Respondent G	Respondent H	Respondent J	Respondent K	Key Word
	Get a feel for what you want to do						Gravitate towards what you are good at.	See something you have a passion for		Desire
							Help people grow			
	Desire		Enjoy what your doing	Core values	Self-gratifying		Core philosophy	What makes you happy professionally?		
Watch markets	Market opportunities									
Read paper & trade publications	Project mix	Project growth		Investigate and keep up						
	Look at the direction the firm is heading									
Find out clients desires	Client expectations							Communicate with clients		
Employee committee	Look at your experience					Experience from other firms		Compare to other firms	Other firms policies	Experience
Associate meetings and retreats	Multi-day meetings			Subcommittee		Group discussion			Discussions	
Assess direction	Set yearly goals		Get buy in	Get buy off, total involvement		Talk to staff		Yearly retreats	Partner workshop	Involve
Monthly review meetings	6 month to yearly review							Track progress	Review situation	Review
Review annually	Review projects	Review results						Regular meetings		
						Leadership classes				
Bring in marketing help	Business professional on staff			Outside help		Get counsel				Help
Propose multiple ideas			Be selective						Expectations for employees, quality, ethics	

Table 4.4 Continued

Respondent A	Respondent B	Respondent C	Respondent D	Respondent E	Respondent F	Respondent G	Respondent H	Respondent J	Respondent K	Key Word
Outline 5 years				Make a recommendation for growth, culture and office environment				Where do we want to be in 3 months, 6 months?		Outline
						Don't force on others				
						Don't advance someone else's agenda				
			Walk the talk		Communicate what you are about.			Create an image		
	Plan to do it well						Make time for it	Take action		Action

4.2.4 Visioning Process

The purpose of the interviews is to find out what processes were used in landscape architecture firms in order to plan for the future. Although eight out of ten principals interviewed said they had some form of vision or future plan, none of the firms had a written or set process for the development of their corporate vision. In order to capture the elements used by the firms for their future planning, a matrix was used. Key points were taken from the interviews and listed on the matrix. Common themes were noted from the different elements of all the interviews. The common themes were then given a key word (see table 4.4).

The first key word was “desire.” This area was mentioned by six out of the ten people interviewed. The comments came in many forms. One interview mentioned that a person should get a feel for what they want to do. Another said to enjoy what you are doing. One mentioned that you should gravitate towards what you are good at. One of the more powerful statements was to find what you have a passion for. It was said you should do what makes you happy professionally. Another thought for this theme was to remember why you do this. These were all very important and a cornerstone of how the firms planned what they would do. These items were referred to as core values or core philosophies.

The second common theme was “experience.” This idea covers a couple of areas. The first was to draw on your own experiences as well as your partners. Look at what projects have been successful. Review the jobs that have been fun to work on. Look at the various areas that have been done well. The other part of experience is the

thing that can be learned from other firms. Individuals bring experience from other firms. Tap into that knowledge. Learn from their successes and mistakes. Look at the processes and borrow what works. The mistakes of other firms are also an opportunity to learn. The main idea is that everything does not have to be done from scratch. Look at what has already been done and build on that.

“Involvement” was another theme that the majority of principals emphasized. As just mentioned, there is much that can be learned from employees and partners. There is also valuable information that can come from clients, subcontractors and vendors. Get involvement in the development of the vision. There are three benefits to doing this. The first benefit is that this exercise builds relationships. Clients will have an interest in the success of the vision. The second benefit is in the strengthening of alliances. Other firms or business partners know exactly the direction the firm is heading and will be able to help champion the cause. The third benefit may be the most important. When employees are involved in the vision process, they take a sense of ownership. The vision becomes important to them. This gives the vision the buy in from employees that are so important for success.

The next theme addresses an area that may be a shortcoming for landscape architects. From these interviews, ninety-one percent of the respondents were trained as landscape architects and none of the respondents were educated in business. This is why half of the respondents suggested bringing in outside “help”. This could be in the form of staff personnel with business training. Outside help could also be in the form of consultants to help the firm go through exercises to develop the vision. A third

possibility would be to get outside help to educate principals in the firm in the various parts of strategic planning including visioning.

Over half of the principals interviewed recommended regularly “reviewing” results. The progress of the firm towards achieving the vision should be reviewed regularly. Three different time periods were recommended. The time span between reviews ranged from monthly and biannually up to annually. The comment was made that with the way the world changes the vision should never go longer than a year without review. The progress should be tracked in case adjustments need to be made.

An area that was mentioned to a lesser extent was market research. Some firms have formed committees to read newspapers and trade publications in order to find market trends. Market data is also used to project future trends. This is a valuable and important activity. Its application to the development of a vision is limited. The collection of this form of data is more applicable to forecasting market trend or predictions of future activities.

The last areas of the interviews to cover were not mentioned by the majority of firms; however, the ideas have the beginnings of something very important. Five different statements from four individuals really struck a chord. The first statement was that the firm should plan to do things well. Do not take the process lightly. Take the time and go through the steps. You will only get out of the process what you put into it. The second idea was to make time for the process. A vision takes time to create. Set aside the time to go through the steps and commit to follow-up reviews. The vision that is developed is not top secret. Be certain to communicate your vision. This is your

firm's way of communicating to clients, business partners and future employees what the firm is all about. Post the vision on websites, posters and company materials. Make certain everyone knows what the vision is. Also make the vision a part of your actions. One respondent referred to it as "walk the walk and talk the talk." Use the vision as a way to create an image for the firm. By doing this, there is no problem with employees or clients getting mixed signals. This item is the most important. It is take "action." All the work and time of developing a vision is wasted if it is just an exercise that winds up in a binder on a bookshelf.

4.3 The Combined Results

The information from the literature review was analyzed. The various models were compared and key elements were pulled out. The same was done to the data from the interviews (see figure 4.1.) The results are a preliminary visioning model. This model takes the key words of the business models. The questions or activities came out of the interviews of the principals. The section for the future scenarios comes out of the futurist literature. This is only the preliminary model. The final model will follow after it is reviewed by the interviewees (see table 4.5.)

The first step would be to define the situation. What is the role of the firm in relation to other businesses? Also, define the firm's role in the community. This will set up the identity of the firm within its environment.

The second step is to make some assumptions. The world is constantly changing. Assumption will allow some areas outside the firm to be a constant. The assumption could be a change from the current situation or something that is currently

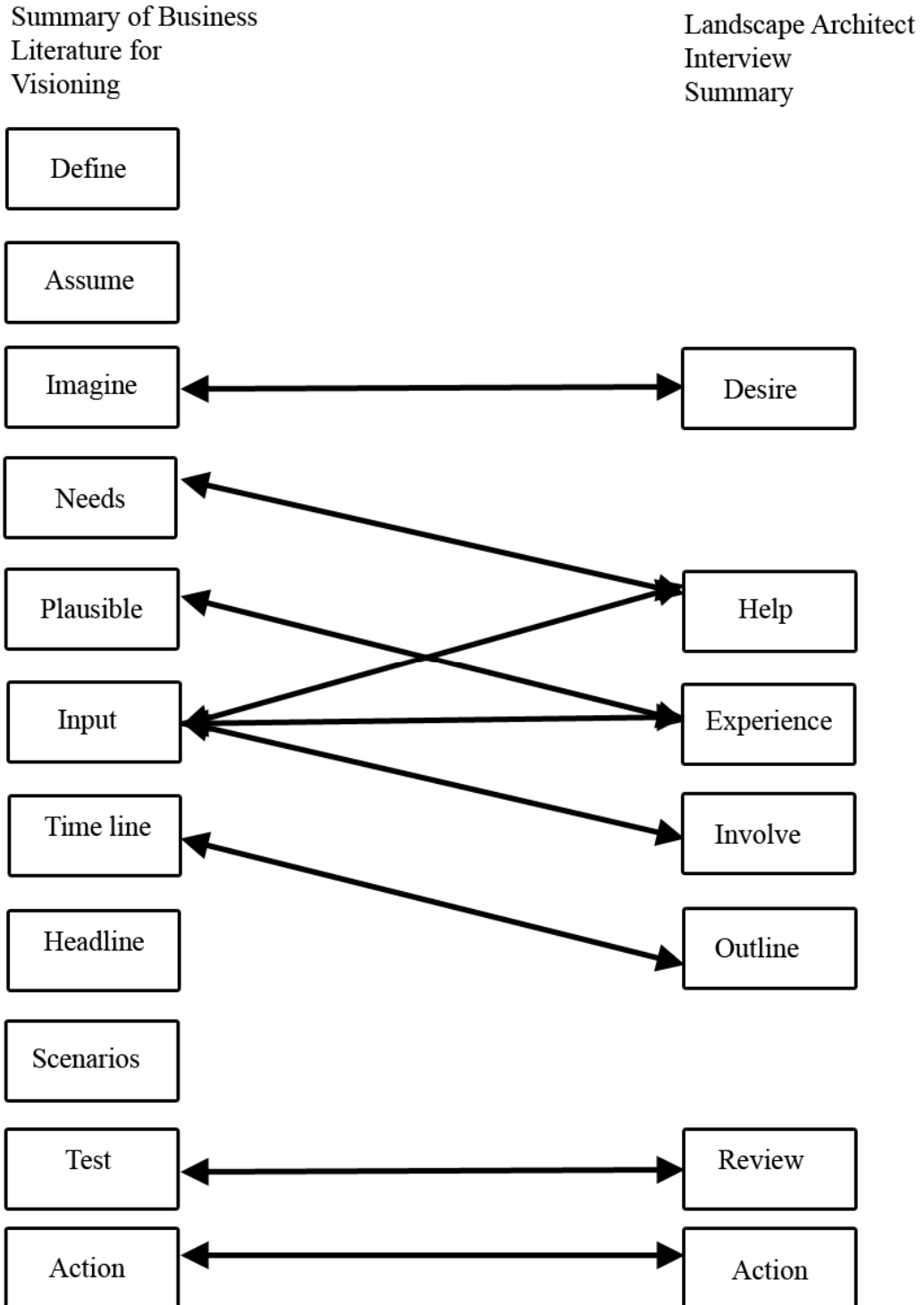


Figure 4.1 Literature Interview Comparisons

common and could continue to be the norm. Some examples of assumptions would be that the current acts of random violence will escalate in the future, or new technologies will solve water issues in the United States. The future is uncertain but the assumptions that are made allow some stability and a framework for a vision.

The third step could be the most fun or exciting part of the process. This is where the passions and desires of the individuals are explored. Also, take a look at where the firm excels. Remember why the firm went in business in the first place or why you do this. Ask what makes the employees happy professionally. Imagine what the possibilities could be. It is this part of the process that will make the vision exciting and rewarding.

After the firm has gone through the imagine step, take an inventory of the firm. Access what is needed in order to get where the firm wants to be. There are things you will need along the way to accomplish the firm's vision. The needs may be in the form of finance or training. The firm may need more information than is currently available and research will be required. What is needed in order to make what was imagined in the previous step a reality?

After the needs are determined, the next step is to determine what is plausible. This is the reality check. What will it take for the firm to do this in the next five years? The firms must look at what is available and acquirable. How far can the firm go towards its goal in the next five years? In the imagine step, no restrictions were placed on the process in order to draw out all possibilities. The plausibility step forces the firm

to look at the next five years and what can actually be accomplished. This does not change the end goal; it just focuses the vision into the next five years.

The vision is more than just the ideas of one individual. An individual could do this; however, firms would get more benefit from the input of others. The buy in by employees is an important part of vision. By getting input from employees, the firm increases the odds of employee buy in. Another place to get input is from business partners and other firms. Find out what others are doing. Get input from the people the firm plans to do business with. Also, do not be afraid to get help from outside professional. Consultants can provide a valuable service. Their specialty may be business, finance or technology. Use their expertise to fill voids within the firm.

Take the information that has been gathered so far. Put this information on a timeline. Outline the steps needed to achieve the vision. Also make note of potential milestones. These would be specific indicators that the firm is on track to achieve the desired results.

The next step would be to identify important future developments. This could be in the form of “important developments in the world” or “accomplishments for the firms.” The headline could be about the firm receiving an award or winning an important contract. The headline may be the firm being recognized in the newspaper for a community project. This step helps the individuals create the future in their own minds.

Scenarios are the part of the process where a story is put to the vision. There are eight steps that require the firm to make certain decisions. At the end of the scenario process, the firm is left with a narrative to describe the vision.

Once the firm has a vision, there are two steps left to do. One step is to test the vision. Review the progress of the firm regularly. Never go longer than one year between reviews. Make adjustments as need.

The last step is action. Communicate your vision to everyone in the firm. Remember that the vision is not a secret. Share your vision with clients and business associates. Post the vision on websites and brochures. Time and effort has been put into the development of the firm's vision. Make the most of it. Use the vision to create an image for the firm. Finally, revisit "identity." As firms grow and change, the identity could change and the process will need to be started again.

Table 4.5 Preliminary Visioning Table

Key Word

<u>Define</u>	Establish the firm's identity within its environment What is your role in the business world? What is your role in the community? What is your business?
<u>Assumptions</u>	Make assumptions regarding the future. What assumptions are you making?
<u>Imagine</u>	Experience what is possible. What is your passion? What is your desire? Why do you do what you do?

Table 4.5 continued

<u>Needs</u>	Create a supply list to make the vision happen. What information do you need? What help do you need?
<u>Plausible</u>	Do a reality check of the process. What will it take to achieve this?
<u>Input</u>	Get involvement from others. What can you learn from other firms? What experience do you have? What can be learned from other professionals? Get involvement from partners and employees.
<u>Timeline</u>	Outline the steps needed during the next five years. What are the steps over the next five years?
<u>Headlines</u>	Identify important future developments. What are the important future developments? What are your milestone accomplishments?
<u>Scenarios</u>	Put a narrative to the vision. What are the decisions that have to be made? What factors influence success and failure? What are the forces behind these factors? Rank by degree of importance and uncertainty? Create axes of crucial uncertainties. Form a narrative from the uncertainties, using the forces and factors. How do the decisions work in the narratives? What indicators need to be monitored?
<u>Test</u>	Review progress regularly. Plan monthly, biannual or annual review sessions.
<u>Action</u>	Communicate your vision through words and actions. Communicate what you are about. Create an image. Make time for it. Plan to do well. Review regularly.

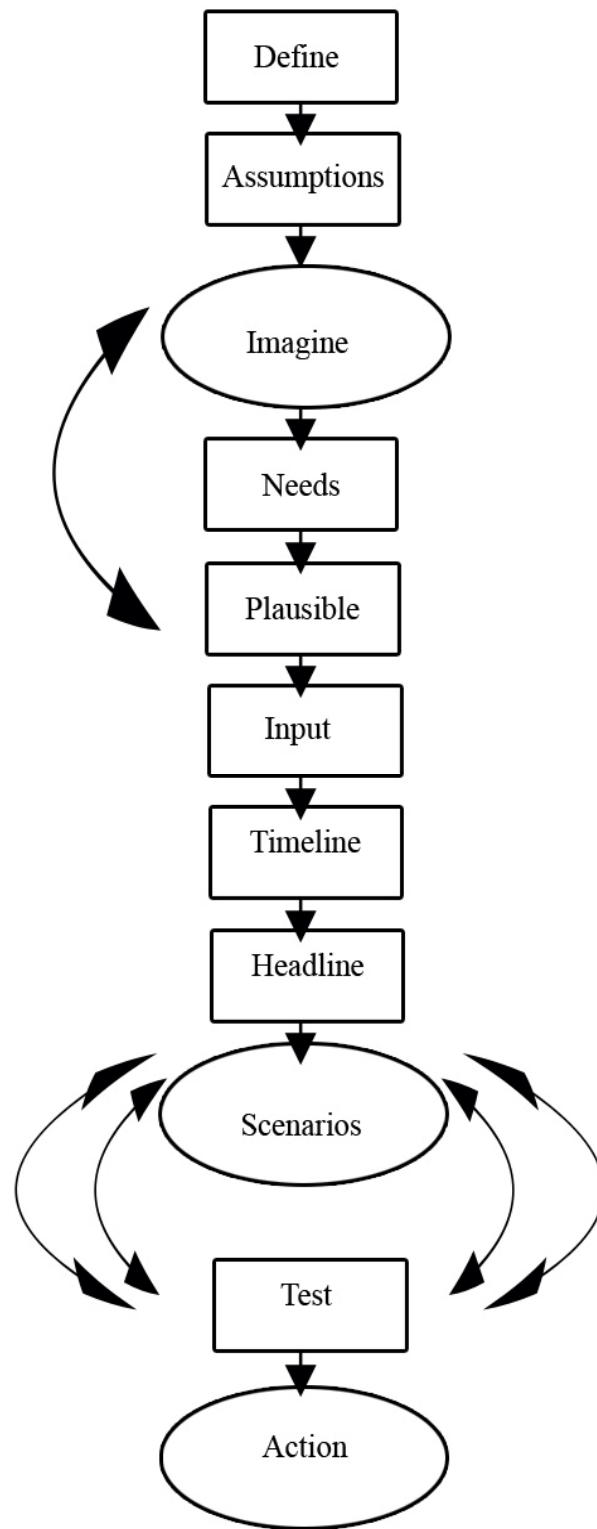


Figure 4.2 Preliminary Visioning Model

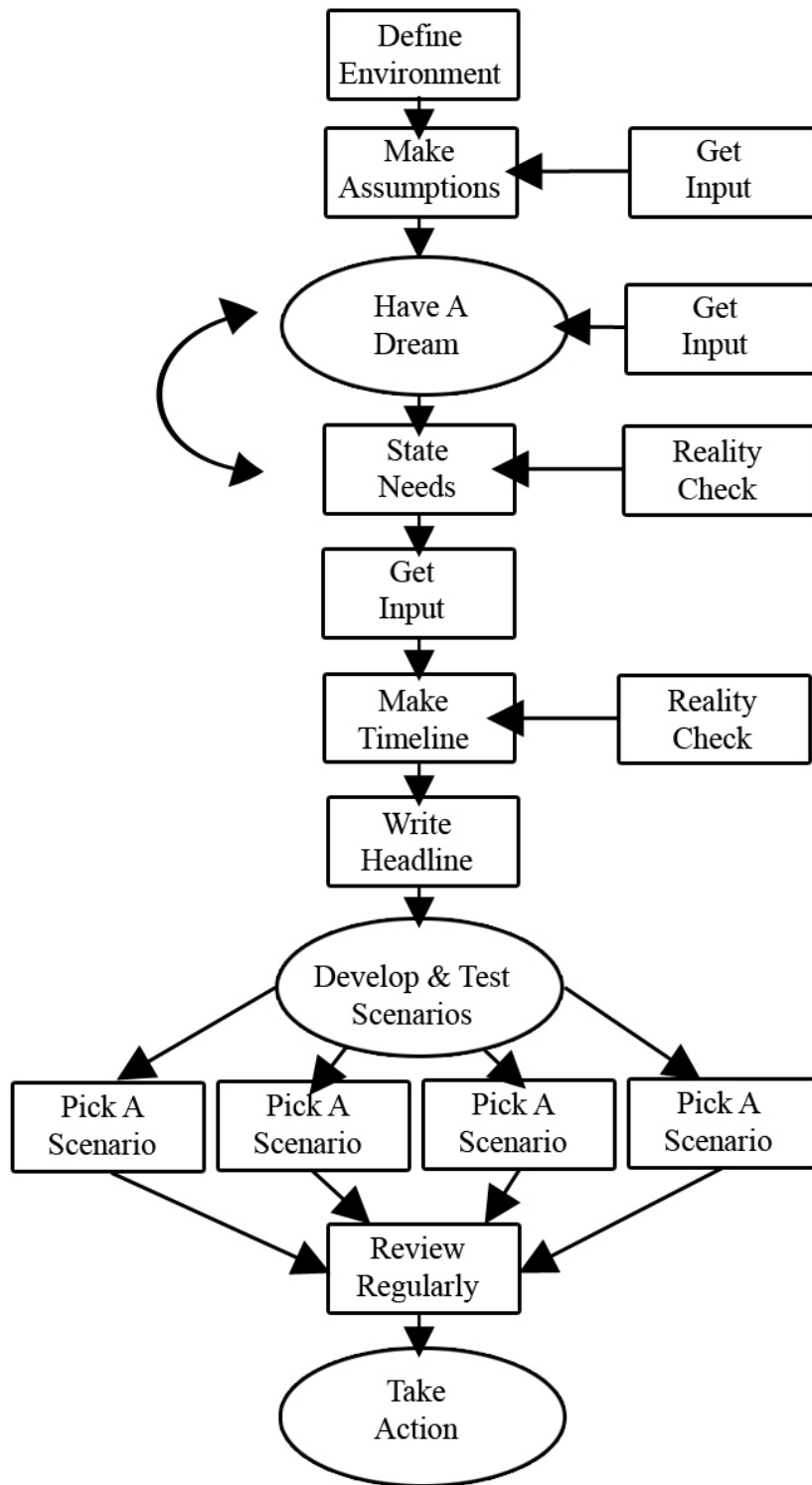


Figure 4.3 Second Preliminary Visioning Model

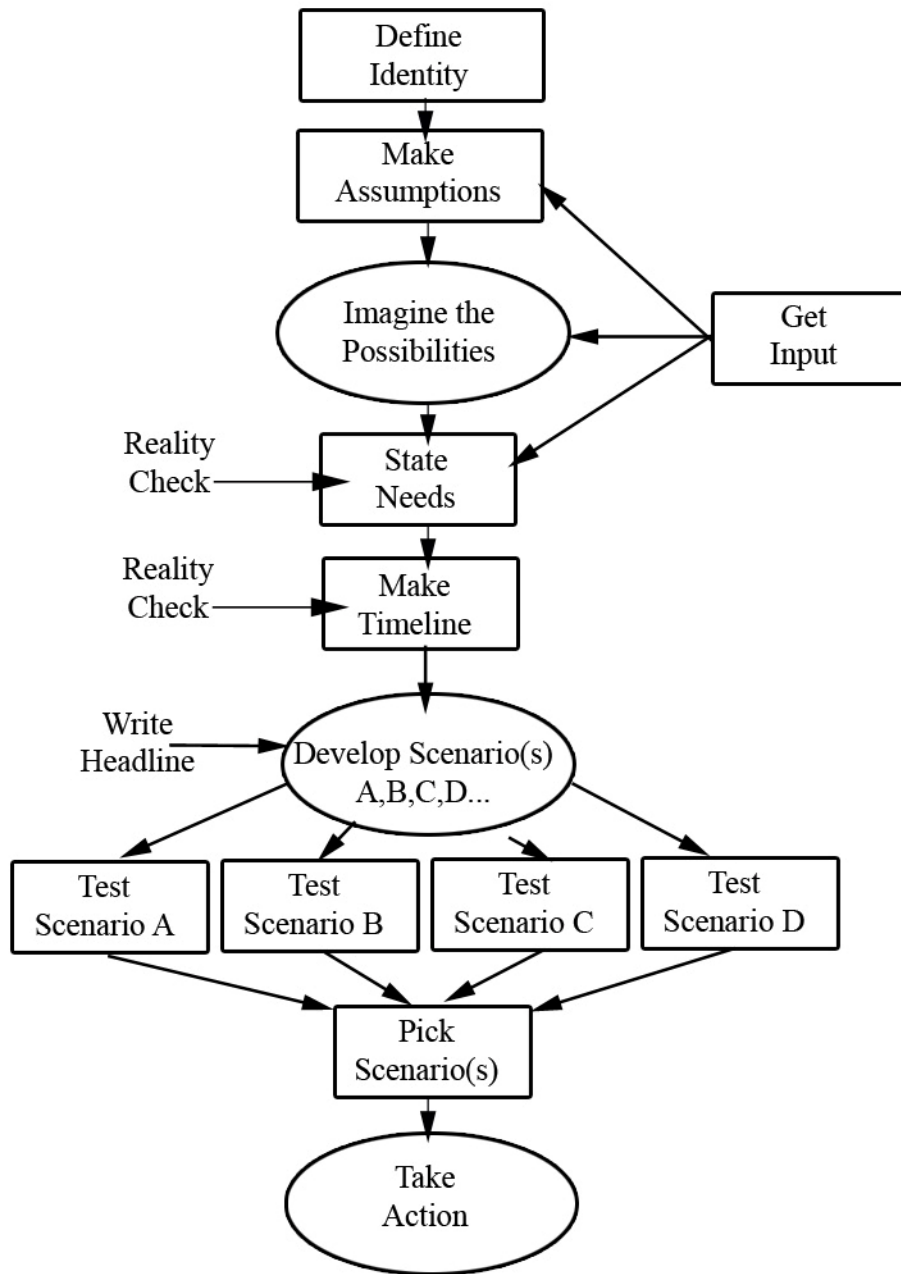


Figure 4.4 Test Version Preliminary Visioning Model

Three versions of the model were developed before a satisfactory version was available for review (see figures 4.2 to 4.4.) The first version was very linear and did not reflect the dynamics of the process. The second did not adequately reflect the hierarchy of steps. The third version was the model chosen as the preliminary model.

The preliminary model was sent to Professor Rodney Hill of Texas A&M University. Professor Hill is the instructor of Future Studies in Environmental Design. He is the only design professional who is also a member of the World Future Society. Professor Hill was asked to review the scenarios portion of the model.

Professor Hill's first comment was to move the axes of crucial uncertainties to the first step of the scenario. The axes of crucial uncertainties are where the two most important uncertainties are examined. The reasoning was that all the decisions, forces and influences depend on which of the four directions is taken from the axes of crucial uncertainties. Also by moving the decisions step after the axes, the decisions can be made based on the direction taken. The forces and influences can be determined for each direction that is selected if multiple scenarios are desired. If a single scenario is desired, the direction selected of the axes will determine what decisions need to be made as well as the forces and influences. Other than the order of the mentioned items, the rest of the scenario section was a good workable section of the model.

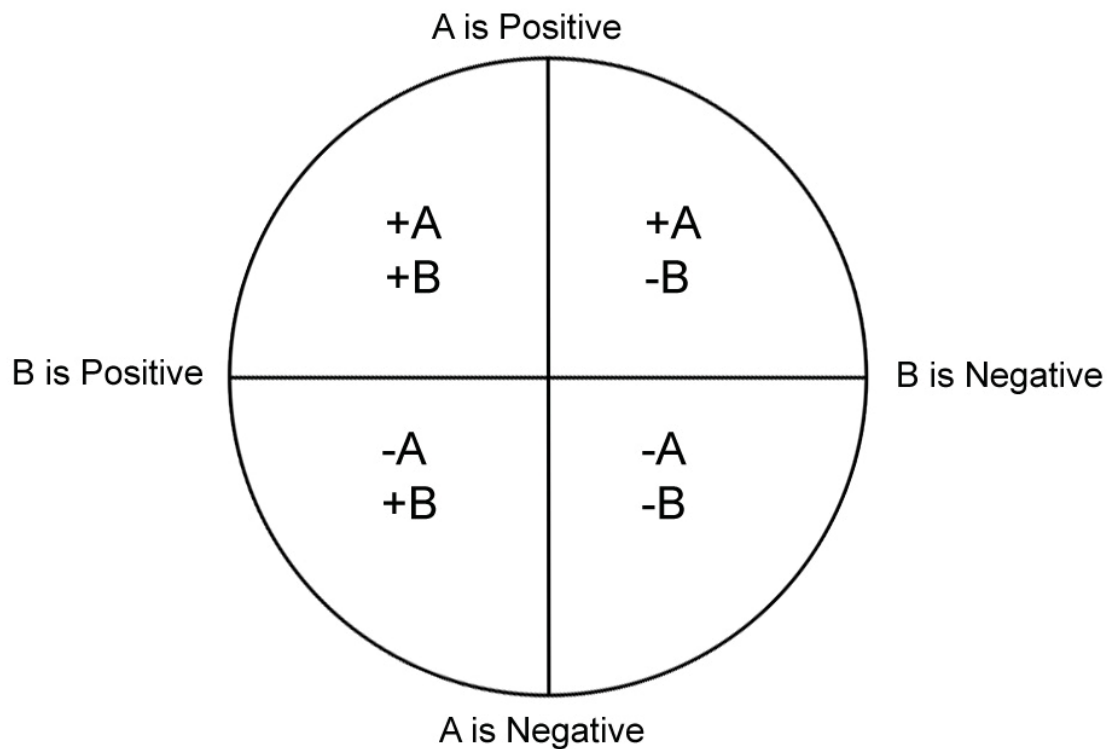


Figure 4.5 Axes of Crucial Uncertainties

4.4 Testing the Model

The last model and table were sent by electronic mail to the principals previously interviewed in order to be revised to its final form. Originally, United States mail was the preferred method due to the availability of a hard copy for the respondent to mark up and return. The electronic copy was simpler and the respondents were limited more to comments than graphic suggestions. The principal's review of the model functions as a revision. The responses to the preliminary model are analyzed. All the comments and suggestions by the principals are included in appendix H. The

comments and suggestion are then applied to the preliminary model. This creates the final version of the visioning model.

4.5 Revised Model

The preliminary model was sent by electronic mail to all the principals who participated in the interview process. They received both the preliminary visioning model figure and the preliminary visioning table. The visioning model was accepted as it was sent out. There was a 60% response rate on the test of the model. Six out of six responses reaffirmed that the model would work in its current form. The responses included statements such as “Looks fine to me” and “Looks like it’ll work.” One person commented, “Your model diagram and the questions for the model look good.” Another principal commented, “Your work looks fine to me and I really don't have anything to add.” The final comment was, “Your process model looks good.” No changes were recommended for the model.

For the visioning methods table, only one respondent recommended any changes. The changes were noted in the form of comments typed in the table by the respondent. Fourteen comments were noted on the preliminary table. All comments were compared to the table to see if they were addressed in another location in the table. After review, all comments that were not addressed elsewhere in the table were evaluated for their value. The comments that did have value were added to the table as legitimate questions or actions. This produced the final version of the Visioning Methods Table (see table 5.1.)

The preliminary model was a development of the various business models and the interview data. Business visioning models were compared and categorized. Common practices were identified and given a key word. The same procedure was followed with the interview data. The two data sets were compared to develop the new model. The scenario portion of the model was reviewed with Rodney Hill, a design educator and futurist. Necessary adjustments were made on his advice. The resulting model was sent to the principals who were interviewed previously for their comments and revisions. Their comments and suggestions from the principals were used to produce the revised visioning model.

CHAPTER 5

CONCLUSION

The final product of this research is the visioning model for small landscape architecture firms (see figure 5.1.). In the literature review, the importance of a vision was discussed in the limited landscape architecture literature. The business literature also emphasized the importance of a vision along with providing examples of the steps used to form a vision. The futurist literature provided the missing steps for the development of scenarios that give the vision a narrative. Principals from small landscape architecture firms were interviewed to determine what is currently being done in the profession regarding visioning.

The purpose of the visioning methods table is to give the user activities and questions for each step of the Visioning Methods Model. The table's function is to give the user a guide to facilitate the use of the model (see table 5.1.) There are other possible activities and questions. Those listed in the table are the best practices but others may be added as the user sees necessary. The use of the model, along with the table, gives the small landscape architecture firm the tool it needs to develop a vision for the future and make necessary plans to achieve that goal.

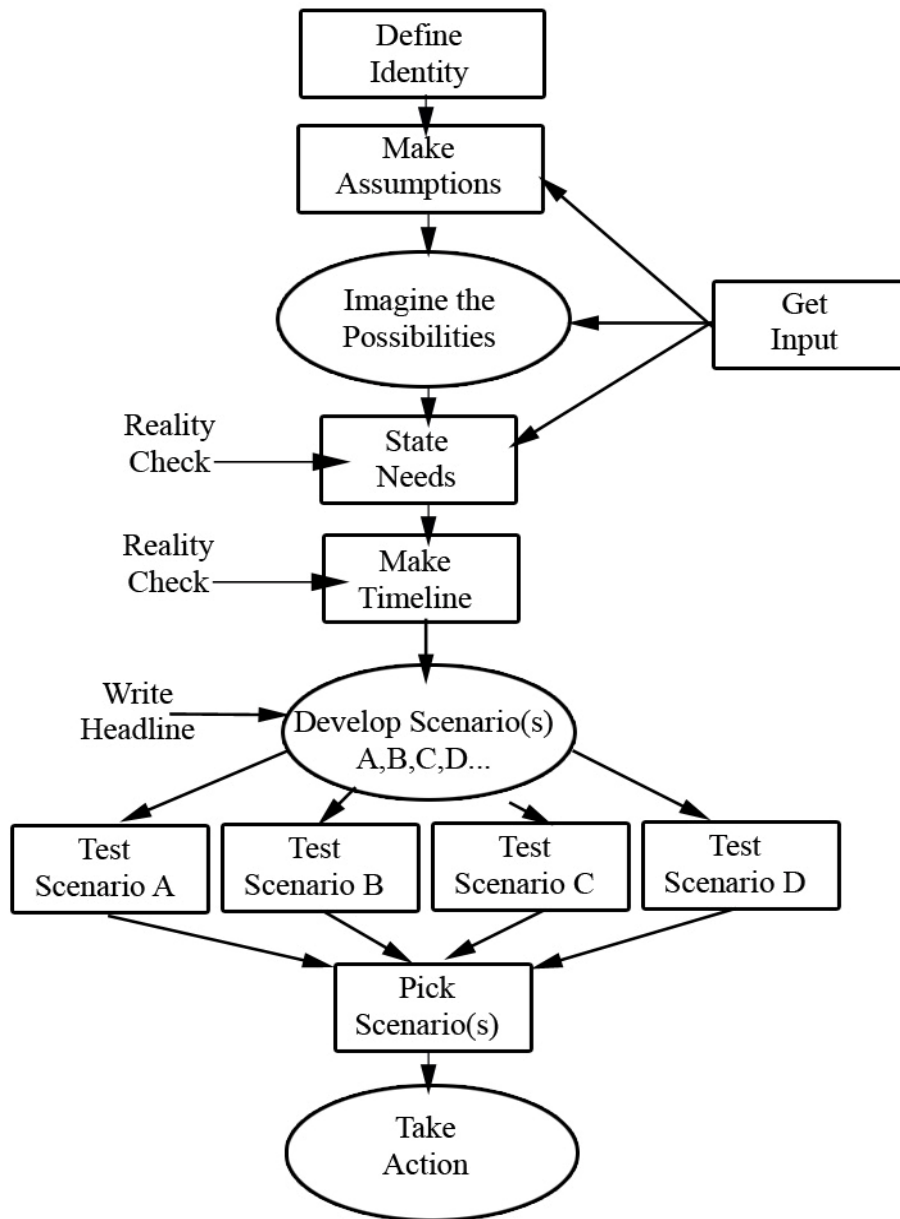


Figure 5.1 Visioning Methods Model

Table 5.1 Visioning Methods Table

Key Word

<u>Define</u>	Establish the firm's identity within its environment What is your role in the business world? What is your role in the community? What is your business?
<u>Assumptions</u>	Make assumptions regarding the future. What assumptions are you making? Make assumptions as a framework for the future.
<u>Imagine</u>	Experience what is possible. What is your passion? What is your desire? Why do you do what you do? Dream big, ask why not?
<u>Needs</u>	Create a supply list to make the vision happen. What information do you need? What help do you need? Who do you need help from?
<u>Reality Check</u>	Do a reality check of the process. What will it take to achieve this?
<u>Input</u>	Get involvement from others. What can you learn from other firms? What experience do you have? What can be learned from other professionals? Get involvement from partners and employees.
<u>Timeline</u>	Outline the steps needed during the next five years. What are the steps over the next five years?
<u>Headlines</u>	Identify important future developments. What are the important future developments? What will your accomplishments be?
<u>Scenarios</u>	Put a narrative to the vision. Create axes of crucial uncertainties. What factors influence success and failure? What are the forces behind these factors?

Table 5.1 continued

Rank by degree of importance and uncertainty?
What are the decisions that have to be made?
Form a narrative from the uncertainties, using the forces and factors.
How do the decisions work in the narratives?
What indicators need to be monitored?

Test

Review progress regularly.
Are we on the right track?
Plan monthly, biannual or annual review sessions.

Action

Communicate your vision through words and actions.
Communicate what you are about. Do not keep your vision a secret.
Create an image. Walk the walk and talk the talk.
Make time for it. Do not short change the process.
Plan to do well. Do not settle for less.
Review regularly. Plan regular review meetings.
Revisit “identity.”

5.3 Summary

This research started with the question of how small landscape architecture firms can develop their own vision of the future. The importance of a vision was discussed as well as how a vision is a part of business planning. The difference is a vision and other ways of looking at the future were discussed. Visioning was defined as a disciplined series of steps that help an organization answer questions needed in order to prepare for the future. After the definitions, the steps of the research were laid out along with the limitations as well as the significance.

The literature review covered four areas. Three were discussed in the literature review section while the fourth was covered in the methods section. The three areas covered in the literature review were landscape architecture, business and futurist. The

literature in landscape architecture was limited which made it necessary to look to the business literature. The futurist literature also filled in the gaps in the business literature. Information found during the literature search emphasized the importance of a vision as well as business models for developing a vision in business. Also, the futurist literature provided the steps to develop scenarios for businesses.

In order to develop a visioning model for the small landscape architecture firm, it was determined that input from the professionals in practice would be beneficial. Qualitative methods were utilized. The Dallas Business Journal Book of Lists was used as a source for the study population. The principals of the top twelve revenue-producing firms with less than fifty employees were selected as interview candidates. The candidates were mailed pre-notice letters and then contacted a few days later by phone to set up appointments. All interviews were conducted in person and digitally recorded for consistency.

With the data from the interviews and the business visioning models a new model as well as a table of activities and questions was developed. This new model was electronically mailed to all the principals who were interviewed as a test of the visioning model. The model was also reviewed with Rodney Hill of Texas A&M University who reviewed the scenarios portion. All comments were applied to the final model and table.

The final product is a visioning model for small landscape architecture firms. This gives the small firm a tool to plan its future, help determine what alliances need to

be formed and what kind of employees to bring in. The visioning model gives small firms a way to get employees, clients and principals excited about the future.

5.2 Future Research

Although the results of this study are complete within the limitations of the research, the research should certainly be continued. There are issues of size, location and applications that have not been addressed in this research. Future research will show the value of the visioning process in many potential applications.

5.2.1 Larger Firms

The first area for additional research is in the area of firm size. This research focused on the small landscape architecture firm. Many firms exist that are over the size limit of this research. This does not exclude these firms from the use of visioning models. These firms are, in fact, more likely to be currently using some form of visioning process due to their corporate structure and resources. A comparison of this visioning model with what is in place in the large firms will add value and improve the model.

5.2.2 Larger Populations

This study looked at firms in the Dallas area only. There were only ten total interviews. These firms are monetarily successful. However, they are only a fraction of the firms throughout the country. Additional research can show if what is happening in Dallas, Texas reflects what is occurring around the country. The larger study population would address one of the limitations of this study.

5.2.3 Philosophical Applications

An interesting approach to future study would be the philosophical applications to creating a vision. During the course of the research, the quotes of many famous people relating to this topic were observed. Since they were not a part of this study's focus, they were not included in this research. However, due to the number of occurrences and the social significance of the individuals further research in this area would be highly rewarding.

5.2.4 Award-Winning Firms

As was mentioned earlier, this research focused on top revenue producing firms. Revenue was used as an indicator of success for this research. However, this is not the only indicator. Awards are another form of success. An analysis of these firms would yield their procedures for visioning as they apply to selecting clients and projects in the quest for awards. Another interesting aspect would be if there is a part of the visioning process which yields these award-winning results.

5.2.5 The Design Process

Whether or not there is a connection between award-winning design and the process for creating a vision, the use of these visioning methods may have applications in the design process. The rational process delivers sound solutions to landscape architecture problems and the visioning process could be used as a supplemental exercise that yields forward thinking, long-term solutions for projects. This would enable future populations to use and enjoy landscape projects in a rapidly changing world.

5.2.6 Full Future Scenarios

The Ronis long method for future scenarios is intriguing. The initial interest in this topic came from this method of developing future scenarios. More research into this method of visioning with the input from a diverse group of experts outside of landscape architecture may yield an interesting vision of the future for landscape architecture. Using information from other professions, future timelines for landscape architecture would be developed. This would show the possible futures in the profession.

5.2.7 The Individual

The final area for future research would revolve around the individual. This study focused on landscape architectural principals and how visioning applies to firms. These same methods may be applicable to the individual in order to get the most out of a person's career, the most out of their creativity or the most out of their personal lives.

Landscape architecture is a diverse profession with many ways to categorize and interpret its firms and professionals. There are many applications for creating a vision in this profession. This research only addresses one. However, the implications of this research show that the importance of a vision goes beyond strategic planning and can be applied to projects as well as individuals in order to get the most out of each.

APPENDIX A

IRB TRAINING

CITI Collaborative Institutional Training Initiative

Human Research Curriculum Completion Report

Printed on Monday, February 11, 2008

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Group 2: Social & Behavioral Investigators

Stage 1. Basic Course Passed on 09/12/07 (Ref # 1266128)

Required Modules	Date Completed
Introduction	09/10/07
History and Ethical Principles - SBR	09/10/07
Defining Research with Human Subjects - SBR	09/10/07
The Regulations and The Social and Behavioral Sciences - SBR	09/10/07
Assessing Risk in Social and Behavioral Sciences - SBR	09/11/07
Informed Consent - SBR	09/11/07
Privacy and Confidentiality - SBR	09/12/07
Research with Prisoners - SBR	09/12/07
Research with Children - SBR	09/12/07
Research in Public Elementary and Secondary Schools - SBR	09/12/07
International Research - SBR	09/12/07
Internet Research - SBR	09/12/07
Conflicts of Interest in Research Involving Human Subjects	09/12/07
University of Texas at Arlington	09/12/07

For this Completion Report to be valid, the learner listed above must be affiliated with a CITI participating institution. Falsified information and unauthorized use of the CITI course site is unethical, and may be considered scientific misconduct by your institution.

Paul Braunschweiger Ph.D.
Professor, University of Miami
Director Office of Research Education
CITI Course Coordinator

APPENDIX B

LITERATURE SEARCH SUMMARY

UTA LIBRARIES SEARCH

Search Word or Phrase	Number of Entries	Search Word or Phrase	Number of Entries
Best Practices for Vision Statements	0	The World In 2050	15
Business Visioning	4	Vision Modeling	32
Future	10000	Visionary	289
Future of Ecology	185	Visionary Leadership	38
Future of Landscape Architecture	23	Visionary Principles	5
Future Landscape	137	Visioning	47
Future Professions	25	Visioning Exercises	0
Future Practice Landscape Architecture	3	Vision for the Future	228
Future Recreation	34	Vision Statements	7
Futurist	22	Visionary Design	16
Principles for Visioning	0	Visioning Process	6
Strategic Visioning	6	Visioning Model	5
Tomorrow	814	Planning for the Future	619
The World In 2020	16		

WORLD CAT SEARCH

Search Word or Phrase	Number of Entries	Search Word or Phrase	Number of Entries
Best Practices for Vision Statements	2	The World In 2050	94
Business Visioning	39	Tomorrow	228
Future	15907	Vision for the Future	0
Future of Ecology	15	Vision Modeling	0
Future of Landscape Architecture	230	Vision Statements	0
Future Landscape	1207	Visionary	141
Future Professions	419	Visionary Design	0
Future Practice Landscape Architecture	11	Visionary Leadership	0
Future Recreation	1341	Visionary Principles	0
Futurist	614	Visioning	751
Principles for Visioning	17	Visioning Exercises	10
Strategic Visioning	80	Visioning Process	81
Planning for the Future	0	Visioning Model	0
The World In 2020	281	Vision	20176

APPENDIX C

DALLAS BUSINESS JOURNAL BOOK OF LISTS

Largest Metroplex Commercial
LANDSCAPE ARCHITECTURAL FIRMS
 Ranked by local gross billings in 2006

Rank	Name Address	Telephone Fax	2006 local gross billings/ number of landscape architects	Local staff	Services offered	Notable projects	Top local executive/ year established locally/ Web site
1	MESA 1907 Ross Ave., Ste. 333 Dallas 75201	214-871-0568 214-871-1507	\$8,227,544 65	75	Landscape architecture, urban design, planning	NorthPark Center, One Arts Plaza, Mantua, Montgomery Farms, Tarrant County College downtown campus	Stan Cowan 1981 www.mesadesigngroup.com
2	HNTB Corp. 2001 Bryan St., Ste. 100 Dallas 75201	214-748-8400 214-742-4682	\$5,700,000 19	123	Urban planning and design, landscape architecture, comprehensive planning, 3D simulation context sensitive solutions	Trinity River Corridor Comprehensive Land Use Plan, Mike Lewis & C.P. Waggoner Parks, Texas Cottonwood Creek Hike and Bike Plan	Keith Rosbury, Jerry D. Holder 1965 www.hntb.com
3	TBG Partners Inc. 5307 E. Mockingbird Lane, Ste. 300 Dallas 75206	214-744-0757 214-744-6785	\$5,000,000 9	32	Landscape architecture, land planning, urban design, historic preservation	Dell Children's Hospital, Market Street, The Harbor, Watters Creek	Jim Manskey, Mark Meyer 1997 www.tbgi-inc.com
4	Carter & Burgess Inc. 777 Main St. Fort Worth 76102	817-735-6000 817-735-6148	\$4,500,000 14	1,079	Masterplanning, landscape architecture and urban design services for commercial, residential, mixed-use, public-sector and transportation projects	LaVillita, Del Webb Frisco Lakes, Woodall Deck Plaza, Oak Point Park & Nature Preserve, Downtown Dallas Parks Masterplan	J. Phillip Deaton 1939 www.c-b.com
5	Schrickel, Rollins & Associates Inc. 1161 Corporate Drive W., Ste. 200 Arlington 76006	817-649-3216 817-649-7645	\$3,000,000 18	50	Landscape architecture, civil engineering, planning	I-30—three bridges, Gene Schrickel Jr. Park, Old Settler's Park Athletic Complex, Community Park, Center Street Pedestrian Trail	Kent Besley 1955 www.sradesign.com
6	SWA Group 7711 N. Lamar, Ste. 400 Dallas 75202	214-954-0016 214-954-1720	\$2,900,000 15	15	Landscape architecture, urban design, planning	Victory Park, Katy Trail, Fidelity headquarters, Exxon Mobil headquarters, Four Seasons Resort and Club, The Palms Resort	David Thompson, Chuck McDaniel/1983 www.swagroup.com
7	Talley Associates Inc. 1925 San Jacinto St., Ste. 400 Dallas 75201	214-871-7900 214-871-7985	\$1,900,000 13	13	Landscape architecture, planning, urban design	Pier 1 Imports corporate headquarters, Presbyterian Hospital-Walnut Hill campus, Frisco City Hall	Coy B. Talley 1952 www.talleyassociates.com
8	HOK Planning Group 2211 N. Haskell Ave., Ste. 2250 Dallas 75204	214-720-6000 214-720-6005	\$1,650,000 7	2,153	Landscape architecture, urban design, planning	D/FW Airport Commercial Development Land Use Plan, Trinity Forest Trail, Ogle Park, Methodist Hospital-Sugarland, Fort Worth Omni Hotel	Mark Bowers 1973 www.thehokplanninggroup.com
9	Kimley-Horn and Associates Inc. 12700 Park Central Drive, Ste. 1800 Dallas 75251	972-770-1300 972-239-3820	\$1,500,000 5	278	Landscape architecture, waterpark design, planning, traffic engineering, park and recreation design, civil engineering	Bahama Beach Waterpark, Oak Point Amphitheatre, North Main Street streetscape enhancements-Fort Worth	Donald Bartlett 1980 www.kimley-horn.com
10	SMR Landscape Architects 1708 N. Griffin St. Dallas 75202	214-871-0083 214-871-0545	\$1,420,000 7	9	Landscape architecture, urban design	Woodlawn, Saint Ann Court, The House @ Victory, The Metropolitan	Steven M. Rahn, Brian Adams 1989 NA
11	Newman, Jackson, Bieberstein, Inc. 12770 Coit Road, Ste. 210 Dallas 75251	972-233-2033 972-233-2022	\$1,052,000 7	12	Landscape architecture	Cowboys Stadium-Arlington, Veitwan's Memorial - McKinney, Childrens Medical Center Legacy, Angel Field Center -Allen	Rowland Jackson 1990 NA
12	Half Associates 1201 N. Bowser Richardson 75081	214-346-6200 214-739-0095	\$1,000,000 8	512	Landscape architecture, full-service engineering, architecture, construction management	Buckner Streetscape, Dallas Zoo improvements, Lancaster Parks Plan	Martin Molloy 1950 www.half.com
13	HDR Inc. 17111 Preston Road, Ste. 300 Dallas 75248	972-960-4000 972-960-4185	\$932,310 4	200	Architecture, engineering, landscape architecture	Hillcrest Baptist Replacement Hospital, Reid Hospital Meditation Garden, DCCCD-Brookhaven Science building	Heidi Higgason 1969 www.hdrinc.com
14	Mycoskie McInnis Associates 200 E. Abram St. Arlington 76010	817-469-1671 817-274-8757	\$898,000 3	38	Landscape architecture, planning, zoning representation	Arlington Highlands, I-30 Distribution Center, Vandergriff Town Center, Hero Memorial Park, Lakeside Trade Center	Clifford Mycoskie 1999 www.mmatexas.com
15	David C. Baldwin Inc. 730 E. Park Blvd., Ste. 100 Plano 75074	972-509-1266 972-509-1269	\$890,000 4	5	Landscape architecture, urban design, park planning	Newman Village, Christus Santa Rosa Hospital-Westover Campus, Allen Central Park, Celebration Covenant Church	David C. Baldwin 1984 www.davidcbaldwin.net
16	Caye Cook & Associates 5646 Milton St., Ste. 617 Dallas 75206	214-739-9105 214-373-0170	\$812,870 6	8	Landscape architecture, park planning, masterplanning	DART Phase II buildout light rail stations, master for White Rock Trail extension, UTD Center for Brain Health	Caye Cook 1993 NA
17	Kendall Landscape Architecture 5646 Milton St., Ste. 735 Dallas 75206	214-739-3226 214-373-9802	\$500,000 1	4	Landscape architectural design	Memorial Park-Plano, DART southeast and northeast line sections, Homeless Assistance Shelter, Texas A&M Gee Lake	Michael Kendall 1994 NA
18	Land Design Partners-DFW 5310 Harvest Hill Road, Ste. 110 Dallas 75230	972-386-0630 972-386-0640	\$490,000 1	5	Landscape architecture, planning	Brinker headquarters, Plano Parks & Trails, University Town Center, Preserve at Pecan Creek	Joe C. Sarabia 2004 www.landdesignpartners.com
19	La Terra Studio Inc. 2109 Commerce St. Dallas 75201	214-749-0333	\$435,000 3	6	Municipal, commercial, institutional, and recreational landscape architecture	Allenwood Park, Lakeside Ranch Building 20, Enfield Park, LBJ Park	Michael Black, Kris Brown 2003 www.latterastudio.com
20	Berkenbile Craig Inc. 63 McKinney Ave., Ste. 401 Dallas 75202	214-922-9946 214-922-9867	\$376,000 3	4	Landscape architecture, urban design, planning, LEED sustainable design, irrigation design	DART northwest 3 and 4, Hensley Field Operations Center, Griggs Park Streetscape, Fort Worth Urban Villages	Stephen Berkenbile, Gregory Craig/1986 www.b-cinc.com
21	USA Professional Services Group Inc. 1525 Victory Drive Dallas 75235	214-634-3300 214-634-3338	\$350,000 2	4	Civil engineering, landscape/planning, single-family developments	Grand Heritage, Windmill Farms	David M. Schnurbusch 1982 www.usaengineers.com

NA: Not available
 Source: The companies

Research: Jerry Gunter and Pavan Lall

DATE OF PUBLICATION: SEPTEMBER 14, 2007

Largest Metroplex Commercial

LANDSCAPE ARCHITECTURAL FIRMS

Ranked by local gross billings in 2005

Rank	Name Address	Telephone Fax	2005 local gross billings/ number of landscape architects	Local staff	Services offered	Notable projects	Top local executive/ year established locally/ Web site
1	Complete Landsculpture 2171 Shorecrest Dr. Dallas 75235	214-358-5296 214-352-5121	\$10,000,000 2	95	Design & installation, swimming pools, custom stone work, lawn maintenance, irrigation, tree trimming, overhead structures, landscape illumination	W Hotel, Designing Texas Dream Home, Vaquero, The Shores, Lakes Richland Chambers, Toyota Mc Kinney (Greenscape project)	Chris Strempek 1985 www.completelandsculpture.com
2	MESA 1807 Ross Ave. Ste. 333 Dallas 75201	214-871-0568 214-871-1507	\$6,663,081 40	59	Landscape architecture, urban design, planning	NorthPark Center, Beck Park, Park Lane Place, Richardson DART Central Corridor, Dubai Pearl, Dogwood Canyon Nature Center	Stan Cowan 1981 www.mesadesigngroup.com
3	TBG Partners Inc. 5307 E. Mockingbird Ln., Ste. 300 Dallas 75206	214-744-0757 214-744-6785	\$5,000,000 8	23	Landscape architecture, land planning, urban design	The Harbor, Watters Creek, Phillips Creek Ranch, Tribute, Fluor headquarters, Town Lake Park	Jim Manskey, Mark Meyer 1997 www.tbg-inc.com
4	Carter & Burgess Inc. 777 Main St., Ste. 2900 Fort Worth 76102	817-735-6000 817-735-6148	\$3,480,000 15	1,036	Masterplanning, landscape architecture and urban design services for commercial, residential, mixed-use, public sector and transportation projects	Frisco Grand Park, Woodall Deck Park, Oak Point Park, Nature Preserve	J. Phillip Deaton, David Retzsch 1999 www.c-b.com
5	Schrickel, Rollins & Associates Inc. 1161 Corporate Dr. W., Ste. 200 Arlington 76006	817-649-3216 817-649-7645	\$3,000,000 13	47	Landscape architecture, civil engineering, planning	The Parks at Texas Star, River Legacy Parks, Coppell Wagon Wheel Park, Denton Aquatic Center	Kent Besley, Terry Cheek 1955 www.sradesign.com
6	SWA Group 2211 N. Lamar, Ste. 400 Dallas 75202	214-954-0016 214-954-1720	\$2,421,000 14	15	Planning, urban design, landscape architecture	Fidelity, RadioShack, Las Ventanas al Paraiso International Center, Four Seasons Resort & Club, Capella Resort, Victory Park	David Thompson, Chuck McDaniel/1983 www.swagroup.com
7	HNTB Corp. 2001 Bryan St., Ste. 100 Dallas 75201	214-748-8400 214-742-4682	\$1,570,000 19	123	Parks, trails and recreation, urban planning and design, engineering	Trinity River Land Use Plan, NITA, Brownsville Sports Park, Veteran's Memorial Park	Keith Rosbury, Jerry D. Holder 1965 www.hntb.com
8	Talley Associates 1925 San Jacinto St., Ste. 400 Dallas 75201	214-871-7900 214-871-7985	\$1,500,000 11	12	Landscape architecture, planning, urban design	Pier 1 Imports home office, Frisco Square, Presbyterian Hospital-Walnut Hill campus, The Villages of Indian Creek	Coy Talley 1993 www.talleyassociates.com
9	SMR Landscape Architects 1708 N. Griffin St. Dallas 75202	214-871-0083 214-871-0545	\$1,470,000 7	9	Landscape architecture, urban design	Stoneleigh Hotel and Condos, 1407 Main Street, Montgomery Plaza, Heritage Commons @Alliance	Steven M. Rahn, Brian D. Adams/1989 NA
10	Kimley-Horn and Associates Inc. 12700 Park Central Dr., Ste. 1800 Dallas 75251	972-770-1300 972-739-3820	\$1,200,000 6	235	Landscape architecture, waterpark design, planning, traffic engineering, park and recreation design, civil engineering	Bahama Beach Waterpark, Dallas Oak Point Amphitheatre, Plano and North Main Street streetscape enhancements	Donald Bartlett 1980 www.kimley-horn.com
11	David C. Baldwin Inc. 730 E. Park Blvd., Ste. 100 Plano 75074	972-509-1266 972-509-1269	\$1,130,000 4	5	Landscape architecture, urban design, park planning	Gates of Prosper, Oasis Place Oaklawn, Star Creek, Moorefield Station, Grapevine Village	David C. Baldwin 1984 www.davidbaldwin.net
12	Halff Associates Inc. 8616 Northwest Plaza Dr. Dallas 75225	214-346-6200 214-739-0095	\$1,120,000 11	340	Landscape architecture, urban design, park planning, design	Wylie Founders Park, Coppell Towne Center, Mesquite Trails Plan	Martin Molloy 1950 www.halff.com
13	The HOK Planning Group 2711 N. Haskell Ave., Ste. 2250 Dallas 75204	214-720-6000 214-720-6005	\$943,000 6	52	Landscape architecture, urban design, planning, architecture, interior design, graphic design, pre-design consulting	Omni Fort Worth Hotel landscape, Trinity River Trail, D/FW Airport Commercial land use plan	Sandra Paret 1973 www.hokplanninggroup.com
14	Newman, Jackson, Bieberstein Inc. 12770 Coit Rd., Ste. 210 Dallas 75251	972-233-2033 972-233-2022	\$900,000 7	9	Landscape architecture	Residential housing and student union building-TCU, Embrey engineering building-SMU, Angel Fields Center-Allen	Gene Newman 1990 NA
14	HDR Architecture Inc. 17111 Preston Rd., Ste. 300 Dallas 75248	972-960-4000 972-960-4186	\$900,000 3	200	Site planning, masterplanning, site analysis, grading/drainage design, landscape design	Hillcrest Baptist Medical Center, Pitt County Memorial Hospital, University Healthcare-Cardiovascular Center	Nike Moran 1960 www.hdrinc.com
16	Mycoskie McInnis Associates 200 E. Abram St. Arlington 76010	817-469-1671 817-274-8757	\$700,000 3	36	Planning, zoning representation, landscape architecture	Balpark estates, Graf Farms, Herds Park, Johnson Creek Crossings Apartments, Amon Carter Museum	Clifford Mycoskie 1999 www.mmatax.com
17	Caye Cook & Associates 5646 Milton St., Ste. 617 Dallas 75206	214-739-9105 214-373-0170	\$600,000 3	6	Landscape architecture, LEED and sustainable design	DART north central lines 3, 4 and 5, Jack Evans Police headquarters, UT Southwestern MRI expansion	Caye Cook 1993 www.ccalandscapearch.com
18	Kendall Landscape Architecture 5646 Milton St., Ste. 735 Dallas 75214	214-739-3226 214-373-9802	\$468,000 1	4	Landscape architectural design	Memorial Park-Plano, DART southeast and northeast line sections, Dallas Homeless Assistance Shelter, UNIT residence hall	Michael Kendall 1994 NA
19	Land Design Partners-DFW Inc. 5310 Harvest Hill Rd., Ste. 100 Dallas 75230	972-386-0630 972-386-0640	\$365,000 1	5	Landscape architecture, masterplanning, subdivision land planning, HOA management	Avignon on Windhaven, Crescent Springs, Valley Ranch, Highland Shores Long Term Acute Care Hospital, Enclave at Dixon Branch	Timothy May 2004 www.landdesignpartners.com
20	Berkenbile Craig Inc. 703 McKinney Ave., Ste. 405 Dallas 75202	214-922-9946 214-922-9867	\$362,000 3	4	Landscape architecture, urban design, planning, LEED, sustainable development services, irrigation design	DART northwest line sections 3 and 4, Hensley Field Operations Center, South Dallas Cultural Center	Stephen Berkenbile, Gregory Craig/1986 www.b-cinc.com
21	USA Professional Services Group Inc. 1525 Viceroy Dr. Dallas 75235	214-634-3300 214-634-3338	\$300,900 2	4	Land planning, landscape architecture, landscape design, entry designs	Grand Heritage-Lavon, Windmill Farms-Forney	David M. Schnurbusch 1982 www.usaengineers.com
22	La Terra Studio Inc. 2109 Commerce St. Dallas 75201	214-749-0333	\$250,000 2	3	Landscape architecture, planning planning and design, tree surveys, streetscapes	Texan Trail streetscape-Grapevine, Enfield Park masterplan-Plano, Cherry Park-Weatherford	Michael Black, Kris Brown 2003 www.latterastudio.com

NOTE: Hultt-Zollars Inc., which ranked No. 8 last year, declined to submit a survey questionnaire.
NA: Not available
Source: The companies

Research: Jerry Gunter and Pavan Lall

APPENDIX D

SAMPLE OF INTRODUCTION LETTER

February 22, 2008

John Doe
1212 Anywhere Dr.
Hometown, Tx 75201

A few days from now you will receive a phone call requesting your participation in an interview for an important research project.

The interview concerns the practice of landscape architecture and the future.

I am writing in advance because we have found many people like to know ahead of time that they will be contacted. The study is an important one that will help landscape architecture firms in the future. The interview will take approximately 15 to 30 minutes of your time.

Thank you for your time and consideration. It is only with the generous help of people like you that our research can be successful.

Sincerely,

Greg Cuppett
Graduate Student
The University of Texas at Arlington

APPENDIX E

SAMPLE OF PHONE CALL SCRIPT

Hello Mr. / Ms. _____

My name is Greg Cuppett. I am a graduate student, at The University of Texas at Arlington, working on my thesis. I am calling to request your participation in an interview for an important research project.

I would like to schedule an interview with you. It would only take approximately 15 to 30 minutes of your time. The interview concerns the practice of landscape architecture and the future. The study is an important one that will help landscape architecture firms in the future.

What would be a convenient date and time for me to sit down with you and discuss this subject?

Thank you for your time and I look forward to meeting with you on

_____.

APPENDIX F

INTERVIEW QUESTIONS

Interview Questions

Part 1

How many employees in your firm?

How would you describe the size of your firm?

How many years experience do you have?

What scale is the work your firm does?

What is your current type of work or market?

What type of work do you plan on doing in the future?

What process did you use to determine your direction?

How do you plan for the future?

How do you develop a vision statement?

How do you create a vision for your company?

Part 2

What are your comments on the visioning model?

How would you change the model to make it a useful tool?

APPENDIX G

INTERVIEW TRANSCRIPTS

Respondent A

Greg-Okay, that is great and it has the software that will transcribe what we talk about. Sort of. How many employees are in your right now?

Respondent-Right now we have 49.

Greg-And how many of those are landscape architects?

Respondent-There's going to be 15 but some of those are interns.

Greg-Okay, what else do you have her? Planners or engineers?

Respondent-We have a planner. We have an architect. We have an architect intern. And we have 18 civil engineers.

Greg-And how would you describe the size of your firm? Large, medium or small?

Respondent-It's small compared to the big firms.

Greg-An individual in an interview just prior to this one, earlier this morning, he had eight employees and considered himself medium. So it will be interesting how this all works out.

Respondent-Yeah. When you compare yourself to all the guys who keep buying each other then we're pretty small.

Greg-How many years experience do you have?

Respondent-Forty-three.

Greg-And what was your educational background? or level?

Respondent-Bachelor of Science in landscape architecture.

Greg- What school did you graduate from?

Respondent-Iowa State University.

Greg-What scale is the work that your firm does? Would you call it local, regional, national or international?

Respondent-It would be local and little bit regional. We're in the Dallas-Fort Worth area mostly and in El Paso. Places like that. Sometimes we're in Oklahoma and New Mexico but that's certainly not national.

Greg-So local to regional?

Respondent-Yes

Greg-What's your current type of work or market? Or what is your specialty, practice specialty?

Respondent-Parks and recreation athletic facilities. Now this is on the LA end. I'm not going to address the civil unless you ask me to.

Greg- No the LA's fine. That way we can keep it straight. And so, who would be your most common client then?

Respondent-Well right now it would be cities and municipalities, and then the school districts. We do some work for architects but not much.

Greg- What type of work are you planning on doing in the future? Are you looking at moving in a particular direction?

Respondent-Well we're trying to do the environmental and we're getting into that. We've been in it for a while. Mitigation and all those things that are common to our practice now days.

Greg-Cool.

Respondent-We just need to do more of it.

Greg-What process could use to determine this direction you want to go in? Is there?

Respondent-Basically just watching the market and reading the paper. Look at our trade publications and see where things are going. And you know, watching, seeing what the clients' desire now days. It's filling a need.

Greg-Yeah. There's a lot of things go in that direction and there are a lot of places now that won't do anything unless it's LEED.

Respondent-Well the government is pushing that too. Federal.

Greg-How do you or how does your firm plan for the future? Is there a process to go through? Steps?

Respondent- Well typically we'll have associates meetings, retreats and try to get a handle on what everybody would like to do. Where we're going or where we're heading. What we're doing right. What we're doing wrong. Basically that's how we do it. And we have marketing people that help us keep up with the trends.

Greg-Okay. Does your firm have a vision statement?

Respondent-Yes we do but I couldn't tell you what.

Greg-Actually that's the third time someone has told me that.

Respondent-Any way don't write that up. Yes, we have one. Somewhere.

Greg-Was there a process that they went through or you went through to develop that?

Respondent-Yeah we did. We actually read it over and over and provided two or three different ideas and came up with the final one. We have a strategic plan we provided from May. We do have a vision statement but I don't know where it is. You don't want the vision statement do you?

Greg-I don't necessarily need it unless you have an extra copy of one.

Respondent-Well I don't want you giving out our vision statements.

Greg-That should be something you let the world know.

Respondent-Oh, no. Not our competitors. That's where this is going right. Anyway, go ahead.

Greg-Okay and that brings us to the last question. How does your firm come up with this vision that you want to share with your employees, your clients? What process does Schrickel Rollins go through to say this is what we're all about; this is where we want to go?

Respondent-Well basically we have a workshop with associates. This is once a year, and basically all of those things come out of that. When we have the associate. Then we come into the strategic plan. And then we provide that. We don't necessarily give it to our clients, but we do share it with all the employees, and we also have some meetings once every month to where we're going and how we're doing. Also that is economic wise by pointing out general jobs and those kinds of things.

Greg-Okay. Do y'all have the discussion like this is what we want to be doing in the next five years or ten years?

Respondent-Yes.

Greg-We want to be this big. We want to be doing this kind of projects.

Respondent-We have a five-year outline. We don't go any more than five because usually you have to update it in one. So we don't go too far out. We do have that.

Greg-And that's through the same process at the workshop and committee meetings?

Respondent-Yes. I can't find our statement. It embarrasses me.

Greg-You know when I worked at UPS we came out with this new fangled thing called a mission statement. Eventually we developed and they came out with a corporate mission and strategy that encompassed vision and these four different areas. I can't remember what it was now.

Respondent-See, here's our 2008 strategic plan. Then, at the end of the year, we'll have to see how we did deal. Recap of 2007. Here's all the things we wanted to do, here's what we did do. And then here's what we didn't do which is a lot of it.

Greg-You kind of look at what you did. What you want to do.

Respondent- We looked at our goals and see what we really accomplished during that year. And that's how we set up our goals for 2008. We have, also we developed a committee selected by the employees, that's not anybody on the Board of Directors. The Board of Directors get's a vote but then they're not on the board. Are not on this board or committee, and they look at the company and make all kinds of suggestions, and say here's what we need to do we think, and these are the folks that are not necessarily associates. These are all voted on by the entire company. So it's a popularity contests of who do they think will do the best job of leading and some suggestions to the Board of Directors. And that's what they do. And they meet quarterly. It's really neat, really like that.

Greg-So that group has input with the board and so they take and filter in?

Respondent-If there's people. Exactly. If people are not comfortable talking to the board people, then they would go talk to this committee, and the committee will take their ideas or formulate them and bring them to the board and it's really cool.

Greg-Sounds interesting.

Respondent-Well it's the best thing that came out of one of these.

Greg-Like I said that's the end of the questions. What I'm doing, The Dallas Business Journal Book of List took 21, 22 different firms on a list. And I took all firms that had fifty or fewer employees as my target group. And the thesis is on, my titles so long I can't remember it, Evaluating Methods for Developing a Vision as They Apply to Small Landscape Architecture Firms. And I'm taking the information from literature which was mainly, over, a from the business community. Cause I didn't find a whole lot in the landscape architecture community. I took a look at the different models they have for creating these corporate visions, vision statements, what have you, and I'm also getting some information from a futurist because they have the procedures in place and methods for creating this future scenarios. And what I'm going to do is take that information, combine it with the information I get out the interviews, and try to create a model landscape architecture firms. Where they could just go down this check list or model, what have you, and say, "Okay. These are the steps we go and help define our direction as a landscape architecture firm." It will help us grow; help us concentrate our energy where we can be most productive. So that's the goal out of all this.

Respondent-Yeah. We kind of had a goal when we started out 2007 we were trying to be, in five years, we thought we would like to have seventy-five people. So that was kind of our goal and a financial goal too and we're getting there but we're not there yet.

But, we almost made it this last year. Anyway that's what we do.

Greg-Okay, you've been helpful. One thing I want to do is once I get the first draft of all this together, I'm going to mail out the form or model or what have you.

Respondent- You might e-mail. Or whatever you want to do.

Greg-Or I can e-mail. And then it will be available for you to comment on. You know this item is a good idea; this item is a waste of time.

Respondent-Sounds good.

Greg-And I'm looking for feedback in a way to validate the work I've done. And of course that will be the final result of my thesis.

Respondent-I'm listening to you. I'm trying to find our vision statement.

Greg-You're multi-tasking.

Respondent- Well no, I'm wondering where in the world did it go? It's in here somewhere but that's okay. I'll find it after you leave I'm sure. Do you have a card or anything? E-mail address?

Greg- I don't have that and ...

Respondent-See, it as an associate questionnaire. Here's all kinds of stuff.

Greg-You know my boss, don't you?

Respondent-Sure.

Greg-That's who I currently work for.

Respondent-Yeah, yeah,

Greg-He hasn't bought me any cards yet.

Respondent- We worked with your boss, well he knows us. For years and years and years. I can't find my statement. That counsel is called the Four Aces, for achieving company excellence. We call it the C four aces. C number four ace. Council for achieving company excellence. I printed some more of those cards from my mail out but I didn't bring anymore of them.

Respondent-Well I think I got your message, when you and I decided when we're going to meet. And I put it in my car so I don't have anything up here.

Greg- there's my e-mail.

Respondent B

Greg-How many employees are firm?

Respondent-We have seventeen I believe.

Greg-Are those landscape architects or trained landscape architects or do you have some administrative?

Respondent-We have a marketing, business development coordinator and an office manager and accounting. The rest are landscape architecture, planning related.

Greg-Okay, how would you describe the size of your firm? Small, medium, large?

Respondent-Uh, small.

Greg-One of the things I'm finding is there's not a definition for small, medium, and large firms. I'm trying to focus my research on stuff for the small firm.

Respondent-I mean, I think up to 25 is kind of a small firm and then it goes to medium at 25 to 75 and then 75 and above. Nothing unscientific about that, it's kind of the work-group.

Greg-That works. How many years experience do you have?

Respondent-Twenty-five.

Greg-What's your education background?

Respondent-Bachelor of Landscape Architecture from the University of Arkansas.

Greg-Okay.

Respondent-Bachelor of Science in Landscape Architecture.

Greg-Your firm, the scale of work that you do, would you call it local, regional, national, international?

Respondent-It's national and international.

Greg-Ok, I know you do some, there's some stuff I think in Mexico.

Respondent-Costa Rica, Mexico, Turks and Cacaos, Zakary, Indonesia, all over.

Greg-And then what is your current type of market or specialty. Is there a particular area of landscape architecture?

Respondent-We have focused work areas. It's hospitality, healthcare, institutional, schools and campuses, cities and governmental agencies from town centers is both public and private often times and parks to some degree as well. And we'll even do large residents as well. So we have a spectrum work from our market approach and business plan that's the project types we like to pursue. Corporate as well.

Greg-What would you say is your most common type of client? Developers, municipalities?

Respondent-Again, it's the mix of what I just gave you.

Greg-The mix of those. In the future, is there any particular market segment that y'all don't do a lot of work, currently that you would like to move into or maybe one that you're currently doing that you would like to focus more on?

Respondent-We like the broad range of work types. That's why we practice because it isn't our particular focus; it's a range of focus. In particular we'd like to pursue more urban design from the national scale standpoint I think. City plans to specialty parks and things like that.

Greg-You mentioned doing more of the urban design on the national scale. Is there a

process that you use or your firm used to determine that was an area you might want in?
Respondent-It's not a process, it's was a desire just because of work type. It's something we have done locally and we just hadn't done that nationally from a city perspective, city selection process.

Greg-How does your firm plan for the future? Do you do any future planning?

Respondent-Oh sure, we constantly are kind of reviewing our projects, market opportunities. From a six months to a year of perspective. And then we'll look at again, the direction we're headed in terms of what percentage of projects we have in certain areas, project types. We try to keep that balanced. A lot of times when we get real busy, we'll get particular work groups that are heavy in one area, i.e. the hospitality and condominiums have been a heavy group the last two years. I don't know if they'll continue to be as heavy but we like the work group. We also want to go to be at the other extreme in terms of urban design in city municipal type work as well.

Greg-Does your firm have a vision statement?

Respondent-Not a vision statement per-se. We focus on creative design solutions and interactive studio process and working collectively as the team. To solve problems and to produce a quality of work that is on the leading edge or defining edge of just very good work. You can look on our website and get some more detail information maybe. It's collaborative in process. That's another big aspect is the integrating with the architecture, planning, the full design side up all the way up till the built project type.

Greg-Okay, last question, and then I'll go into a little bit more depth about what I'm looking at doing. How does your firm create or how do you create a vision for your company. Is there a process where you determined this is what we want the firm to be? You mentioned that you desire, you like to have the broad spectrum. Is there a process that you went through to determine that?

Respondent-I think the first thing was having the experience. I started the firm 15 years ago so it was having experience to be able to do all this work product types and then gradually getting in the marketplace, proving ourselves and then build. Once that cycle begins, you have a lot more to market with and that's how you grow your firm.

Greg-What I am working on, like I said, basically how do you develop a vision of what you want your landscape firm to be. Focusing for the small landscape architecture firms which there was really no definition of. The small business administration says it's anyone with less than fifty total employees. Which when you get to the landscape architecture firms may be on average with your EDAWs with 6000 employees or whatever they have, you know, that may be there somewhere in the middle of something but in reality 93% of all landscape architects work in firms of fifty employees or less and 77% work in firms with less than 10 people. So the majority of landscape architects work in the small firm. And when I started I was looking at what the future of the profession was going to be because it has changed so much and we live in a rapidly changing society. I was wondering what is coming next. And then, of course, that's not really a thesis topic so it headed more into, okay, how do I, or how can a firm, plan for the future and I got into strategic planning and I happened across this vision statement as part of that process. This is what you want your business to be as far as is how we're going to do deal with technology changes, people, monetary

changes all that. And I thought okay, there's really not a lot written in the landscape world about how to do that for your firm. So that's how I got onto this tract. And what I'm doing is I'm taking the business literature, there are several different models for how you create a vision for a business. And so I'm taking that information, some information I obtained from futurist on how you create future scenarios, and trying to incorporate that with the interview data. And try creating this model so a landscape firm can say, okay; this is where we're at. We want to do this, answer these questions or do these activities, whatever it might be, to try to get the essence of or the vision of what this firm is going to be in five years. So we'll see how all of that works out.

Respondent-Send me a copy, I'd love to see the data.

Greg-Actually, what I would like to do is, this week, I've got one more interview to do tomorrow. I'll transcribe all this and analyze all this, and over the weekend I'm going to try putting the model together. So next week I'll be actually sending out something. And what I would like to do is for you to just comment on it. I haven't decided yet, it's basically coming down to time if I'm going to send it by mail, or e-mail, or maybe just e-mail a PDF.

Respondent-Yeah, that's fine.

Greg-I haven't figured out which way. But, I ask that you comment on it. You know, maybe this step is a great idea, maybe you could expand on it, or this particular step I really don't think in our profession we really don't need to do that. Or maybe the order. Whatever the comments might be.

Respondent-Sure.

Greg-That will more or less be a test of it, since we don't have the five years to sit down, write out a plan, and wait and see if it comes true.

Respondent-Yeah, it's not a perfect science. First is you start a firm and get a feeling for what you want to do. And then the ability to get those great projects. Well when those great projects don't come what do you do. You put food on the table first. So you do that and then kind of go from there in terms of the project and it's whatever you can do and then build upon it. The other thing is to do it well. To do it very well. And that builds upon itself to.

Greg-That's been a common element through all the interviews is doing well. And I've had various people say they don't like projects because their desire out of the profession is to see things get built so they try to do smaller projects so they can actually see them get built and not go up on a shelf somewhere. Other people have talked about well you have to know what your passion is and actively seek out those projects that you're passionate about.

Respondent-With us our passion is diversity of work types and it includes all of those four groups. So, to work at different scales is very fun.

Greg-And that's what some people have said, I don't like doing the same thing over and over again. I like to do different thing. You know if I keep doing another, if I did another healing garden I'm going to go nuts. Or whatever, you know. That's something important and something that you put down on paper as you're going through the process I want to do many different things.

Respondent-Right.

Greg-Well that was it.

Respondent-Thanks, that was not hard at all.

Respondent C

Greg-There is like ten main questions but then there are sub-questions to the ten. The first part is demographic and we'll get into the core questions. How many employees are in your firm? Total employees?

Respondent- I have to count them. Ten.

Greg-How many of those are landscape architects?

Respondent-Licensed?

Greg-I'll say trained.

Respondent-Eight.

Greg-I'm sure you have some administrative or technical people.

Respondent-Yeah.

Greg-And how would you describe the size of your firm? Small, medium, large.

Respondent-I think somewhere between small and medium, for this market. I'm not going to speak nationally. But for this market.

Greg-Cause one thing I'm finding out is there's really not a definition for what a small landscape architecture firm is. My thesis is concentrating basically towards the small, but I said I don't have a definition was small firm is. The Small Business Administration says it's someone with less than 50 employees.

Respondent-Oh, I know.

Greg-Which would be, you know. Around here that's not a small firm. That's one of the larger ones.

Respondent-Probably, if not the largest.

Greg-How many years experience do you have?

Respondent-Twenty-six.

Greg-And you got your MLA at UTA right?

Respondent-Actually my diploma says Bachelor of Science in Architecture.

Greg-Oh, okay.

Respondent-This was before the MLA program was instituted.

Greg-Oh, okay.

Respondent- So it was really an architecture degree but I mainly took planning and landscape architecture courses. They did have a sub-school but it was not accredited.

Greg-Okay, I wasn't aware of that. Back when I first started in architecture at UTA back in seventy-eight, I don't think they had a graduate program in landscape then either. You had to go to graduate school if you wanted to be an architect. At the time I didn't want to go to graduate school so I dropped out of that program.

Respondent-Did you know Spears?

Greg-No.

Respondent-You went in seventy-eight?

Greg-Yes.

Respondent-Yeah, because that was about the time I enrolled. Seventy-seven, seventy-eight.

Greg-I really can't remember, the only person I can remember from there back then was Tony Antoniades.

Respondent-Introduction to architecture right after lunch.

Greg-Yeah, as a matter of fact, yeah.

Respondent-I know because I always fell asleep.

Greg-Over in the activities building auditorium.

Respondent-right.

Greg-So you went to UTA the whole time. Or the majority anyway. What scales is the work that your firm does? Would you say you're a local firm, do you do regional, national, international?

Respondent- I'd say eighty percent of our work is local. Ten percent is statewide. And ten percent is on a national scale. As you can see, between my partner and me, we've got about twenty licenses.

Greg-Is the national stuff predominantly for a particular client?

Respondent-Used to be, but now it's mainly condominium develop type things. Roof deck stuff.

Greg-What is your current type of work that you do or market? Does your firm have, do you consider yourself having a specialty in this firm like the commercial development?

Respondent-Oh we're definitely all commercial. I mean we don't do any residential work. Corporate headquarters, data centers, again a lot of condominium roof deck designs. Multi-family, lots of industrial park planning and site specific things.

Greg-Corporate campuses, things like that.

Respondent-Yeah.

Greg-Okay, so your most common client would be commercial developers?

Respondent-Yeah, we went through this a few years ago and looked at percentages. And I want to say we contract about 60% of our work through architects, and probably 25% from developers and 15% civil engineers.

Greg-It's pretty good that you know that. A lot of places don't know that.

Respondent-We try to stay on top of that.

Greg-That's what I was hoping when I set up this interview. What type of work do you plan on doing in the future? Is there a segment of the market that y'all are not currently in that you would like to get into? Or maybe is there a segment that you are currently doing that you'd like to expand in and do more of?

Respondent-We'd like to do a lot more hospitality. Hotels, resorts, things like that. We haven't really pursued it. But probably intend to but it's an extremely competitive market. So, it's kind of tough to get into.

Greg-Really,

Respondent-Yeah, I mean, you know, I don't know what's happened to it, we've done some resort work. We're not known for having that expertise. Other than that, we're pretty comfortable as to the diversity of the stuff we do. We've always talked about getting into park development. But, I get kind of disappointed in some of the park work we've done. Just because of the level of maintenance afterwards is sketchy at best. The product kind of, well it definitely goes downhill.

Greg-Then after it has left your hands.

Respondent-You turn it over to a municipality.

Greg-The end product. How they take care of your pride and joy.

Respondent-Right. The other thing, oh I forgot to mention, we do a ton of schoolwork and would like to do more athletic facilities. You know, we did the ballpark up in Frisco.

Greg-Yeah, I saw that. It was kind of neat. Some of the details like the fences around there with the little bats and balls. I thought was kind of neat.

Respondent-Yeah, well some of that was driven by the architect.

Greg-Really.

Respondent-But, we're really more minimalist, I think. And modern.

Greg-That's not what that place was. It's still neat. Is there a process that your firm uses in order to determine, we would like to get into the hospitality end more, or we would like to get into the park or athletic projects?

Respondent-You know there isn't and I'm going to tell you why. Principal B and I have built this firm on personal relationships with existing clients. And some of the larger firms will get in, let's say, through corporate campus work and get referred to, you know, let's say, like at HKS, get referred to their sports or hospitality department. You know, so, it really is all based on personal relationships and doing a good job and getting referred within some of these larger firms to other principals. You know, that's how we developed this firm. And we'll try to continue to develop it that way.

Greg-When we were here for the class field trip, that's one thing Principal B mentioned, was his relationship with a lot of these architects.

Respondent-Sure, I mean, you sit in a lot of meetings and get to know in a lot of people and that leads to referrals as long as you do a good job. It's pretty simple.

Greg-Does your firm plan for the future in other ways? Like in strategic planning do you plan out, we want to grow this much, we like to start bringing in this much revenue or set aside this much of our resources to work on awards?

Respondent-We set a yearly goal. Principal B and I, and principal C who runs the financial side will sit down and meet for a day or so. We'll review the year and how the year went previous to what our goals were. And set firm and individual goals.

Greg-Is there a process you go to as far as setting those goals? Specifically is there stuff that you go through?

Respondent-We just discuss it and say, I try to stay on top of what I think the development market is going to do. And we bat around a percentage of growth that we think we need. Or that we can achieve. And we use the previous year's figures. And say, over the past five years, regulate our growth percentagewise. And try to make a realistic goal.

Greg-Does your firm have a vision statement?

Respondent-Yes, we do.

Greg-Is there steps that you went through in the development of that?

Respondent-Yeah, again, it was all during what we call a board meeting. To develop it ourselves, rather than having an outside entity helping us.

Greg-Okay, last question and then I'll fill you in as to where all this is heading towards. How do you go to create a vision for your company? How do you tell prospective employees, potential clients, or not really suppliers maybe other contracted

professionals, how do you tell them this is what our firm is all about, this is what our firm wants to be, and is there a process that you went through to come up with that ideal of what your firm wants to be?

Respondent-That's all in our mission statement. And it's in our marketing material. It's the first thing. It's the first page in our marketing material. And it really was just developed over my years of experience in the profession. What I believe clients expect and then exceeding those expectations. We've built this firm out of repeat clients and will continue to. And we're real fortunate to have some pretty strong clients.

Greg-It's a lot easier to keep a client than it is to bring in a new one.

Respondent-Very true.

Greg-Well that's all the questions. I'll kind of fill you in on where I'm heading with all this. It started as a curiosity about the future since I'm going to graduate here in a few months. And I've seen since I started the program, that there is so much more landscape architecture than when it started. Just as doing Central Park, going into the neighborhood developments and now there is large-scale land planning. And all these different directions that the profession has gone. So I was wondering, what the new frontiers might be, if you will. And, um, that quest wasn't as fruitful when it came time for thesis proposals and things like that. It was no you've got to narrow it down, do more reading. And I kind of started heading on the track of strategic planning and creating corporate visions. And my interest is in the small landscape architecture firms. I worked at UPS for 26 years before I decided to go back to school.

Respondent-Not the corporate world again.

Greg-So I said I don't want to get into all that big corporate stuff again. When I get out of school I would like to be involved in a small firm. So that's where my interest lies with the small firm. And so the large firms have the resources to have chief financial officers and marketing people. And they have the resources to go and develop corporate missions and corporate visions and strategy statements. And you know they go through that whole thing. And small landscape architecture firms, they are mainly staffed and run by people with training in landscape architecture. Not business. And so we kind of came to the point where we decide what is a way that the small landscape architect can develop their own strategy to get the firm where they want it to be in the future. And so it kind of came down to this point of developing the, developing a vision for the small landscape architecture firm.

Respondent-Sure.

Greg-So, that's where this is at. That's what the goal of all this is.

Respondent-Well, I can tell you that for the firm, Principal C was the CFO for a fairly large local company. And we depend on her immensely for the fiscal side. And the planning side. From a business, a monetary standpoint. And that allows us to design, to make new contacts, to develop the studios downstairs and help develop people to become good professionals. So we've been pretty lucky to have her. And we don't have to deal with the payrolls and the taxes and all that other fun stuff.

Greg-I need to apologize, I referred to your firm by the wrong name a while ago.

Respondent-We don't care.

Greg-So that's where it's heading

Respondent-That's pretty interesting.

Greg-Hopefully, here in a couple of weeks I'll have the final product. One thing I would like to do is, once I get this model developed which will probably be like a two-page worksheet for firms to go through and answer, it asks them to answer questions. I'd like to send you an e-mail copy of it.

Respondent-I'd love to.

Greg-Where you can comment on it and say, you know, this part's a good idea, this part might be a waste of time, or maybe this part needs to be done first. You know, whatever comments you might have and then that's the way, because I really can't test this, because that would take maybe five years to say oh they wanted to do this and here's where they are five years later. So, basically my test is going to be the comments from the professionals. Once I put it all together cause I'll be taking the visioning processes that abound for business literature, this is how they recommend that a company create a vision. And then I'm finding things out through the interviews as to, you know, this is what's working in some of the different firms. So I'm going to try to incorporate it back together. Also there are a lot of similarities but the terminology may be a little different.

Respondent-Right.

Greg-Like imagine what is possible and I may hear from another firm you need to pursue what you're passionate about. So I'll incorporate that altogether and put this all together.

Respondent-I'd love to see it. Principal B or I would be more than happy to help. I'll be interested to hear the final product.

Greg-Well I'll send you a copy. I do need to get a business card from you.

Respondent D

Greg-I'll start off with a handful of demographic questions and then I'll get into the maybe three core questions of really what it's all about. How many employees are in your firm?

Respondent-We have eleven.

Greg-Eleven. How many of those are landscape architects?

Respondent-Six.

Greg-Six.

Respondent-We have some students are not yet graduated?

Greg-Some interns, some people that have graduated but not licensed.

Respondent-Yes.

Greg-Do you have other disciplines that work here or is it just landscape architects, CAD people, administrative?

Respondent-Now they're all landscape architects. But historically, our firm has changed its name three times. We used to be a firm by another name.

Greg-I'm familiar with them. A professor used to work there.

Respondent-Yeah, we worked together. And I started work with a former principal who started the program over there. In the late 60's, '68. We came to work in Dallas and we grew from five people to 85. And throughout that process, we had four offices in Austin, Houston, Dallas and Rihad, of all places, so it was a sizable firm. And then in the late eighties, we hit the recession; we reorganized and changed the name. So there were the three partners. For the name of the firm here. And our whole basic premise was to look at staying pretty small and being involved in projects. Based on our strengths and our interest. And so we've always been kind of about this size. Plus two, minus two, whatever. And we've got the structure to be probably up to about 35. And so our practice has been in business for 15 years under that name. And it's pretty diverse in the kinds of projects we're involved in. Do a lot of work for architects. We do a lot of health care, park and recreation work. Both regional parks and neighborhood parks. And we do a lot of urban design. But, we like diversity, I do.

Greg-How would you describe the size of your firm? Would you call this a small firm, a medium firm or a large firm?

Respondent-I'd put us at a small level. But we compete with the larger ones.

Greg-One of the things I'm finding is there's not really a very good definition of what's a small firm, what's a medium firm, what's a large?

Respondent-At this point, you know how it's saying TBG and Mesa because they have multiple offices. Particularly TBG, there probably one of the larger ones in the state. And we constantly go against them all the time.

Greg-How many years experience do you have?

Respondent-I think right at 40.

Greg-And what's your educational background?

Respondent-Landscape Architecture. Went to LSU.

Greg-Was that a BLA or an MLA?

Respondent-It was a BLA the first year they had formed a school of environmental

design. Went to school with a former instructor. I think that first year 15 of us graduated. Out of that department, the school of environmental design.

Greg-What scale is the work that your firm does? Would you say you do local, regional, and international?

Respondent-Region, I'd say regional. We did do a lot of international and national projects when we were bigger. We had an office in Rihad.

Greg-Yeah, you had mentioned that.

Respondent-So we were doing work for all the architectural firms in Houston that were oil based and doing work over in Saudi. And we had an office there for four or five years. And we closed it because we were doing work, illegal as it turned out. They changed the laws so only white-collar Saudi companies could sponsor white-collar foreign companies to do business there. And we had a grower in a nursery there in Rihad, That's blue collar sponsoring a professional firm in the states that would be white-collar.

Greg-They didn't like that.

Respondent-Well no, they just changed the rules. And the market dropped at that time. We said hey, let's get out of here. We started up on the nursery part of that because there were no state-side companies, everyone stateside landscape architectural firms particularly JJR, Sasaki, and EDAW were all doing work in Saudi. Doing plans, but no one was building anything because you had to import plants. You had to bare root them. Their customs would not allow anything but bare root, no soil.

Greg-No foreign soil on their soil.

Respondent-So we thought we had an inside track if we were connected there. At least we could build things.

Greg-Yeah, it sounds like a good idea. What is your current type of work or market? Would you say that your firm has a specialty of any particular thing or area?

Respondent-No, we don't. As I was just saying, we're doing a lot of health care right now, individual hospitals. We're doing, we have been doing work for Baylor for over thirty-five years. Almost all of their work and their satellite work. Health care is decentralized right now.

Greg-Yeah, they're sending out smaller hospitals right now.

Respondent-Smaller, they still have their large urban hospitals and regional hospitals but then they are specializing. A heart hospital, a cancer hospital. So we're doing a lot of that, a lot of healing gardens, a lot of. So I guess right in the last four or five years we tend to be doing more of that kind of work. We do a lot of park and rec work, a lot of trail work. From a regional standpoint we do neighborhood parks. Community park level for all the cities we have. Do urban design. We'll come in and do a lot of TOD work. This was about four years ago. We did a lot of work with the City of Carrollton. On all their three DART rail stations working for the city, not DART. But understanding that DART and mass transit light rail can be a catalyst for development. And how do we organize around it? We do urban design, but we don't do a lot of planning. Pure planning, I would say. We team up with townscape.

Greg-Okay, I'm familiar with Jim.

Respondent-Dennis and Jim. And so we'll do work that way with them for smaller

communities and towns. What else, we're doing a lot of senior housing, Hyatt, Classic residences on Turtle Creek. It's high-end residential. High-density condos. What else? We're doing the Cowboy stadium. We're doing a lot of work over in TCU. Doing all their work. A new student center. That's a shot of it.

Greg-Oh, I should have recognized it.

Respondent-They're bringing four everything big dorms there. It's a new trend. They're trying to retain students. Instead of letting it be more of a commuter schools. Housing on campus so, all of this is under construction now. Last week we revamped their tulip fountain. Or the frog fountain, whatever they call it. And we're doing work on classroom buildings just to the right of that picture over there. So we do a lot of health care and also campus planning master planning, individual projects that are on campuses, do a lot of LEED stuff, working on a platinum project for Montgomery farms in Allen, it's an office project with a high-end spa. And that a unique LEED thing. We just got a hell of a lot of water we got to store. And we probably have five projects that are LEED on the boards now. That are going after LEED, it is becoming more common. We're doing some unique projects and I've never done one of these. It's a hospice house. And that's a generic term for it. We're going to be doing these smaller 31-bed facilities so you can go die. And so they are handled really different than a hospital or a nursing facility. A three-level care nursing. That one I'm looking forward to because it will be different.

Greg-That kind of gets me into the next question. Is there a kind of work that you do plan on getting into more in the future or something? Something that you're not currently in that you want to do more, or maybe a totally new area that you would like to get into and start doing projects in.

Respondent-I think for the future of the profession there's going to be an age of specialization. You've probably read that. It's very evident in what you're currently doing and where it's going. I think there's people will tend to try to specialize in certain things. We don't deliberately go out, we're too small. But we'll end up doing some. Two or three in a row. And suddenly just by the quality of work we feel like we do, we become sort of an expert at that.

Greg-By doing it you, especially if it something you don't do, you acquire the knowledge while you work on that project and then you have that ability.

Respondent-Because of our health care we're doing more healing gardens. And I don't mean, that's an overused word and I hate it. Because it's not going to cure cancer, it's not going to do those things that it professes. It's the stuff we used to design inherently. Because it was the right decision and now it's labeled. The architects label it and don't have a clue. A lot of research in probably the last ten years. And so we're doing several of those now. I'm really not going to talk about it anymore, but its stuff that is more deliberate. I guess you could call it a specialty. Doing hospice houses could be a specialty. Because there is unique things that are going with it that are going to make it different than being within a three-tiered facility or nursing home. This will be different. It will be a step up, it's heavy landscape. It's heavy patient-oriented. There are spas in them. Your bed in the room will suddenly be out in the courtyard. Privacy is important. You're just there in a beautiful space to die. That's a simple thing.

Greg-We came from a garden and we're going back to the garden.

Respondent-And it's a place, my mother passed away last November, over at Presby Village North, she loved it there. We're making major decision at this time in the hallway and nursing station whether you pull the plug or whether you do this and it's very stressful on the family and this accommodates that. That's what will make it a little more unique. There are those kinds of projects that yeah, will come about it and just as sure as we do two or three I'm going to want to stop and do something else. Because I get bored very quick. And we strive for diversity just because of that. I've done 22 shopping centers. Regional shopping centers. I don't want to do another one of those suckers. And still they're building them. As soon as they build freeways and an interchange there's going to be one of those 110-acre dudes there. And they haven't done anything creative since the food court.

Greg-When you're looking at projects or new jobs, is there a process that you use to determine what direction you want to go in? What I'm thinking here is, do you sit down as a group or as individuals, or research? What do you do to say, we want to go into healing gardens? Or we want to go into hospice houses. We want to get into doing LEED projects. Is there a process that you go through as a firm to determine direction like that?

Respondent-They're sometimes we'll get together and do a think tank thing. We haven't really done that in a couple years. And I should because it's a growing thing. It's growing for all staff. To feel that you are a part of and you're not a CAD jockey. It's important that everyone's learning and practicing landscape architecture. We've done that and we've done that a lot. It's pretty enlightening. We've done it usually in the programming session with cities and municipalities. Where you get a steering committee under each department, or what not, and each department is recognized in this community park as to how they want to see it. So we will go through those processes, City of Richardson, different larger parks for them. And they have embraced that idea. And we've actually teamed with other firms were specialized more in that. We do it too but they tend to, that's all they do is programming and community participation. And it can be a lengthy thing. But if it's programmed right, it's easy. All the decisions and the focuses to what the community wants and it's very clear to the direction the project should go. So it's a good process, it's is very lengthy and I tend to get bored some times. It's time to get on with it. It's very important for the buy in from the committee stand point. So that's important, it's also important at the firm level. But it needs to be a sizeable job. And usually ones that are more complex in the way they are put together or not put together. So we can direct them and give them a better guideline. It varies on the job. It varies in the way we put it together. And how we structure it and how we put fees together.

Greg-Does your firm plan for the future and, if so, what steps do y'all go through as far planning?

Respondent-Not as well as we would like. And I've experienced it both ways. When you've got two other partners. There's three of us. It's a small group. We will do it sort of in an informal way. When we were larger, it almost went to extremes. That's good and bad, but, it is very important that the other members structured in the firm be a

part of that to understand. I think that still holds true in any kind of organization. You have got to have a good feeling from staff that they are pleased where they are, they want to grow, they want to learn, but it's even more important the larger you are. When we were 85 people and we met quarterly, for business meetings, we would go annually for retreats and we would brainstorm and it was tough. It's tough from a political standpoint. You'll see a lot of older people that have been with bigger firms like that just brain dead because of talking about the same goals that we did last year and maybe five years earlier. Or that the targets at the end of this year were just so outreaching that there is no way you could touch it this year. You could maybe touch it in five years. Sure it's a lofty goal but whether it's a number, whether it's the kind of organization you are now and you want to evolve into something else. There are many different kinds of approaches that come out of those work sessions. And I remember us bringing in pros that were third-party. They knew what we did, but they really cared. And everyone had equal say regardless if they had ownership in the company or not. So we went through that, and we purposely, when we reorganized said we didn't want to go through that again and there are different reasons for that. But I think the three of us have been through that and it's so time consuming and so earth wrenching that we said I just want to practice what we do. I want to market and I want to design. And that's what I enjoy doing, that's what I'm best at. I'm not a very good manager. And I discovered that when you're 85 people, trying to keep three separate offices running and moving. And so we we're a good marriage. That's the important thing in any firm. If you don't enjoy what you're doing, you're not tapping your strengths. And you're into the Peta principal, that syndrome. You're not going to last. You're going to be happy and, for me that's the most important thing. If you're satisfied with what you do and the way you practice, you're in for the long run. That's what I'm after. I enjoy making money. But at my age I've discovered is not the driving force. Now probably in ten years when I'm trying to retire. But, so the organization of our group tends to be smaller. And we are able to compete because of the quality of our work and the service. It means we have got to work a lot harder, instead of delegating it we are doing it ourselves but it is fulfilling. I guess I don't feel like I have to make seven percent this year or ten percent. Pressures off. Just like if you were a public company. And is that what's driving this. Are you working for yourself or are you working for them. That's where it can be, it's tough in a creative format because you can lose sight of what you're all about. And for some people it's important, it's good. But for us it's our size and involvement that allows us to be involved and that's good and bad. There's just a different way of approaching things. We have to be more selective if you can. You can have the luxury of doing that. And we have more staying power in a sense. I mean I think we can handle recessions better than bigger groups. Where the structure might be selling or closing an office. Trying to hold your nucleus together. We're small so our overhead is low. We've been there so I guess there's some advantage in that. We're right at the tip of what could be a recession. We're all going to be going through these same feelings and processes, and how do we continue to practice?

Greg-Does your firm have a vision statement?

Respondent-Yeah we do I think in our office. I could write you one right now but it's

important to corporately get buy in. And so I don't. It's almost like I feel we need to walk the walk instead of talking it. It's like when you start a program for a project, and you start with what is your goal. What are you really trying to achieve. Remove all the fluff and all the bull, what are you trying to do that's really going to make this project sing. Be unique, creative and fresh. Do all the things the client wants. And I think that's the same thing that lofty goals, we all can write those statements. We can go through the steps of doing it. And we have it on the web site. If you want to be this size, I think from here it comes more from internally about what we say and do. And I'm not sure that's the right answer. Because I've done the other and I think that's important. When you're in big groups, that you get the buy in. And we have a direction for next year. And that to produce x volume and focus more on healing gardens. But are we really going to sink the money into doing that. Do we have the resources to do it? And then, after you got it, be careful about what you wish for, what would you do with it if you got it. I don't like to, I'm basically a positive person. I don't really talking about the negative aspects and stuff like that. I will always think on the positive side, it's just the way I am. And so it's hard for me to think we're not going to get this next job and grow. Corporately we just haven't really expressed that all the time to the kids that come in. We do through reviews and one on one.

Greg-Last question. The last question was and this kind of gets into that. How do you create a vision for your company? What steps do you go through? How do you let the new people coming in know this is what we're all about? This is what we want to be. How do you go about coming up with what that is? Is there a process? How do you go about that?

Respondent-I believe the process is a reflection of the three principals. This is from a design standpoint. It's what I live and believe in and do. And that's what I feel. I don't control design from that standpoint. Because I don't think, I do most of the design here. Not all of it and I don't want to do all of it. But, I see creative people. And I have gone through processes where I was out of school also and didn't know anything. And I went to graduate school in a firm that taught me a hell of a lot. And it's all about osmosis and who you work with and your interest in growing and understanding. So the culture of the firm is the people. And I don't think you can tag it, package it in a marketing way. I think that it's done and it's generally done when you grow. You've got to decide from an economic standpoint, where this thing is going. Cause it's getting out of hand. It's squeezing out of your fingers and what do you want it to be? And when you're smaller it's just less corporate structure. It's more personalities and their interests. When we get projects that are unique and different we might end up going into that kind of market where that project is. If we do a good job on it. And it might win an award or it is recognized. And then we do a second one. But we don't shay, Oh I want to get into healing gardens. You know either with hospitals and health care there is a big boom. That makes corporate sense. But for me it's doing the good job and understanding that there will be repeat work if you do a good job. And you service that contract and client. To me marketing is good repeat work. And your name gets out if you're a good firm. And you service the client. And I believe that's the easiest and the best marketing. You can do as many websites as you want, You can throw out the fluff send out weekly

brochures to everyone but it's proof in the pudding is your service. And we've done the other. A professor was hired strictly for marketing, indirect marketing. And because of his work with ASLA national at the time, And because of his understanding on how to publish, and we put out stuff. Monthly maintenance brochures that went to all our corporate clients. How do they maintain their garden. Did you know about the new Oak wilt problem that we're having here and could come up into north Texas? All this is good stuff it's just different when you're smaller. And it's not, again it goes back to the individuals. It goes back to me and my two partners. What we enjoy doing, because we will do the best job in what we do just because we love it. And we work well together and we blew away corporate America. When you get two in a room you're corporate. You and your wife or whatever. So you never get away from that. There always was, we agree to agree. It's the best for all three of us. In a sense we've been real lucky. I've been lucky. That you find individual you are able to work with and be compatible with. Friends.

Greg-Well, what this all started out as was. It started is a quest for knowledge about future. But then I thought that's kind of broad so, I did reading on and how do people plan for the future? How do they predict what's going to happen? And I got into the difference between prediction and visioning or creating a vision what have you. And so I realize that the small landscape architecture firm doesn't have the resources like the big firms to go out and create vision statements, mission statements and all that. and so my approach to this is to create a model or a blueprint or a process where the small firm can take a look at what they do. What they want to do. What's was going on in the world and come up with a plan to try to get to where they want to be. To work on specific types of projects or to work towards getting awards or maybe changing the environment around workplace. With changes in technology whatever it may be. So that's what this is heading towards. I'm looking at the business models.

Respondent-You're looking at forming a model for a small firm.

Greg-For a small firm. It doesn't have to be to grow but maybe it is, maybe they want to grow or maybe they want to stay small but head in a particular direction. Or maybe they just want to do whatever they're passionate about the time. Come up with a blueprint to try to help him along that path. So that's where this is headed.

Respondent-That's a tough job.

Greg-oh yeah. I've got some models from the business literature on how they recommend that you develop a vision for your firm. That you can communicate to your employees, clients, vendors and subcontractors whatever. But you know, that's more for corporate America is not for the creative type. And so I'm trying to incorporate it, see what the firms do currently. Maybe it's some of the same things but the wording is a little different where it just doesn't come across right. So that's what I'm doing. One of the things I'm going to do is here in the next week, I've got two more interviews and I'll have 10 different people here in the Dallas-Fort Worth area. But I'll be putting this model together over the next week and then I want to mail it out to everyone I've interviewed for you to take a look at comment on as far as maybe some things are in order that doesn't make sense. Or wording doesn't make sense. You know you can comment on this part here's a great idea. Maybe this part needs to come first or maybe

this step really doesn't pertain to what we do as a landscape firm. Comment on it and send it back to me that would be more like the test of the this model. Because it can't really go through this process 5 years and see if it comes true.

Respondent-What happens is that you are going from as you graph this thing and you go from smaller firms to larger what you would probably find in my opinion would be that your performer for the way those structure or organized are simpler because you are dealing with a broader section of people and culture in different parts of the world they are working, my son works for Dell, and he's mid manager if you will. Because it's international it'll just blow you away in how different each office is because of the culture it's working in. Still it starts to say that large office whether it's in San Palo or where ever, the structures the same for all those offices basically and it's simplified. You get to the smaller firm it's dealing more with personalities and individuals because a firm is its people. It's not, if we were to sell it's because we are selling our expertise that go along with the name on the door. We're not selling the name. It's kind of a dumb statement. That's so as a result you're getting individual, a lot of different performas different structures because they're all individuals. If you only had three partners here, if you only had one partner the whole culture of that firm is based on that one partner. It would probably be different than the three partner firm. Does that make sense.

Greg-Cause you're working on either a compromise for your going out in a broader direction versus when you had a single person know this is what I wanted a basically.

Respondent-My expertise and my interest and love is housing. And I want to do the highest end residential where that's my focus. And that's just one tenth of the whole profession. And because it's based on the individual. So if you have five partners you might be a little bit more complex and how that office manual is written. As to it's goals and directions. Certainly if you've got ten offices, if you're EDAW I bet their mission statement would be a couple sentences. It would be kind of interesting. It would be very generic. You might not be sure if they were making Campbell soup cans or doing landscape architecture. Or redesigning Mars but I bet you would be so general in its statement.

Greg-To do landscape architecture at the best of our ability.

Respondent-But then when you get to the smaller proponents it'd different. You're going small

Greg-Yeah, I'm concentrating on the small because that's where my interest is. I work at UPS for 26 years and I'm not into the corporate culture again and so on ideally maybe someday I would like to have my own firm. Myself maybe a couple people so that 's why I'm focusing on small. Plus I think the small firms they can go hire a business consultant and then there's some firms that have one of the partners has the business background but in most landscape architecture firm's principles are landscape architects. They're trained in landscape architecture. They don't have training in business. That's why my interest and focus was on the small firm.

Respondent-What I'm saying to you is that you will get a lot of different fruit shapes and sizes.

Greg-And a lot of whatever we can get in the door to stay alive. And I know that's a part

of the reality of it. But my hope is that they can say okay right we take whatever we can get. But this is what we want to work towards.

Respondent-We all turn down work. There's part of us that accept it whenever it comes in because it can be made better. There can be an improvement regardless of budget, time. And you're doing a good job, it will definitely improve it from where it might have been before they contacted you. I would be interested in seeing your overall questions. Is that where you're going next?

Greg-Yeah. After I finish these interviews, I've already got the stuff from the business literature. The stuff from the futurist on what you've got through to build a scenario. As far as what if this, this and this happens you know what it is going to be like. And then that'll be incorporated in along with the information I get from the interviews to try to mold it into something that's workable for landscape architecture and like I said I'll send that out to you.

Respondent-One of the things I feel strongly about is where the profession is going. It's going in a strong environmental way. Or it's expressed more than it has been in the past. And I think we are in an evolutionary period. Now we're learning, this sounds stupid, design with nature. But there are things we were doing 30 years ago, we were working with the environment and we were doing LEED things and it just wasn't quantified. Now we're quantifying them to a point where in the last 10 to 15 years we're documenting those and finding the whole team is involved which is good. And it's going to be the wave of the future. The age of specialization is going to be the wave of the future. And that's good. The down side is the fear that art in architecture, the art in landscape architecture will slowly be diminished. And where I'm going with that is that, kids get out of school now and get a job and start to immerse themselves into the profession. You're a good landscape architect if you can follow the codes. If you can read the code and understand the rules for planting in McKinney Texas. And they're all the same. They're traded around at the APA meetings. And every cities got the same thing and we all can be homogeneous and look alike. It has nothing to do with the creative part. But it's helping the lowest common denominator of what we're putting on the land the Walmarts of the world and the big box. And making it better. And so we're going through, I call them throw away plans. We go through and do these plans that are throw aways because we're going to do so much more. It's like we weren't going to do that in the first place. We have to draw these legal documents. It's legalizing landscape architecture. It's legalizing ADA okay. With the lawyers getting involved and the playground industry everywhere else in the profession, it placing a pretty big veil on corporate America and the firms about liabilities and where you're going with stuff. And how to be creative. I'm not saying it's totally bad, I think all of this is probably good. ADA is good for the 15% of us that is aging population. There's more of us with grey hair and balding, it's going to be important. And we're not driving on the roads when we're 95 years old. All of this is important, but what I'm saying is just because you do those things, I call them drivers license. They're just a means for you to practice your profession in art. You meet the code. You meet it within the budget cause the guy doesn't want any more than code that happens sometimes. And I don't care how far you go back and try to brow beat them about budgets and amenities and things to help

improve the land, it's still controlling the land, we're following all the LEED points. Because we've done these things. And it doesn't say anything about art. It doesn't say are we doing the LEED process artfully. Are we following the code artfully. Or are we just doing the three alternatives. We can produce green parking. There are bigger things in life. And so that's one of the fears I have. I think it's going to go full cycle. I think that it is going to take time for us to truly understand the LEED premises. And not just do what they here at the convention and what they hear to get by but do it in an artful way.

Greg—Yeah, otherwise landscape architecture would just become a commodity.

Respondent-Probably so, you're probably right. And right now if you don't do a LEED project, you not selected for an award. It's not under the veil of where we want it to go, which is fine. I agree and support that. And we do that. Does it really sing? Is there art in it? And that is what is disturbing about where the profession is going. And I think It will get there, probably in my lifetime maybe.

Greg-We just have to get through this stage where we can take the training wheels off.

Respondent-You got it. Its stuff we've been doing all along, but we haven't been calling it that and we haven't been made to. I'm convinced that it's not just us but the architects are doing it and their doing a better job than we are. The developers and the owners and the financial institutions which support and build these projects, are wanting to do it because it's fashionable. It makes real estate sense. They can sell it, those green buildings because they're cheaper to maintain. And their quickly going to realize that's the only way to go. And the only way it will happen is the fact that everyone buys into it. There's not a weak link, everyone buys into it. And then it will get more creative, at least I think it will. We've done enough in the last ten years looking at LEED to know there are certain things you can do. You drive around Austin and you see all of the craters graded in parking lots. Small retail punch-out sites that have concrete cisterns to store the water. All of that overall regionally is important and it looks like dog _____. And the engineers just build them. And the lawyer put the chain link fences on them to keep them from becoming liabilities. And you fly over Austin and look down it's kind of crazy.

Greg-The engineer's idea of the detention pond is a rectangle on one of the lots.

Respondent-And ours is curvy but it still looks like _____ on the ground because it doesn't relate to anything. That's because they didn't think about it. It was the last thing they graded. And it's downhill. Oh, the architect forgot about it, oh there's this little space here. So there's not enough space to make the parking work. We don't get into structured parking so let's go deep. It's an after-thought. Where I'm at, I always fought the rules. It's hard to be a designer to say you had to meet the code. Plant this many trees, to do this. And then I had the opportunity to write some codes. And because it was d different task I did. And it is not easy. Be careful about what you write and ask for because if you see three miles of that on a street what you are going to think about that. If you see 10000 acres of this stuff, does that make sense? You know we thing we're smart in that some of these rules are so impactive on the built environment. And I worked for Westlake at Salona, we did all their landscape ordinances. And laws are on the books for a long time, so that's my crystal ball.

Respondent E

Greg-How many employees in your firm?

Respondent- We have thirty-five people.

Greg-How would you describe the size of your firm, small, medium, large?

Respondent-We are a medium size firm.

Greg- This is my first live test of this, I've used one test of it so I'm trying to work the bugs out of it. OK and how many years experience do you have?

Respondent-30 years.

Greg- Are you a landscape architect or an engineer?

Respondent-Landscape architect.

Greg-That's what I thought but I know there were some engineer people here.

Respondent-Correct.

Greg-What scale is the work that your firm does? Is it like regional work, local work, national, international.

Respondent- Mostly on local and regional. Mostly local though.

Greg-And what is your current type of a market that you're in and I'm looking at, is it like land development, is it retail, residential, parks?

Respondent-Largely land development, mostly.

Greg-And what type of work does your firm plan on doing in the future? Is it along the same lines are you looking at maybe getting into new areas?

Respondent- We are currently getting into the oil and gas business but will stay in the land developed.

Greg-Is that like? I go in after they're done and things to do around the sites?

Respondent-No, its pretty much entitlement work for oil and gas. They are very heavily regulated. They need to have people helping him with the regulations.

Greg-Cool, that's one area I haven't even thought about. I've seen all the wells going up.

Respondent- Don't tell anyone else.

Greg-Okay, What process did you use to determine this direction or new direction?

Respondent-We kind of fell into it but I found out that we have experience and contacts in these local governments that's enabling us to be successful at it. So the economy being what it is today and with the residential subdivision work really stopping almost probably until the presidential election it's really filling a void so we're filling this void and deciding that we really do have an arm of our firm that specializes in this because it's a great market.

Greg- How does your firm plan for the future? How do you plan for the future, is there a process that you go through?

Respondent-Heavily process-oriented. We have subcommittees within our firm that have a duty and a job and everybody in the entire firm is involved in our processes. You'll have a side group of two, three, four fellas, people that are assigned to investigate, to keep up, and make recommendations in certain areas of growth as well as our market or our office environment. So we track the economy. We have groups to do that. We have groups that read the business page every day and tell anybody else what's going on in the world. So it's heavily process-oriented. By design.

Greg-Okay just a couple more questions and then I'll explain what I was looking at as far as the thesis goes and how all this ties together. How do you develop a vision statement or has your firm developed a vision statement?

Respondent-We do and primarily we call it a core value statement as opposed to a vision statement. So we have core values that were developed you know with a committee and process then pulling everybody together and getting buy off on it so it was developed primarily to emphasize not only to our clients we're all about but to our employees and to maybe our future employees what we're all about. So one statement, one simple sentence and I can't even recite it for you but we've got some little cards around here someplace but it's really not a vision statement it's a core value statement. We swap those words.

Greg-And the last question, how, how do you create a vision for your company? How does your firm or how do you come up with "this is what we want the firm to be. This is what we wanted to do. This is where we want to be in the future."

Respondent-Well it's a good question because our industry is unique. And our firm is unique in the fact that we're multidisciplinary and we can take a project from start to finish. Primarily we're really, really interested in serving a select group of preferred clients and that's pretty much what we do, follow these preferred clients to the path of their course of their business. The life of their business. You know bringing a new client, a one-time client, is not our goal at all and we want to work for people that are going to be repeat and bring in repeat business to us. Give him an excellent service; be there, excellent deliverables and, hopefully, they'll realize that I don't need to work with anybody else. So that's kind of our culture and what our business is all about and that was developed through the same process. You know we all have that, we don't ever want to miss a deadline and we always will be on time. We never want to be late for anything because time is money in the development business and that's pretty much what we're in. So, again, a process-oriented decision to be that way and if people want to come to work here and they fail in that area, we get rid of them.

Greg-Yeah, I know one of the things when I was with the UPS we always talked about was how it was so much more expensive to bring in a new customer than it was to maintain and keep one happy.

Respondent-I mean you've already built your market, you know good customers. Why go out and find somebody else? What's your old customer doing? Where is the guy we did that work for last year? With these guys, these development guys, their business is development. They're not going to quit after one project, so if you give them good service, they understand how we work. We understand how they work that's valuable, there's a value to that we feel.

Greg-Exactly, okay that was all the questions. What I was doing, this all started with a question. What's going to happen in the future? Right now sustainability is a real hot topic in the world. Green building, all that sort of stuff, and I was wondering what the next trend was going to be and then it went from that to looking into how people plan for the future. What process did they go through to find what's going to happen next. And I kind of got into the strategic planning for businesses and I noticed this part strategic planning which is on creating your business's vision. What do you want to be

doing in five, ten years? What have you. And I noticed there wasn't a lot of information on that as far as landscape architecture is concerned. I found a lot of that stuff in the business literature. I don't find maybe five articles sort of related to this in landscape architecture and that was about it.

Respondent-You know you're in a program of, an academic program at UTA and it's a very theoretical program and that's good and I think what you are doing is excellent and this sounds like something that might result from that program but you know from going to graduate school, you know, how your life's in turmoil. You know you have ridiculous schedules and deadlines. You know it is hard to get the work done. It's hard to get the work where it looks good in time for your juries and presentations. And that's you know, I mean I always put that in a relationship with their training us for our future life. You know, cause it's really crazy. It's not fair but you know that's telling you that you hardly have time as a landscape architect to think beyond the next week. You know and then, by gosh, you work hard, you get a call for a new project and you have to put that in your schedule and our life is chaotic. Let's face it, then you have the theoretical folks like you know we have a few of over at UTA that are thinking this way so I think it's an excellent process, an excellent thing that you're doing here and I think that landscape architects need to do more about it, more with it. They need to pull their horns in and think about what they're doing little bit more. Because our profession is way behind the time and, as professionals, the engineers are way ahead of us. The architects are way ahead of us. Were kind of just getting going. Our fees are too low. You know guys like John Fain are out there beating us in fee prices because they have small shops but he does good work and there's a place for that. So I'm thinking we need to do more for our profession and part of it is planning our future so I think that's really good stuff you're getting into here.

Greg-Yeah, the trends I've noticed through my education is that the scope of landscape architecture is just going like that there is so many possibilities

Respondent-Trends, yeah, you touched on that. You know sustainability. We've been talking for half a dozen years. The green building is really important, everything that gets done in this office has a touch of that if not a huge emphasis. You know, we're finishing the first LEED industrial built project right now in Grand Prairie on Pioneer Parkway at 161. Every building they build from now on will be a LEED-certified building. They don't even want to consider doing anything else. So that's Trammel Crow. So that's going to be a huge trend. You know water conservation, native plant material, We've been doing that forever too but I think that landscape architects being involved in multidisciplinary firms is paramount I think the architecture is still resistant of it. That some of them, not all of them at the UTA's school of architecture is one of the worst offenders in not recognizing the value of landscape architects. You know they've always been. I had my dinner with a guy last night from tech and he was working with an architect from UTA. And this architect was negative that landscape architects have the word architect in the title and I said that's an old-school mentality and this guy said this was a young guy. And he graduated from UTA. I mean I dealt with that when I went to school at UTA. You know it's a joke and those guys are, you know. I lost a really good employee because of a comment that was made by an

architect to him and he was in graduate school. The guy transferred to University of Wisconsin Madison. Now he works at JJR. And he just won a national award. I mean I would love to have that guy still working here. He was awesome. He came in here almost in tears about a comment that was made by an architect and one of the professors.

Greg-My wife was interested in interior design and there was an architecture professor that made a comment to her and really soured her on UTA and getting her interior design from there. Because they talk-down, talk-down to the other disciplines.

Respondent-There's no place for that. I mean we need to all get along. It's just like in this LEEDS project we just did on this industrial project and any project. You know every concern has their duties, jobs and obligations. Architects you know a lot of them are challenged with the stuff we do really good. A lot of them think they can do what we do really good. Can they focus on them? We work really hard to make sure our projects are done well. They are skirting the issue with their knowledge of landscape architecture.

Greg-Yeah, they have one class and they think they've got it.

Respondent-It's crazy. Well, that was a pretty painless survey.

Greg-Yeah, I didn't think it would be too bad. Oh, of your thirty employees, how many were landscape architects.

Respondent-Two

Greg-The rest of them are engineers, interns?

Respondent- Well, we are more heavy on the engineering side here than anything with our employees. We have a survey department that's got about eight, an administration department and techs. Stuff like that. Myself, I'm a landscape architect. Employee A is a landscape architect and employee B. So there's three total. Two that are active and employee B is actually more a special projects and assignments guy. He can kind of do everything, truly an engineer, architect, landscape architect, planner and he's a very talented guy.

Greg- Actually, I believe, did he come from Land Design Partners?

Respondent-He just was there.

Greg-He was on my list of people to interview and when I called there they said he wasn't there anymore.

Respondent-He was here for 10 years, went there about a year ago and now he's come back. So, it ain't always greener on the other side of the fence.

Greg-I appreciate your time

Respondent- Thanks a lot

Notes: After recording, respondent mentioned that outside vendors are used for some business applications. It was suggested that outside consultants could help firms grow their business.

Respondent F

Greg-How many employees are in your firm?

Respondent-Five plus myself.

Greg-Are all those landscape architects or do you have administrative or CAD?

Respondent-Two of us are registered landscape architects. Three of them are graduate landscape architects but not licensed and the one administrative person.

Greg-Yeah, I was admiring your drawings up there. Those are nice. How would you describe the size of your firm?

Respondent-Small

Greg-And how many years experience do you have?

Respondent-Thirty-two

Greg-What was your educational background?

Respondent-Graduated from LSU in landscape architecture.

Greg-BLA?

Respondent-BLA.

Greg-And what scale is the work that your firm does? Would you call it local, regional, national, international?

Respondent-Primarily local, however, we have done work in other parts of the country, Las Vegas, Minnesota, Florida, and Louisiana. We're doing a large project in Virginia right now but predominantly Texas.

Greg-Is it a particular client you do projects for on a national scale?

Respondent-Not really.

Greg-And, would you say that your firm has a current market specialty? Work that you all do a lot of that you would say is your specialty?

Respondent-No.

Greg-Or a particular market you do more work in than others?

Respondent-It's more of what we don't do. We do not do the single-family residential work. And we do not do land planning. Our work is very site-specific, detailed site design, hardscape, softscape. But as far as a specialty within those areas we do a number of different types of projects.

Greg-What's your most common type of client?

Respondent-We do a lot of work for developers. Private sector. We do a lot of park designed for municipalities; park and streetscape design and we do some work through architects.

Greg-In the future is there a particular type of market that you would like to get into or would you like to steer your practice more towards a certain specific area?

Respondent-No, we just like doing what we do.

Respondent-Being a generalist.

Respondent-Yeah.

Greg-Nothing wrong with that. My next question then was what process did you use to determine your direction? Is there a process that you, or a thought process that you used to say, I like where I'm at. I like what we're doing.

Respondent-Well the type of work we do is to me very self-gratifying. I like seeing

things design and getting built within a very short period of time. That's why I've never been interested in land planning or large-scale projects that are basically a good percentage of them are reports or something that put in binders and put up on a shelf and never get built. I like to see my time and effort and the personal time I spend designing things, I like to see them get built. So that's why I like the scale of work that we do. Because I do not like to wait a long time for things to get built because personally I lose interest.

Greg-Yeah, I can understand that. While I've been in school I work at RTKL and now I work at a place called DFL Group, and like I said it has been over two years and they're just now starting to build some of the things we worked on. So I'm really looking forward to see what they look like.

Respondent-I starting off really working on residential work and it was very self-gratifying because you know as a young designer I got to design a lot of residential landscape and saw them get built very fast. It became very gratifying and that's how it kind of evolved and I kind of realize that that's what I like to do is its design things and see them get built.

Greg-Does your firm, do you plan for the future?

Respondent-No, no big plan.

Greg-Do you even go as far as looking at growing the number of people or looking at how technology might affect the way you operate or the way the economies might impact what you do?

Respondent-No, I really don't. I'm not a big, like I said, I'm not the big master planner. I don't have this big plan. I like the size of my firm because I'm personally involved with just about every project. I know what's going on with every project in the office. And I have no aspirations of being a big firm. I like working on projects, not managing people. I'm very comfortable with the size of the firm and always have been.

Greg-Okay, last two. Does your firm have a vision statement?

Respondent-No, sure doesn't.

Greg-Last question then. How do you, the question is how do you create a vision for your company? If a prospective client, or a new employee, how do you describe to them what it is that your firm is all about. This is what David Baldwin does, is going to be doing in the future. This is what we're all about.

Respondent-Well, first of all most of my clients are either repeat clientele or referrals from people that have known me for a long time. Next year this business will be in business for twenty-five years. I've got an established clientele who know me so a lot of our work just comes basically through referrals. But if someone didn't know me and I explain to them what we're all about. We offer a very personalized service. That I'm involved in their project. It's not a type of firm where you're going to be working, you're going to meet me once, and then it's going to be turned over to somebody else. I mean it's going to be me. Or maybe not actively involved on a day-to-day basis, but I'm going to know what's going on their project. And a lot of clients I find like that. There are a lot of clients who like to work with the big firms. There's a lot of people out there that like to work with small firms and like that personalized service. That's pretty much what we offer. But we offer what I like to call it very flexible, budget conscious,

creative, design services. We're very budget conscious. We work within the budgets that are given to us. We don't try to sell some that somebody doesn't want and a lot of clients really appreciate that and it gives us that repeat clientele that we have.

Greg-Right.

Respondent-If you don't meet budgets those clients don't come back.

Greg-Was there a point at one time where you sat down and said, to yourself, or got together with a group of employees and said, you know, this is what we want our firm to be. I want it to be this small customer-focused operation.

Respondent-I don't think I've ever formally sat down with anybody. Anybody that works here for any period of time realizes that that's what I'm all about. I don't know that I've spoken to them directly but they have heard me tell it to other people. A lot of my employees are longtime employees. I have one landscape architect that's been with me for 11 years. I've got another one that's going on three years. My administrative person has been with me for seven or eight. So, you know, what I sell to my employees is that they're not going to be compartmentalized into doing a specific task within the firm. In a small firm you wear a lot of hats, and the quicker you get to a project management standpoint, or a design standpoint working on projects, the happier, if I'm comfortable with you doing it, The happier I am because I like the other people my firm taking care of business then I don't have to.

Greg-What this is all getting to is evaluating methods that businesses and the small firms are using to plan for their future. And I was looking at it through, oh in the business world they call it strategic business planning process and visioning, creating a vision for your company. This is what we want for the firm to become. And the reason I got into it was because I am getting ready to graduate. And landscape architecture has changed so much over the years. As far as the direction that the landscape architects can go in. We started designing Central Park and doing the neighborhoods and we've gone into the large-scale land planning and all these different things and so I was curious what came after sustainability, once we get good at doing that what was going to be the next no big topic in the profession. And that kind of lead me towards this visioning as far as what firms can do to plan out what they're going to be doing in the future. Partly out of necessity because of the professors said you've got to narrow down your topic and things like that. But what I'm going to do is take input from the business literature, what I'm finding out from professionals and try to create a simple blueprint, roadmap, model, whatever you want to call it, that if someone is starting a firm and or not necessarily starting a firm but maybe they want to start a firm in few years, some things to start thinking about as far as knowing how big I want to be? What type of clients do I want? What type of projects do I want to do? To help them sort that out and give them a tool to go through and say this is what I want to wind up doing. So that's what this is all about.

Respondent-Like I said, I don't have a big vision. Never have, never have really had a business plan, just kind of react to what I like to do and the direction it kind of has lead me into. I'm probably within five to six years of actually winding down. And I don't know where that's going to go. Whether I'm going to turn it over to employees here or put my firm up for business, up for sale,

Greg-Right.

Respondent-You know, just really have been pretty successful just doing what I do. So, just kind of establish a comfort level there that's pretty good. I like what I do.

Greg-That's good. That's the most important thing. You mentioned possibly putting the firm up for sale. That something else, you know a lot, I worked for what I thought was a large firm. And they got purchased by an even larger firm.

Respondent-What's the name of it.

Greg-I was working at RTKL and they got bought out by Arcadis. A Dutch firm. Which is mainly engineering and environmental analysis. Anyway, they agreed to be bought out because they thought that it might bring a lot of brownfield type projects. But, what's going to happen to the small firm. Is being bought out by the big company a good thing? Is being bought out by the company a bad thing? I guess it could be either depending on what you want to do.

Respondent-Well, you know, if I could be quite frank with you, I would take the money and run is what I'm going to do. I have no visions for the sustainability of the firm. I would love to have someone in the firm kind of work their way into taking it over and continuing on. Too early to tell right now.

Respondent G

Greg-How many employees in your firm

Respondent-Well that's a good question because technically there's one, me, but there is six landscape architects on staff.

Greg- They're like

Respondent-Everybody works from home.

Greg-Independent contractors?

Respondent-Everybody works from home. But I sign and seal their work. However that is probably going to change. That worked really well. I started the firm in '92, and probably I'm getting off the questions, but just so you'll understand how the firm operates. And then in about 1997, great eight, Is when I got really busy. Employee A came onboard. She quit SWA group. But she wanted to be mom at home, so, that worked good. And then employee B left SWA so she was a mom at home. She does work for me. Employee A was doing 25 to 30 hours a week and Employee B about 15 to 20, something like that. And then Employee C left HNTB and she started doing a little part-time work, a mom from home. And the employee D graduated from UTA.

Greg-Yeah, I'm familiar with that name.

Respondent-Yeah. And she didn't want to work full time, and so she wanted to do the mom thing at home too. And then I just got a guy, employee E from Halff and he kind of wanted to not work so much in the office and work at home. So that's how we are. That concept worked really for about the first four or five people and now I feel like it's not working as well cause we have too much and too many people to communicate on projects so that's probably going to change. So, I know that was a very long answer but technically there's one employee and about six contract laborers. Seven, one CAD, one administrative and five landscape architects. And so, but I expect that by the end of the year that we will be like everybody else and have an office with a core group of four or five.

Greg-That is interesting. The place I work at currently, he has me employed as a contract person. Of course I only work three days a week now normally. He just opened his office and he needed help so. He used to be a professor actually.

Respondent-It works well when you have part-time and not too many people, but we got to the point where employee A and employee D are working full-time now, and we should really be an office together. Their kids have gone to college. Anyway, sorry for veering off of the answer.

Greg-So they are all trained in landscape architecture?

Respondent-Well one admin and a CAD tech.

Greg-so seven. So, how would you describe the size of your firm? One thing I'm finding in my research is, they will talk about the small firms and then these real large firms and there is no breakdown when a firm goes from a small firm to a medium-sized firm to becoming a large firm.

Respondent-Well I guess you would say small firms are under \$1 million gross revenue. That's what I would think. And that's us. I mean, I think if you compare it to the landscape architecture world, a small firm could be under \$500,000 and that might be

two or three people. But, in the big world, it's a \$1 million gross revenue is pretty much a standard measure. And so, we're a small firm. I consider us a small firm.

Greg-I think the small business administration considers that anything less than 50 employees as small. And some of the firms with thirty, they think well I'm kind of getting up there, I'm medium-sized. It just depends if you're looking at it as you said, the whole world, all businesses, or if you're comparing it to the way landscape architecture works. Actually 90 or 77% of the people work in firms with less than ten total employees.

Respondent-Yeah, yeah, yeah. I would agree.

Greg-There is a different scale for landscape architecture.

Respondent-Yeah.

Greg-How many years experience do you have?

Respondent-I graduated in seventy-five so that would be thirty-three.

Greg-And what was your educational background?

Respondent-Bachelors, landscape architecture, Mississippi State.

Greg-I met someone from Mississippi State the other day. What scale is the work of your firm does? Would you say that you're a local firm doing a lot of local projects, or regional, or national, or international?

Respondent-I'd say primarily local. We do have a few state ones but the bulk of it is very local. Local, yeah.

Greg-And what is your current type of work or market? Does your firm have a specialty?

Respondent-Well, LEED. We're probably close to twenty LEED projects we've done or started. And, you know, when you're a young small firm you pretty much do what you can. And so a lot of our work has been in the public arena especially since I'm woman-owned. That's a nice little slot to fill. Usually they're looking to fill in a 2% of their fee or whatever for women-owned firm. And landscape architecture works nicely into that. And so, two to three percent. But, we're developing more private cause we got sick of low bid public contractors. Sick of low bid public contractors! There, that will be in there.

Greg-Yeah, that will be in there.

Respondent-We've done some private work. Nice budgets and people. Clients that care. Not to say that the city doesn't care. There's just so much legally you can do when you've lassoed a moron for a contractor. And so, who doesn't care and they just want to get rid of him.

Greg-And so what would you say is your most common type of client? Municipalities, the state?

Respondent-Our common client is architects. Now some of our work is prime with parks and rec departments. And those jobs are much better than the ones where we are sub to an architect. Like doing a library, or school, fire stations, that's when you get and Joe Bob who's brother-in-laws and works for the general contractor and he just started his landscape business so Joe Bob's going to get to do the landscape. You know versus, private, Dallas Parks and Rec where we're the prime where there's a bigger chunk of the work that's landscape. There is a little bit better contractor there. Not all the time

but. But anyway, LEED, Parks and rec.

Greg-What type of work are you planning on doing in the future? Are you planning on changing directions, or maybe adding some type of ...

Respondent-Yeah. I think we will be pursuing more private work. When I say private not residential necessarily, but institutional, commercial.

Greg-What process did you use to determine additional direction that y'all want to go in?

Respondent-Low bid public contractors suck! Sorry, that will probably hurt your ears when that comes. No it's just, you know, we're at the last end of the project, and everybody is hurrying to get the job done, and if you're stuck with this scum bag, and everybody is tired. The general contractor wants to leave. The city just wants to get these people off the job site and take over. Usually the landscape is compromised. And we just, it's very demeaning when you start off a process where everybody's buying into something. And, by the end of the project, they're just, let's just put something in the ground and forget about what you think.

Greg-Right. We're out of money let's ...

Respondent- So, I guess you'd say to be someplace where we felt like we had more control of the end product for the client.

Greg-Do you plan for the future in your firm and how do you do that?

Respondent-Well, personally, I talk, I get counsel from other professionals and I pray. And I talk to staff. And that's why we're having the staff discussions now. Right now I sublease. And we're having staff discussions now, getting enough office for four or five of us. Independent and so I need to have everybody buy in or it doesn't happen, so. When you're in a small group like us, I like the small group because it's more of a family-feel and you can talk and make decisions as a group versus just being matriculated down from a high

Greg-Right.

Respondent-yeah, so.

Greg-Do you have a vision statement for your firm?

Respondent-Yeah, I do.

Greg-Was there a process that you went through developing a vision statement?

Respondent-Yeah, I can show it to you. It's on the bulletin board. We have a higher responsibility to our client and ourselves. And we have a lot of Christians in our firm that feel the same way. So, not that I solicited them, I think they hear about me and they come. You know, want to work for us so.

Greg-Yeah, that's important.

Respondent-However, when we move to our new thing, our new office, I think we will have, as a matter of fact, April 18, we'll have a group, and staff retreat. At a lake. That's mine. And everybody's going to come up with one for the whole home office. So in three weeks it will be a different one. You know, I'm going to let them do it. I'm not going to say here's mine, you know superimpose it. That's one of our activities is to come up with a vision statement.

Greg-Good. And last question and then I'll kind of go backwards and tell you why I was asking all this.

Respondent-Sure.

Greg-How do you create a vision for your company? And you kind of got into it with that.

Respondent-That's why I said, when we have our retreat in three weeks we're going to have a lot of discussions and I'm a firm believer that you can't superimpose your vision on people you know. It kind of has to come from their own realizations so that's why we'll have a little casual time sitting back. It's at a lake house. And so maybe some late-night conversations of where they see us going, because you have to buy into a vision and you feel benefits yourself as well as others. And so, I don't know if I'm answering the question.

Greg-No, I mean, you're right. You get it your employees or contractors, get the people that work with you, getting their input, their ideas, and you'll take, and basically it's like making a cake. You put all these different ingredients in and you have what comes out in the end.

Respondent-Yeah. Because you see, like I said, we're creating something new for us. We're about to change our current operating procedure. You know, just me being the only person in the office, juggling a lot of balls with people out in their homes. It's not so bad with phone and e-mail and all that kind of stuff. But, anyway, it's to the point where we're going to be changing now. And, also you know, I want them to feel ownership, because if it's my business, that's, you don't feel like going to work if you're working for somebody. If you feel like you're working for yourself it's different. So we're going to structure that whole thing so everybody has a feel of ownership and you know even profit-sharing, whatever takes to make them feel like this is my place where I work. It's not, I work for somebody, but I work with people to accomplish something.

Greg-Was there any steps you went through to determine if that's how you want to do things? I'll give you an example. Do you do research, and then get a study group, and then you compare with other professionals and then you come back and get input from the group.

Respondent-Well, I think just a lot of personal experience working for other firms, taking some leadership classes, although it hasn't helped, let me say that. I think common sense and just coming to a realization that you know we're in a different world these days. And, I mean. Everybody feels like me. You kind of would like to have a little bit control of your destiny, as much as is possible, as much as God allows. You don't want to feel like you're advancing someone else's agenda when you go to work but you're advancing your agenda. You know, and that has to happen in a way that's not selfish but in a corporate way that advances a group agenda. To me, I don't know, is that bonkers?

Greg-Well, I don't know, I wish I could get more detailed but you're right on the track of what this research is about and I'll go ahead and tell you about it. I'm going to be graduating here in a couple of months, when I finish this. And when I started working on this thesis at first I was wondering, what is the future of the profession? Then we start out doing Central Park, and then went into neighborhood developments, and so now we are doing large-scale land planning with satellites and GPS and GIS and all that and so the profession keeps changing and I was wondering what is the profession to be

like the next five, ten years. And I was told that it's too broad and to kind of narrow it down a little bit. And so I was doing a lot of reading, actually in the business literature, because I was having a hard time finding what I wanted to know out of the landscape literature. And I started reading about strategic planning and scenarios and I got into this developing a corporate vision.

Respondent-That's what we're doing. Corporate vision.

Greg-A process in place where a landscape firm could go through these steps or this blueprint and determined "I want my firm to be this big," "I want these types of projects." "I want to allocate this much to my resources on trying wins awards. Or, you know, just plan out the next five years in order to achieve those goals. And so that's what this is all about, trying to get input from the firms as to what currently works for them. I'm using that Dallas Business Journal Book of Lists to say, these are the successful firms in Dallas. They are bringing in the revenue. And this is what they're doing in order to prepare for the future. And so I'll take that and combine that with what I'm getting out of the business models and also taking a little bit of information from people who study the future, futurists. They got a lot of. Well not a lot, they have some ideas on how you go through developing scenarios so you can say, okay I want to do this and this is what might happen and this is how I'm going to develop a vision for my firm in the next five years. And I can communicate that with future employees. I can get vendors on board then that are focusing on the same thing as what I am. And clients. And that way we can do the projects, and bring in the customers and the people to get to where we want to be. So that is what this was all about.

Respondent-Yeah, and so, I mean, you're kind of catching us, I think we're, if you can plot a firm on human growth chart I think we're like adolescent. And we're about to take the adults' stage where we incorporate and the employees are under one roof, the bulk of them. I'm still very open to enabling people who want to be moms at home especially. And employee E is the first guy that wanted to be a dad at home. And that's okay, you know. So, cause I think people work best when they're happy. And, actually, so you were talking about the corporate vision thing. That's why to me you've got to have people that want to be on the same page. And share certain values and goals. And so, was there a question, I forgot it?

Greg-No, unless you want to go back to the last one which was how do you develop a vision statement or the steps that you go through to do that?

Respondent-Well, we'll be having that retreat in three weeks for everybody. And I'm not going to go with some hidden agenda. You haven't got that word yet. I'm X5 years old so I got to plan for whatever I'm doing now that it continues for these people after I retire. So if I've superimposed my vision, what's going to happen when I'm gone? So that's why I think, any time you walk into a work situation everybody has had some sort of compromise and I might compromise what I think for the group. Cause again I found, if you're happy, you'll work hard. If you enjoy what you do, who you do it with, how you do it, that's important

Greg-That's why getting the landscape architecture.

Respondent-Oh yeah, we love it.

Greg-I got out of UPS. I was there for twenty-six years and I decided that it was time to

do something different. That I felt, I wasn't making the type of contribution to the world that I needed to while I was working at UPS.

Respondent-Are you getting close to finishing then, at UTA?

Greg-Yeah, I've got one class. I'm taking the pro practice class with Gary this semester and this thesis and that's it. I have to have this finished by April 28th. I've got the first three chapters and I'm partway through chapter four and I'm partway through the end of chapter five. I just have to fill in the middle with all the data from the interviews and then developing my model. And then there's one step after that which is, once I get this model developed I would like to send it out to you. So you could comment on it. You know, that's a great idea, or you may want to look at this one is going to be a waste of time, or yet maybe you need to do more of this, or put this before this. Whatever the case may be. You can comment on it however you'd like. And that would be sort of like the tests of the model or blueprint. And I'll put that as the final result then.

Respondent-Yeah, because you were talking, first you have your vision statement. And it's been a while since I had these classes. And I've forgotten the terms. But then you got to flesh that out and how you're going to accomplish that. Your goals, your objectives to accomplish that. We'll be doing that, too, in three week besides the big pie in the sky. How do we accomplish that? What sort of client do we seek? But you know you were talking about the future. I think the future has to be around water, and conserving, educating our clients, making them plant Buffalo Grass, Blue Gramma and stuff like that. Cause water is future.

Greg-Yeah, in indifferent ways in different places. I was reading somewhere that of course, here there is going to be a water shortage and we're going to plant a lot of stuff that doesn't require irrigation. Water, what have you, and in other parts of the world, well and actually it's going to happen here some, too, I think with all development there's going to be flooding and so you've got both extremes. We're going to have to deal with.

Respondent-Yeah, I saw on the news the folks in Lancaster, we did some work down there, ten mile creek flooded down there. And they are mad at the city. The problem is it's not the city's fault, it's Dallas' fault for all the impermeable coverage we have loading up the creek before it even gets to them.

Respondent H

Greg-How many employees are in your firm?

Respondent-Two full, two part.

Greg-How many of those are landscape architects?

Respondent-One.

Greg-One registered and the rest are educated as landscape architects.

Respondent-The other two are educated as architects.

Greg-Okay,

Respondent-They're much better than we are. That was a joke.

Greg-Oh.

Respondent-Please continue.

Greg-How would you describe the size of your firm? Small, medium or large?

Respondent-Oh, small.

Greg-That's kind of what I thought. The reason for that question, my focus is on the small landscape architecture firms. And there's really not definition of what small is.

Respondent-I would say less than six would be my definition. Medium would be six to ten.

Greg-How many years experience do you have?

Respondent-Twenty-six.

Greg-And what was your educational background?

Respondent-Bachelors at LSU.

Greg-Okay, about a third of the people I've interviewed have been from LSU.

Respondent-Is that right? There's not a lot of work in Louisiana.

Greg-Or a quarter. There's been three people from LSU, two for Mississippi State, Arkansas.

Respondent-Caye Cook.

Greg-Oregon, yeah.

Respondent-Yeah I'm glad you talked to her. She's a great lady.

Greg-The way I got my list of people was through the Dallas Business Journal Book of Lists.

Respondent-Oh, yeah.

Greg-So I'm defining the successful firms as those that would be on that list. They are bringing in revenue. And so since my focus was the small firms, that was anyone with fifty employees or less. I was using the small business administration definition of a small business.

Respondent-Got it. That would be a pretty large landscape firm, fifty folks.

Greg-What is the scale of the work that you do? Local, regional, national, international?

Respondent-We do, I break it down by percentage. We do 70% within DFW, 25% in the state of Texas, and five out of the state.

Greg-And what is your current type of work that you do? Like a specialty. Do you do development, residential, mixed use?

Respondent-All commercial. Mixed Use is a hard term. It's all commercial. We do a

30 public, 70 private split and we work, I would say, 90% for somebody else. Where we do work for engineers and architects.

Greg-Okay, so your most common clients are architects and engineers.

Respondent-Correct.

Greg-What type of work do you plan on doing in the future? Is there a market or a specialty or type of project that currently you don't do a lot of but you would like to get into?

Respondent-Oh, we service the architects, and so we go where they go. We have a core of probably seven firms that we work for. We try to do all of their work. The only market that we do some of but we would like to do more is the projects that have an art component to them. Sculpture.

Greg-Like, projects that have sculpture gardens or are you talking about a project that would be free to incorporate more creativity into the project itself?

Respondent-Probably a little, a good example is we were selected to do the Veterans Memorial for the City of Plano. Because we had, we did, pioneer plaza the cows downtown. We did that and we did, EDS bought 10 of those so we did a sculpture park at EDS. So we're searching for the projects that know they want an artist component and we help them find who that artist is and then we work with the artist and generate whatever they would like to do. And, in this case, the Veterans' Memorial, we help the city find the artist. We interviewed them.

Greg-Okay, I met an individual that a, does bronze sculpture, that was working on something that he is wanted to get that Veterans Park.

Respondent-It'll come to you.

Greg-It was last year. I can't remember his name, I should remember it.

Respondent-Michael Pavlosky.

Greg-No, that wasn't him. He's the one that actually did Friedman's Memorial.

Respondent-Oh, David Hickman, That's who's doing this job. He's very talented. Not David Hickman, David Newton.

Greg-Yeah, the David part sounds right. Was there a process that you used to decide that you wanted to go into doing more of those projects with the sculptural components?

Respondent-Well, just an evolution of the work. I think you gravitate towards what you're good at and what you're successful.

Greg-Do you plan for the future of your firm?

Respondent-No. Try to. My goal is take care of the architects that we look and then that takes care of itself. If they're successful then we're successful.

Greg-Okay.

Respondent-No. Need. No. Should but don't. And that's the truthful answer.

Greg-Do you have a vision statement for your firm?

Respondent-Do not.

Greg-And then the last question. How do you create a vision for your firm? When you go around talking with the architects, potential employees, potential new clients, how do you describe what your firm is all about? What you want to be as a firm? And then, is there a process that you used to make those decisions?

Respondent-There's not and I'll back up one. I do have one thing that's kind of a theme.

And let me get this. If I had to choose one statement then this would be it. It's something I've had for about twenty years. It's that. It's Goethe.

Greg-Can I write that down

Respondent-Sure, that's why I brought it, because I was going to say it and you couldn't copy it easily. That's on my resume, it's somewhere in the portfolio package. I read that about thirty years ago and just loved it.

Greg-You're the second person that's been able to produce something like that.

Respondent-And that's a quote from that fella. I want to make sure, I didn't say that.

Greg-Yeah, I've had one other person show me up with their vision, or mission, or their core value statement. And I've had a couple other firms tell me, yeah, they had one but didn't know where it was or they couldn't find it.

Respondent-And the other thing I have on my wall is a shorter one: "Design is why you do it." Because I find the details, the day-to-day details always get, they cloud everything. And, at the end of the day, design is why you do it. So everything has to be true to that. In other words make time for it. Because it, that is something that always comes easiest to people. Once you've done it for 15 years, you can whip these things out very easily. But I find that if you do that too fast, you spend all your time on the details. And you shortchange the reason you do it which is the design.

Greg-Well, like I said the reason. What I'm trying to get at with this research is to develop a model or a blueprint for the small firm, to find out what their passion is. What they like. And put down on paper or on websites or whatever this is what we're about. This is what we want to do. And it's kind of like the self-fulfilling prophecy, or the power of attraction, power of positive thinking.

Respondent-Right.

Greg-You want to do this then let's take these steps and work towards that. And, so that's what I'm trying to do. And I'm finding there's not a lot of, in the small firms are so, a lot of specific steps place. Mostly because landscape architects are trained as landscape architects. They haven't gone to business school.

Respondent-Oh, I see, or marketing school.

Greg-Or whatever. So we think creatively and the business side of it doesn't necessarily come naturally or as we put the emphasis on what we do best which is design.

Respondent-Right.

Greg-Which is important but then you've got this, and not necessarily that everyone you know wants to have a vision. I mean, some people like to do a lot of different things. Like moving around from job to job. But then there's others. Other firms that did have a specific thing they like to do and my hope is to develop this model that they can follow some activities or questions to find that direction and help put things in place where they can say, okay this is what we want to be

Respondent-Right, and to meet the, you're saying the same things as what I always thought was your core philosophy. Because, if you know that, then all the decisions come and you're doing the same thing. Some people don't. I don't know that it is necessary to write it down, but you do need to understand what that is, what is it why you do? And it goes from there.

Greg-I think it's important to be able to communicate it to other people.

Respondent-It is in a very limited basis. I think it can help you move somewhere. And that's part of the day to day if Perkins Will or HKS or somebody else, when you work for them for 10 years. They know, each other knows what to expect. I only find it necessary to verbalize it if either you're losing; you're not doing all of their work. Or you want to, if you want to search for in our case another large architectural firm. A lot of it is just word-of-mouth. And they understand part of our philosophy is that the site work should be seamless to the building and I think the architects understand that through the dialogue that we have so we don't ever, specifically verbalize it. But each other understands it.

Greg-Okay, I'm hearing things.

Respondent-Is that

Greg-No it's not that. I may be hearing something through the wall. That was me. Stop, stop, stop.

Respondent-Yeah we out smart ourselves with those things all the time.

Greg-It was locked. I don't know how it did that. I need to get a holster and not carry it in my pocket. Sorry about that that.

Respondent-That's okay.

Greg-Okay, very good. What I would like to do is in next week I would like to put this all together. You were my last interview.

Respondent-It is getting towards the end of the year. I'm still not on that academic schedule.

Greg-Well it's that, well and I just realized I have 10 less days to get this done than I thought I did. I was thinking I had to have everything done by April 28 and I pretty much have to have it together by April 18th. I'm going to put the model together with what I've got and business literature on and then my interviews. And then I'd like to send you a copy of it.

Respondent-I'd love to see what everybody else says. Or what you think of what they say.

Greg-And then I'd like for you to comment on it and get it back to me and that'll be my version of a test of because we don't really have 10 years to sit down for preprocess away to see it actually happens. I'm going to use the comments of the people as the test. What they think. If it would be applicable to the small firm.

Respondent-Sure. And will you do that by e-mail or hardcopy?

Greg-Time is going to be the defining thing. I would like to do it by return US mail. However, time wise, I may have to e-mail it.

Respondent-Either is fine with me. I understand the time that you're under so if it comes by mail I will do it quickly.

Greg-Okay, I don't know if it's going to be like in outline form or if it's going to be more diagrammatic. I haven't figured that out yet. Once I analyze all the data this week and start putting it all together, it will kind of evolve.

Respondent-How many have you spoken to.

Greg-Ten. Had twelve people targeted and I've had ten interviews.

Respondent-Can you tell me who the ten are. I just want to; because I know one of them is Caye Cook.

Greg-Well it's, if you just look at the Dallas Business Journal Book of Lists.
Respondent-Well, but a couple of the firms on there are huge.
Greg-I weeded those out.

Respondent J

Greg-How many employees are in your firm?

Respondent- Seven full time now we've hired, and an eighth that will start full time once he graduates.

Greg- Actually a fellow I used to work with at RTKL, I'm not working there anymore, but anyway employee X any way he knew some people who worked for you.

Respondent-Uh right.

Greg-So, Actually I think he waved to them one day when we were all eating lunch one day. So I was familiar with at least the name of your firm. Are all of those landscape architects?

Respondent-All have landscape architecture degrees.

Greg-How would you describe the size of your firm with seven or eight employees?

Respondent-On the verge of being middle, you know, I don't think it's a small firm anymore because we'll have ten. We'll have two interns this summer. To me that's a medium-size landscape architecture firm. Anything about eight oh eight to fifteen, eight to twenty is medium size. Anything over twenty I consider a pretty big firm.

Greg- Okay, that's fair enough.

Respondent-Or department. Whether it's a department inside a large multidiscipline firm is kind of...

Greg-From what I've been reading, there's like 70, 75% of the landscape firms/landscape architects work somewhere where there is 10 or less employees. And 93, according to one survey work, where there is less than fifty. So somewhere down there is going to be the middle ground.

Greg- How many years experience do you have?

Respondent-I graduated in 2000 so that makes eight years experience not counting interns I did while in school, but I'm a second generation landscape architect.

Greg-Oh really.

Respondent-My step-father graduated from Mississippi State in landscape architecture in 1980 then I graduated twenty years later. So I've been around it a long time.

Greg- How did you like Mississippi State? I kind of looked at going there but it didn't work out.

Respondent-Oh I liked it. I loved it. I was there this weekend in Starkville. Really good program. I've been impressed with my knowledge coming out of school and the other people I've interviewed along the way. Especially on the technical stuff and being able to understand the back end, what I call the back end of design, what I call the actual construction documents. What we actually do most of the time. A lot of people come from schools so design-oriented that I've been impressed with the Mississippi State technical side, and the people coming out of there.

Greg-Okay, good. Was that a Bachelor or Masters you got from there?

Respondent-Bachelor.

Greg- What scale is the work that your firm does? Would you call it local, regional, national international?

Respondent- Yeah, all those. I mean the bulk of our stuff is the Metroplex, but we are

licensed in twelve different states all the way from California, Arizona, Utah, New Mexico, Texas, Oklahoma, Arkansas, Tennessee, North Carolina Pennsylvania, Mississippi, mainly because of one client but then also I've been to China in January of last year doing work in China too. I don't know if we're an international firm because we don't do a lot of it but we have done some China.

Greg- Okay, that's pretty good, a lot of firms can't say that.

Respondent- I was supposed to be there right now but I had ACL reconstruction surgery three weeks ago.

Greg- Wow.

Respondent- So I had to cancel my trip.

Greg- Basketball?

Respondent- Basketball injury.

Greg- What is your current type of work or market? Do you do mainly; is it residential, mixed use, commercial?

Respondent- Zero residential. I would say half municipal and half commercial, and throw in ten percent institutional, schools, churches.

Greg- So if you were to call out your firm's specialty is, do you have a specialty?

Respondent- We try not to peg ourselves as a specialty of any one type of project by any means. We started out, Principal B and I, whenever we founded the firm, municipal. Heavy municipal. Me, personally, have stayed heavily in that but the firm has diversified itself enough that if I go back and look where the revenue comes in and whatever it's hard for me to differentiate what it would be. But I would have to say municipal if I had to break it down to one.

Greg- So the next question is what would be your most common type of client? I'm assuming it would be government.

Respondent- Municipalities.

Greg- Let me make sure this is still working. What type of work do you plan on doing in the future? Do you plan on moving into new areas?

Respondent- Yeah, we definitely always have our ear to the ground to kind of see which way we're going. We're basically founded on a philosophy of keeping our current clients happy and that's where a lot of repeat business comes from. People give us small projects and then, after we do really good job with that, they give us bigger projects with more responsibility as we go along. We do see ourselves finding the right people to help direct different avenues of the market. You know we're not into planning very much right now as far as large development planning type things. We're not in residential right now. We don't see ourselves going into residential at all unless somebody comes in and shows us how they can make it work from a business standpoint. Urban design, how you define that, we would like to see ourselves get into that type of project. Public plazas and public streetscapes, we've done some of that but not as much as we would like. Hey, employee I'm in the middle of an interview right now, can I call you back? So we're always looking to see. It's more about people. It's more about finding somebody who has a passion for a different type of project than what we're working on now.

Greg- As in client or as in landscape architects?

Respondent-Landscape architects. Whether it is our current staff of employees, as they grow in their profession and they see something they have a passion for. We don't want to limit their professional growth based on something we do. We want to help people grow and the types of projects people like to work on. We haven't been. In February, was our fifth year so we haven't been around too long. So as we grow, and our staff grows from a professional standpoint, whatever project they want to work on we want to help them get those kinds of projects.

Greg-That's a good segue into the next question, what process do you use, did you use to determine this direction?

Respondent-When we founded our company, Principal B and I both worked a Halff and Associates. We worked on a lot of municipal projects there, as well, so we were kind of just, that was the kind of project we were used to when we started. We just went after that kind of project. I'm trying to make sure I answered the question. It's, how do we decide what kind of projects that we like.

Greg-Yeah, what direction you wanted your firm to go in.

Respondent-It's just kind a more of what each of us individually makes you happy as a professional. And not forced into anything.

Greg-Okay, How do you plan or how does your firm plan for the future?

Respondent-There is three principals. Myself, Principal B and lately Principal C and we meet together regularly and kind of make sure staff-wise how much work we have backlogged, potential projects, how do we want to grow this thing, what do we really want to do, how big do we really want to be? You know it's just really kind of somewhat deliberate, intentional but at the same time it's just communication between ourselves, that's our main theme. Our catalyst to our success is always talking about where we want to be. Three months, six months, having yearly kind of retreat away from the office where we talk goals and strategy and understanding. So there is a kind of tracking system that we kind of just have that here's the potential projects coming up. Do we need to start marketing a little bit more? Or what happens if we do start marketing we can't handle it so let's just back off? We're always, just in communication is our main. Does that answer the question?

Greg-You're getting there kind of close because the next part of that would be, do you have steps that you follow or what are the steps? You know you mentioned discussions, talked about do you need to market more or do we need to move this direction what have you.

Respondent-Being in a small firm like this, though, what's hard to predict is it's not uncommon for use to pick up these large projects that take up six months. Large projects to us. \$100,000.00 fee or more. And it really takes up somebody, it takes somebody six months to work on. And if we're always, potentially have three or four of those that were getting contact about that aren't under contract that are possibly out there. That: the hard part staying right ahead of that because you don't want to staff up too much. We track what we hear out there that might be coming up in the next six months or so. We always try to stay ahead so we don't get a surprise call one day saying hey we got a new project for you and it's so big that we don't. So it's kind of communication with our clients as well. Trying to understand them. So we kind of

have. It's just being diligent in communicating with Principal B and Principal C and our clients about what might be out there in the future.

Greg-So you're kind of proactively?

Respondent-Just proactively.

Greg-Knowing you've got this relationship with your clients, you know what's going to be coming in?

Respondent-Right. You're just creating a relationship with your clients so that we have a good understanding of what's coming up. We have two or three clients now that we're finishing up some projects last month and this month and normally we would already have another project kind of in line with them. But they say you know we're not going to do anymore project until August. But don't worry because when August comes around you'll have some projects. Just kind of staying in touch with them. Cause that helps us know, okay, we don't know what those projects really are yet, but we do know the two big clients of ours have something in store for us in the six-month to nine-month range. But also what we've learned is the time process of what it takes, to hear about the project, finally know it's our project, get the contracts written, get things approved and through counsel and back and working on it could be a year, or eighteen months away before you're, by the time you hear about a project before you're working on it and building it. And understanding which client moves faster and slower. And sometime we get bogged down with a lot of projects adding up at one time. It never seems to slow down.

Greg- that's what I've noticed, too. At the place I'm currently working, it's just a two-man shop. And my boss just opened up this office. He's been working out of his house for years. And he decided he's going to break down and open up an office and he hired me. And he starts hearing on the news that the economies turned down and he's all paranoid he's not going to get work and all he's done is "can you work more hours, can you work more hours, can you work more hours."

Respondent-That's kind of what we've got too. When we started in February of '03, and March seventeenth of '03 is when we invaded Iraq again. So we were sitting there in my garage, Principal B and I. And we had just started this firm. And the economy wasn't looking good at that point. But, we felt that if we could make it work then we could make it work at any point. We haven't seen too much of a slowdown yet. A little bit of one but not anything that makes us panic right now. Because we haven't turned on the marketing button. But we feel that if we do turn on the marketing button, we can make up any projects that we may have lost along the way.

Greg-Last two parts here. How do you or does your firm develop a vision statement? Do you have a vision statement for your firm?

Respondent-Yeah, we do. We did. At one time, when we started, we did kind of a business plan and we had this statement. And you know what? Keep ourselves happy and our clients happy and that's really our mission statement. It's not to go out and be an award-winning landscape architecture firm that we hang awards on the wall. It's not, you know, cranking out as much production work as we can. Our mission statement is kind of, hey, we're professionals here and coming up here to the studios is just another aspect of our lives. If this aspect of our lives is taken away for something else then

that's not a healthy scenario. But our deal is just keeping ourselves happy and do what we want do and keep our clients happy. That's our mission statement.

Greg-That works.

Respondent-By ourselves, I mean each individual person. Not so much just me and Principal B, we want everybody excited about coming up here. Like last night we all stayed till after midnight working on the move downstairs. We don't care. We don't have office hours or anything like that. So make yourself happy, you don't have to be back up here at eight the next morning after working.

Greg-Right. How do create a vision for your firm? And then how do you communicate that to the people that work for you? To your clients?

Respondent- I think it's all about imaging. I think we've created an image here of, this is somewhere where people really want to work. And work on a project. Our clients really want us to work on their projects because they like being around. It's an atmosphere. We're intentional on the atmosphere that we've created here in the office. From retention of employees to finding employees. Keeping our clients and word of mouth. It's really about our image. And what we feel like is, what we've started out to create is, this firm is really laid back and having a good time. A keg-o-rator down in the kitchen and just a cutting edge, really neat place to work. So that's kind of, I think that answers it. What was the question again?

Greg- How do you create a vision for your company and then how do you get it across?

Respondent-Yes, creating the vision is kind of like having an image of a really neat and fun place to work. Doing things to make that happen. We're really intentional about one or two times a month getting out of the office, as a group, whether it's a Stars game or bowling or the arboretum or horse races, you know, that type of thing. I think that's the most important thing, just the image of the firm in the eyes of employees and clients.

Greg-I think that really gets to the conveying portion of it. What I was really trying to find is, did you and Principal B and, I'm sorry, I can't remember the name of the other partner.

Respondent-Principal C.

Greg-Principal C. I mean do you all sit down and say we want to do this. We want to do this and this is what will happen and this is how we're going to get that message across to our employees and this is what we wanted to get that image.

Respondent- Yeah, we do that. We definitely sit down and discuss, let's do something fun this coming week or let's plan this. We have an inter office dash board. We share a lot of information on that. Make it a real informative place. Hey, you know we're going to lunch on Thursday. We're all going. Taking everybody to Angry Dog or something. Just real intentional. Discussing and talking about what we're going to do and then doing it. But when you have a firm image, and you look, you do this by comparing and we do this a lot, so this is one thing we do, we compare ourselves to other firms regularly. We'll sit down and say, well, we're getting this feedback whether it's from another employee at another firm tells somebody here what they said about another firm or something like that. Oh, wow, I can't imagine that. We've only had one employee that's worked in another firm besides Principal B and I. Most everyone we get is straight out of school. In the scenario I said earlier about, yeah, I used to work on

projects till midnight and if I walked in five minutes late the next day they would say something to me. And we're sitting around and we hear these things, we talk about how in the world can that be healthy. And we just kind of learn, we hear about what other firms are doing or not doing and that kind of helps us direct what we're doing. Especially like, just hear what other firms are doing. How they're treating their employees. And, to keep a pretty good ear on our clients. We don't bad mouth other firms but it's not uncommon for the clients to bad mouth other firms. And us to pick up on that. And what those other firms are doing or not doing to make this client happy or not happy. And we discuss it. That one thing I think about the studio atmosphere really allows for everybody to be on the same page and really know what's going on. I mean that's one thing some other firms don't have, communication between principles, associates however you want to define it. When you come down to it, communication between us, it's just lots of discussion. Bullet points and we'll jot down some stuff and when we make a decision. We just do it. If we're sitting down and having a discussion, say are we going to hire two interns and we all sit around and say yes and we do it. We don't second guess it later. Hey, we're going to move down to the basement and double our space and add some more employees. They say the economy is getting slow but are we going to do it? Yeah, let's do it. So we did it. I think that there is no yeah let's maybe do this, let's talk about it. We make a decision and do it. Sometime that decisions is let's hold off and let's talk back in three months. And months later, we're right back there talking about it. I think just communication but there's nothing that we really have besides just an understanding between each other that were all in this together. We don't have any set, if you're looking for like a process that we have but that's our process. Just discussion then getting it done.

Greg-Fair enough. Okay. Yeah, you mention, that's it for the questions. You mentioned the process, this all started, I'm fixing to graduate from college, and I'm wondering, Okay, what is the profession going to do? Landscape architecture is a profession that just keeps changing directions and everything, it just keeps expanding. And you know right now everyone is talking about sustainability. A few years ago it was all these new computer applications are coming out and I was wondering what the hot topic is for the future going be. And then I didn't find anything, any information on that. And then my search kind of changed directions a little bit and it was all right how does the small landscape architecture firm go about planning for the future, or planning what their place in the future will be. And I got to reading at a lot of business books. Finally found a book from a futurist about ways to develop scenarios and how to create vision statements and actually plan what direction the firm wants to go in. My goal is to provide through that information, information from the futurist and then through the interviews with the principles and in these firms, come up with a model if you will. Something that somebody starting up a firm or a small business can say we can do these things and that will get us headed in the direction. So that's what my goal is. That's what the research is all about. What I would like to do is, once I get this done, mail you out a copy of what I'm thinking and then you just jot notes on it and send it back to me for a final copy if you will.

Respondent-Probably because of all the firms on that list we're probably the youngest

by ten years.

Greg-Probably.

Respondent-We've probably been through what you're talking about really recently. So, we've been through the starting firm and sending out our resumes. Just landing that one little project that keeps you hanging on the next little bit. We've been through all the things that it takes. So far, we made it, so who knows if we done it right or not. It hasn't always been easy but we're getting to the point now to where we're not getting in too deep, we're not in over our heads, not paying people, but we're still kind of young. Not inexperienced but somewhat inexperienced, now all of a sudden we've tasted a little success. I'm also seeing us because of that success not being to give the client or the project as much time as we used to because we've got so many people we're trying to teach. We're trying to get things out the door now as opposed to when it was two of us or three of us. You know we spent a lot of time on projects. So we're getting to that next stage now where we started, we had some success and now the maintaining of that success will be our next challenge.

Greg-Right.

Respondent-As we grow it will be interesting to kind of see your findings and research.

Greg- Yeah, because your firms, they are part of the corporations like the firm I used to work at RTKL, They've got people on the Board of Directors, that's their chief financial officer and they have staffs of people that go and do these sorts of things, and how does the smaller guy do that without those resources?

Respondent-That's it. Principal B is the financial, the CFO. I'm the CEO. I'm the secretary. He's the president. We do all of our accounting ourselves. We have an accountant we use, we do our entire payroll, we do everything. We don't outsource any of it. That's probably my favorite part of the firm. Running the business, almost as much as landscape architecture. I think if you're really good at the landscape architecture and that's what you want to do it would be hard to successfully run a small firm. I think people have to have just as much interest in running a firm, the marketing, the hiring, doing yearly reviews. Finding fun things to do, NCAA bracket pool. You know all that office manager stuff. That's the kind of stuff I like and some people don't like it at all. I think there are some really great landscape architects that can do tons of revenue and billing and getting things done and out the door but if they had to take some of their effort away from that, from their production, then I don't think they could successfully run a firm.

Greg-Yeah, and, on top of that, most people that, you know, your degree's in landscape architecture and with most landscape architects that's what their degree is in. So they don't have training in the end running a business. And a lot haven't heard about vision statements, developing a corporate vision, things like that. That's one of the things I was running across in my literature review. So they don't have time for it. It takes away from their skill and their ability to spend time on projects and then they don't have all the training in the business side of it. That's why I'm heading down this direction. And, in fact, if I have time later on, I would like to talk with Principal B, also.

Respondent-He said he got a letter from you but not a call or follow-up call.

Greg-Well, actually what happened, I called and got a hold of you and it's starting to be

crunch time trying to make sure I get all these other appointments set up and I didn't want to people to think that the going on behind and get more information so I'll wait and have this one interview before I talk with Kris. Your name was first on the list so that why I called you first.

Respondent-I was the one who filled out the form. He'll be happy to sit down with you. I'm sure his insight is probably different than mine. And that's the way we want it. And that the way it should be. He has a different take on it than I do.

Respondent K

Greg-The first question, how many employees are in your firm and you said there's two currently and you're bringing in the third person?

Respondent 1-Yes.

Greg-And they are all landscape architects?

Respondent 1-Well technically, landscape design, one of them. Cause he doesn't have a license.

Greg-Oh.

Respondent-Because you can't call someone a landscape architect unless they have their license.

Greg-And how would you describe the size of your firm, small, medium, large?

Respondent 2-Small.

Greg-I kind of knew the answer to that one. How many years experience do you have?

Respondent 1-I have thirty after undergraduate school.

Greg-And what is your educational background? You mentioned undergraduate.

Respondent 1-Master in Landscape Architecture.

Respondent 2-Twenty-two years

Respondent 1-And I have a BLA, too, in landscape architecture.

Greg-And what was your educational background?

Respondent 2-BLA.

Greg-BLA?

Respondent 2-And I had twenty-two years

Greg-Where did you graduate from?

Respondent 1- University of Oregon and Harvard.

Respondent 2-Texas Tech.

Greg-Texas Tech. And what scale is the work that your firm does? Would you say that you're a local company, regional, national, do you do work internationally?

Respondent 2-We have worked internationally but as a firm of landscape architecture.

Respondent 1-I'd say regional.

Respondent 2-Regional.

Greg-And what's your current type of work or market? Does your firm have a specialty; is there a certain type of client that you target?

Respondent 2-Right now, most of our clients are public.

Greg-Public. So you're most common type of client would be in governments, municipalities?

Respondent 2-Yes. Cities, Transit.

Greg-Transit?

Respondent 1-Transit authorities.

Respondent 2-Transit authorities.

Greg-And what type of work do you plan on doing in the future? Is there an area that you currently don't practice in a lot that you would like to move into or expanding into?

Respondent 2-We're going to expand more into the private sector. More into commercial.

Greg-Commercial development, things like that?

Respondent 2-Yes.

Greg-What process did you use to determine the direction that your company is going in? Are there steps that you went through to determine what type of work you wanted to do? Where you want to move into? Was their process for making that decision?

Respondent 2-Well I think, over the years, the process kind of depends on what's available you know. You're kind of steered towards what you can obtain and what you can work on. You may want to chase the nice projects but, in reality, you might wind up doing restaurants because you can get those. So the idea is to bring in the work you can obtain easily at first and work to build a base to get the bigger, nicer projects. We're doing nicer projects but they're still in the public sector. So we want to do nicer projects in the private sector.

Greg-okay. How do y'all plan for the future? Do you do any future planning or anything like that?

Respondent 2- Planning as?

Respondent 1-Well, marketing.

Greg-Yeah.

Respondent 2-Technology planning. Market planning.

Greg-Well, any of those things. Do you sit down in the individual or as a group and talk about, you know, in x number of years you know a couple extra employees, and we would we want to get into more of the commercial work, and here's what we need to do in order to move in that direction?

Respondent 2-Sure, at the end of the year we have a workshop, where the partners and the board of directors meet. We review the year and kind of go over and plan for the next year.

Greg-Okay. So the steps are scheduling the workshop, reviewing previous year and then looking at ...

Respondent 2-Looking at what worked and what didn't?

Greg-What worked? What didn't work?

Respondent 2-Your deficiencies, I guess.

Greg-Do you have a vision statement?

Respondent 2-Not currently. We are currently reorganizing. We started reorganizing this company in the fall of last year so we still have some things that we're working out.

Greg-Okay. Fair enough. Last question. How do you create a vision for your company? What I'm getting at is there. I'm actually looking for a process that you would go through to determine, this is what we want to communicate to future employees, future clients, vendors, print shops, whatever, that this is what this firm is all about? This is what we want to be. Do you have a process for creating a corporate vision?

Respondent 1-Well, we're creating a company policy book that talks about what is required of employees and what their duties are going to be, which gets into the quality of our firm. You know, that we want to do high quality projects and honesty and integrity.

Respondent 2-We have created our code of ethics policies and we almost have all of our employee policies as far as requirements for the positions and benefits with the

positions as well. Titles, benefits, salary ranges, all that type of stuff. So all that stuff is pretty much getting wrapped up. It still hasn't quite been completed yet.

Greg-Is there a process that you go through to develop that? Or do you sit around and discuss it? Is there a method to it?

Respondent 1-It's sitting and discussing and also reviewing another firms' policies because we both worked at SWA.

Greg-Oh, okay.

Respondent 1-So we have all their information.

Respondent 2-So we sit down and talk about it. We brainstorm. Then we break up. We pursued the different pieces of it. Because it's really, it can be segmented real easily. And we have already talked about all the positions and the naming and all that type of stuff. The titles, salary ranges and requirements we are pursuing, putting all that together in a format we can put into our policy manual. When our policy manual is complete, we will have work agreements, contracts for employees as well as for future partners in the firm. And, hopefully, we'll have the infrastructure of this company a little bit more nailed down by the end of the year. So at the end of the year we can sit down at our planning meeting and say look, we've done this, we've done this, we've done this, we've done this. We have all this in place now; we can really start to plan for the future of this company

Respondent 1-Previously that wasn't able to be done.

Greg-That was the last question. I'll kind of tell you about what my research actually is. The title of my thesis is Analyzing Visioning Methods as They Apply to Small Landscape Architecture Firms. And what I want to do is kind of write down a step-by-step process that the small landscape architecture firms can look at. This checklist. And go down the checklist and say these are things we need to do, to try to get where we want to be in five years. You know. We want to do this technology-wise, we want do this employee-wise, we want to bring in this much revenue, we want the firm to work on these type of projects, or you know we want to set aside this much of our resources to work on getting awards. Whatever the case may be, kind of a map or a blueprint for the small firm to go through and give themselves a sense of direction and get to where they want to be. So that's what I'm trying to develop. I've looked at the literature from business, some of the business models on creating a corporate vision. I've also looked at some information from futurists as far as how they develop scenarios so that you can go through that exercise and put that into the business model, and get out an end product that would be appropriate to landscape architects. So that's what I'm trying to do. What I will do when I'm done with my interviews, which would be next week. I'll, I've got to very rapidly put it all together, send out a copy of what I'm proposing as this blueprint or modeled. And I would like for, I'll mail it out with a self-addressed envelope, and I would like for y'all to comment on it. Just write comments on it. Like this is a waste of time, or this step is real good I think it would be helpful.

Respondent 2-You can just e-mail that and we can shoot it back.

Greg-Okay.

Respondent 2-You don't have to worry about envelopes and mail.

Greg-Whichever way is easiest.

Respondent 2-E-mail works for us.

Greg-So that will be coming out in a couple weeks. But, do you have any comments on that? Do you think it's ...?

Respondent 2-I think it an interesting deal.

Greg-A good idea, a waste of time?

Respondent 1-No, it's good.

Greg-It all started, I was wanting to, I'll be graduating here in a month and a half and I noticed since I started my graduate degree, my undergraduate degree was in interdisciplinary studies of architecture and business, and so a start on my Masters in landscape architecture and as I start learning more about the profession I noticed landscape architecture goes in all these different directions. And is it going to keep doing that? Is that in a segment itself and kind of break off and be different, become different professions? Is it all going to stay one profession? And technology, what's it going to do to practice? And so I was real curious about the future of the profession. And then, so that was my initial attempt at getting started on this thesis. And, of course, they were telling me that's too broad. You know the future can be just anything, you know, narrow it down, narrow it down. And so I started doing the literature review and looking at the literature. And I knew I was interested in the small firms because someday, I would like to get out and do my own thing in a small firm. Start up a small firm. So I narrowed it down to that. And I thought, well, how can a small firm benefit from knowing about the future. And it kind of worked its way into planning for the future. That came down to this direction.

Academic Interview

Greg- This will work. I have a Sony digital recorder that I've been using for my interviews with the landscape architects.

Respondent-Sure.

Greg-It's been pretty helpful as far as putting down the transcripts of the interviews. Is that scenarios in its simplest form? I don't necessarily want it the simplest, but I want this to be a tool that people can use fairly easily.

Respondent-Right.

Greg-To create a vision for their firm and something as realistic, something that they can actually use. I don't want to be oversimplified where it actually going through steps and it's a waste of time.

Respondent-Yeah.

Greg-But I want it to be easy enough to where they can use it.

Respondent-Okay, wouldn't the first thing be creating the axes of crucial uncertainties? Then, right after that, form a narrative from the uncertainties. So, like if you're going four different directions, then, in the four different directions, there would be a different decision on what has to be made and what factors influence success and failure. And what are the forces behind it.

Greg-Okay.

Respondent-So ...

Greg-So you'd say that you'd move the first step down after the narrative?

Respondent-With the scenarios, depending on which direction you'd go, if you created two or three or four, then I think that would be first then you'd ask all the questions about that one. Oh, you know like, I was telling the class you know like the Davos conference that oil will be roughly \$500 a barrel by 2020. So essentially you're looking at most houses that have been built between 1950 and right now. You're going to see a lot of them being bulldozed because nobody can afford to live in them. The energy cost, the payments would be more than the house payments. And they will be looking at buying new energy houses and stuff.

Greg-Yeah.

Respondent-And you're starting to look at green roofs and stuff like that. The other alternative that would be that they have gotten into enough alternative energies, that they can retrofit your houses. You know if they can get into some nano energy where it's nanos or taking waste and turning it into energy. So they can run the present systems of that. Or, like one of the design classes. All I'm going to do is have them do a high rise that's a virtual. People only go every two weeks and actually have face-to-face meetings and the rest of the time they are all virtual meetings. So like ten companies occupy the same floor, and they come in once every two weeks. And they would have center lockers that would be there and they would dock into. The building also would have to be like some of Ken Yang's buildings with green roof and you surround the buildings with plantings. Have you seen any of his stuff?

Greg-I'm not familiar with it.

Respondent-Ken Yang, he's Malaysia and London. But he's designing high rise office

buildings. And they're completely planted all over. On top, all-around the outside perimeter. And they're all green. So you know, what I'm trying to do is get to almost a carbon zero building but let the students realize that, if nothing changes, then the new office buildings essentially will need to be bulldozed, they'll be ghost towns, the present office buildings. Because nobody can afford to heat and cool or rent them. Nobody would pay the price.

Greg-Right.

Respondent-So, they will be virtual office communications from their houses. So, you know, it's just getting into different scenarios of what this energy thing is going to do. The other one is using the thing that's happening, the silly thing about the bio fuel and corn. It takes more carbon to produce one gallon of that than gasoline and its creating a dead spot in the gulf with the runoff from the corn. Plus they're taking away rice and wheat production. Rice went up 3% last week. Food last year went up 50%.

Greg-Right.

Respondent-So you're looking at 3 billion of the Earth's poorest inhabitants, are in jeopardy of starving if this continues. You know, a lot of the, I think there's two billion people that live on thirty cents to a dollar a day. And so there is so many scenarios that you can put out just related around energy or food or anything. To me, you know landscape, right now, for the south; it's the most energy efficient use of materials. Because you're not using up carbon. You get evaporative cooling from plants. You know, so there's a lot of things landscape and xerascaping and everything else that seems like y'all could be showing everybody else how to be sustainable.

Greg-Right. So like in those examples, energy or food or just the crops, those would be the influence, the factors, or the forces, I guess?

Respondent- Right. And then you know like there's some places in New Mexico and Colorado that have green houses on the side of their house, heats up their building but they grow all their vegetables in the green house. So it recycles itself. And they use recycled material and stuff or adobe, you know, earth friendly things. And they're growing their own food while the green house is heating up the house. There is so many neat things that landscape should be immediately involved in. I told you we had the guy that did the Chicago green roof for the city hall. He's down here on the faculty now, on landscape.

Greg-Cool.

Respondent-And you know, he came in and you know, did a big lecture to the class on that. But, it cut the energy by 30 to 40% in the building. And so you could grow crops up there, you could use your xerascaping, you know, plants to the particular region and everything so it would take less water.

Greg-Yeah. At UTA we're installing our first green roof, I think, this weekend.

Respondent-Oh really, wonderful.

Greg-But we're having a hard time figuring out what plants are going to be able to survive up there on the roof here in North Texas.

Respondent-Some sedums.

Greg-Well, actually that's what I was thinking. That's what's used elsewhere but I was told that those are just going to cook up there on the roof of the building. We'll find

out.

Respondent-How would they cook any more than if they were on the ground.

Greg-I'm not certain. Because that's what I was thinking, that's my first thought. And they may still try some up there. David Hopman, he's the landscape architecture professor that is the most knowledgeable with the plants. He's been in contact with some people at the Ladybird Johnson wildflower Center. I guess they've got some test green roofs down there on what's working and what doesn't.

Respondent-Well the guy we just hired is Bruce Dvorak. And you could email him at bdvorak@archmail.tamu.edu and he's really neat. He has a presentation he does on green roofs. You know he's looking at plant material down here now. Of course we don't have the hard winters like y'all do. My green had some plants I didn't bring in to my green house that didn't even freeze this winter. So it was pretty mild here. Go ahead.

Greg-It wasn't too bad here. We did have a couple days we hovered right there at 30°.

Respondent-All my sedums, usually get cut back, are just growing all over the pot. Hanging down.

Greg-Okay, Yeah, the ones here on the ground survived but I don't know if it's an irrigation issue, if it's a temperature issue, if it's just the hot dry air versus the hot moist air that you have down there.

Respondent-Well you know it's just the wind blowing across them is going to dry them out a lot faster. You're going to have to have a tubular irrigation system or something. You could mechanical where it got to a certain dry point it would start irrigating. But, you know he said the roof lasts a lot longer because you don't have the expansion and contraction on the roof.

Greg-Temperature extremes.

Respondent-The plants, yeah. Keep it from expanding and everything.

Greg-Okay. So.

Respondent-Landscape architects, I think, could come out, you could go over some PBS things, lots of things showing the public why landscape is good for the environment. And zero carbon. A good way to cool. Like, have you ever been to the, let see, there's the San Antonio, near their city hall, there's an old 1800's wisteria arbor there. And, it drops ten to fifteen degrees in the middle of the summer if you go under it.

Greg-Right.

Respondent-It's really wild. You're going from the hot pavement then you drop into this arbor. Of how much degrees it changes. Like even a hedge, if you were to put a thermometer on both sides of a hedge, it should drop two to five degrees with the wind blowing through. Because it's an evaporative cooler.

Greg-Right. Yeah. We should be involved in all those things. Sometimes the amount of involvement that we get, the people try to limit us.

Respondent-Right.

Greg-They bring us in at the end of the project and they say, we don't have money for that anymore.

Respondent-Right, right. Well if you talk about saving them thirty percent on energy. The cost of what it does for utilities these days. They're getting out cheap.

Greg-Oh yeah, yeah, and you know that's a long term, the savings.

Respondent-And in landscape, too, you're harvesting rainwater and you're putting cisterns underground or getting people to build their footprint in a cistern. You can pretty much water everything. You know water's going to be a big if not bigger commodity than oil in about 20 years.

Greg-Right.

Respondent-And that would be another scenario to follow just on water. You know, xerascaping, water retention, everything else. I mean, the Nile is barely making it to the Mediterranean right now and, over the next 20 years, populations are supposed to grow by about 25 million along the Nile. Which is going to cause some pretty crisis in that area.

Greg-Exactly.

Respondent-And European Union says seventy percent of their ground water is polluted with nitrates. And India is now going to about, I think, its ten gallons of water per person per day for all uses. And landscape could help that a whole lot. You know with rain water retention and xerascaping and a whole range of things. Because when water becomes so expensive. And there are so many things landscape could do.

Greg-Okay. So let's. Could we like, just say pick a particular topic and go through a quick process of developing a scenario?

Respondent-Okay.

Greg-We could, let's, we were talking about water. Let's stick with that.

Respondent-Okay.

Greg-I guess if we are going to create the axes of crucial uncertainty, we need two things. We can do energy and water.

Respondent-You know water, like entrepreneurs going around are buying up all the water rights they can get their hands on right now.

Greg-Okay.

Respondent-So, I mean all the things you could do with wastewater for watering lawns and stuff like that. Reclaiming stuff from dishwashers and everything.

Greg-Okay. Now the way I was understanding that part of the process, is that going through the decisions or the influences when you're thinking about all the different things that you could do with the water or would it be more like your axes of crucial uncertainties. We have water but we can use it and the other alternative.

Respondent-Yeah, cause you do have, depending on where you are in the world. You know if like the water is polluted and you can't use it unless it goes through some process.

Greg-Cause the way I was understanding that part of the process, it's either going to be one direction or the other. You have water but you can't use it or the other alternative is you don't have water at all. Or you do have, or maybe you have too much water. But in this case we would say, one way is we have water but it's polluted and the other way is we have water that's, we don't have water.

Respondent-Right, and you could take scenarios off both directions.

Greg-And then.

Respondent-And then it's going to get so expensive that people are going to have to go

to xerascaping. Going to have to do rainwater retention and a whole range of things.

Greg-And that's what you get into when you're forming the narrative portion.

Respondent-Yeah. And did we ever talk about the Colorado River in Arizona? On that there's a thing called Cadillac Ranch, it's a book.

Greg-I've been to the place Cadillac ranch but I haven't read that book.

Respondent-Okay. I think it's about \$260 an acre foot for the Colorado River Authority to send water down into Arizona and all those areas. They charge the farmers two dollars and fifty cents an acre foot for the water so the taxpayers are paying for all the rest of that. You're essentially sustaining all that desert part of the United States. And the taxpayers don't know it. They even have to have a desalinization plant between the US and Mexico because they have guaranteed that the water won't be polluted. And we will give them so much water coming through. And the water is so polluted by the time it gets there; they have to do a desalinization plant to have potable water going into Mexico. But nobody realized that if they had to pay for water what it's costing the US, Arizona would go back to being a desert. Because they would be paying roughly a hundred times what they're paying for water now. But that's going to be the next crisis along with energy is the water. And you know landscape could do a lot of really great things for that.

Greg-Exactly. Okay. This has been good. We have just been talking about the scenario portion of that. Have you looked at the rest of some of those comments? On that table, as far as creating a vision?

Respondent-Yeah, like what indicators need to be monitored. You could do everything from nitrates to cost, you know, when you have to take action. You know when the price goes to a certain level, at what point are people going to take action? At what point do the nitrates make the water no longer potable. And then you have to rank it by degrees of importance and uncertainty. And then the forces behind the factors, too. That would be the price of water going up. And also if you can't grow xerescape, you have enough water and they haven't planned on it, you're talking about dead landscapes. And that's going to drive the heat up. And it'll take more energy to cool it down. Cause plants keep the heat down in the landscape.

Greg-Right.

Responded-So, you know, all them are almost crossed in, the energy thing, the water factors and the whole bit. Because if you don't deal with your landscape in the correct way, then the energy is going to go up.

Greg-Okay. I can't think of anything else to ask you. I appreciate you taking a look at this.

Respondent-Sure.

Greg-It's a work in progress. You know Taner Ozdil, he's my thesis chair.

Respondent-Oh, okay.

Greg-He used to be down there at A&M. He's the one who told me to get in touch with you.

Respondent-Right, right. You know all the landscape students have to take my class. A creativity and future studies class.

Greg-We don't have anything like that that I know of at UTA.

Respondent-Well no other school of architecture has it. You mainly find futures at Berkley, has some future classes. There's a few universities around that have it. But I guess it depends on a person's interest. You know, of where they have it.

Greg-Right. You'd think everybody would be interested in it because we all have to live in it unless we are planning on dying.

Respondent-That's right.

Greg-Okay. Like I said this is a model I'm trying to put together for a person in landscape architecture so they can kind of map out the future. Because, when it all started, I was looking at what the future holds since I'm graduating in a few weeks now. What's the profession going to be like when I come out and, of course, they're talking about sustainability and water. Those are all definite the hot topics right now. And then, you know, what comes after that? Are we going to be successful at doing these things we need to do? If we are successful, what do we tackle next or, if we're not successful, what's going to happen? So then I got into this visioning and how to look at the future and I couldn't find anything in landscape architecture literature, and I wound up doing a lot in business.

Respondent-Yeah, business has a lot.

Greg-I ran across a book called Timelines into the Future which was interesting. That got me started on visioning or the vision process. And then that kind of brought me into the scenarios. Since scenarios was a part of that. So it's been interesting.

Respondent-Well, you know, if you can make it to the world future society this summer, they only charge a hundred dollars for students to come. And it's a three-day conference in Washington D.C. And there will be a thousand people there from thirty-four countries. And they'll have a lot of futuring and visioning and stuff like that.

Greg-Okay.

Respondent-Which is, you know.

Greg-Is the registration for that on their web sites?

Respondent-Yeah, if you go to wfs.org. that would give you lots of material.

Greg-Yeah, because I'm thinking, since I'm getting so interested in this maybe somehow, some day I can start turning into something more than just the master's thesis.

Respondent-Oh, yeah.

Greg-Cause there's all kinds of ...

Respondent-You could be lecturing to landscape conferences all over the place. And then also you would have a pretty big audience for cities and everything to talk to them about what landscape architects can do to save them energy.

Greg-Yeah, and you know there is so many different directions you do this. With energy, with the creativity, keeping landscape as an art. You know, ways to do that. All kinds of directions that you can take this, once you grab the bull by the horns.

Respondent-Right.

Greg-All right, I don't want to waste any more of your time.

Respondent-Good to talk to you.

Greg-I appreciate your help.

Respondent-All right, good luck.

Greg-And if you have any other comments or anything on any of that stuff I sent you, if you think of something later, put a comment on there and shoot it back to me. I do appreciate it and I enjoyed talking with you.

Respondent-We'll see you then and good luck.

APPENDIX H

SECOND INTERVIEW QUESTIONNAIRE

Hello _____,

Thank you for taking time out of your schedule to meet with me the other day. The research is nearly finished. I have attached two files to this email. The first file is a figure of the visioning model for landscape architects and the second is a table of questions or actions that corresponds to each part of the model. Please take a look at each and make any comments you like. Any changes that you feel need to be made in order to make it more useful. Also comment on the overall usefulness. Due to time constraints I am sending this electronically. You can reply by return Email, PDF if you want to write on the material or fax. However I due to time constraints I do your feedback ASAP. Again, thank you for your time and I look forward to hearing back from you with your comments and suggestions.

Thank You
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Looks like it'll work. Would be useful as a guideline.

Respondent A

Greg....Sorry about the verbal rambling. I've highlighted (in blue font) my thoughts, giving examples of what I think you are envisioning. Your process model looks good.

Hope it helps....let me know how you do on this, and good luck!

Respondent D

Greg:

As I told you, I am not a great "visioning" person and have never had a great plan of action for my business or any part of my life for that matter - I have a tendency to take one day at a time. Your work looks fine to me and I really don't have anything to add. Good luck on defending your work.

Respondent F

*Greg-
Sorry, but I have been out of the office. I know I missed your deadline, but the model looked good.
Hope your defense went well.*

Respondent G

Looks fine to me.

Respondent J

Dear Greg,

Your model diagram and the questions for the model look good. At some point it would be nice to see your completed Thesis.

Regards,

Respondent K

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BIOGRAPHICAL INFORMATION

Prior to his Master studies in Landscape Architecture, Greg Cuppett had twenty-six years experience in business with United Parcel Service where he was responsible for operations management. His undergraduate studies were in Architecture and Business with a degree in Interdisciplinary Studies at Dallas Baptist University. Greg has interned at RTKL in Dallas, Texas. Currently Greg is employed at DFL Group in Fort Worth, Texas. After graduation Greg plans to continue work at DFL Group while attaining his landscape architects license and learning the business side of landscape architecture. Ultimately, Greg plans to open his own firm.