

AIA Orlando Strategic Plan



AIA Orlando

Strategic Plan 2018 - 2020

November 4, 2017

The leadership met to develop a strategic plan spanning 2017 – 2020. The plan should align with AIA Core Member Services and answer the question for members and prospects, “What does AIA Orlando do for me?”

AIA Orlando has a 501c3 subsidiary, the Orlando Foundation for Architecture. The component has nearly 800 members including affiliates. Because the AIA national convention was held in Orlando this year, the number of members might be considered a “bump” and may decline at renewal. A new executive director was hired this month.

It was noted that in the six county area¹, the profession is seeing attrition. And with fewer young persons entering the profession, the membership market-share may increase but the number of members may be declining.

Communicating value to the profession for recruitment and retention is essential. The plan should support the renewal process and demonstrate value. It is vital to maintain the momentum that was associated with hosting a national convention.

Mission and Vision

The combination of mission and vision serve as the brand statement for internal and external audiences. The leadership met prior to the planning session to recommend new statements aligned with AIA:

Mission: AIA Orlando is the voice of the architectural profession in Central Florida and a resource for its members in service to society.

Vision: Driving positive change through the power of design.

The mission is submitted annually to the IRS. It should frame all discussions and decisions by the board and committees.

¹ Nov 4, 2017: Orange 516/145 (individuals/firms), Osceola 30/11, Lake 49/10, Seminole 170/54, Volusia 54/19, Flagler 9/1.

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Goals

Goals are the core competencies of AIA Orlando. AIA Core Member Services recommend inclusion of seven goal areas:

1. Member Communication
2. Membership
3. Education
4. Advocate
5. Public Awareness
6. Governance
7. Financial

Through discussion and consensus the follow goals were recommended to advance the mission statement:

- I. **Engagement** - (Membership engagement and value) – Facilitate the experience members want from the component through events, opportunities, benefits and services.
- I. **Empowerment** – (Knowledge opportunities) – Provide the education and resources that advance careers and enhance the architect-client relationship.
- II. **Advocacy** – (Government relations) – Represent the interests of architects and architecture in our communities and Florida.
- III. **Leadership** – (Leadership in architecture and association governance) – Provide leadership in the community and maintain a nationally recognized component.

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Strategy Development

Strategies are the ongoing and new approaches to achieve the goals. The committees should be aligned with the goals and performance metrics suggested by the officers, committees and the executive director. It was suggested that the incoming president serve as the “Strategic Plan Champion” to monitor and report on progress.

- I. **Engagement** (Membership engagement and value) – Facilitate the experience members want from the component through events, opportunities, benefits and services.
 - A. **Career Entry** - Increase awareness of the profession in K-12 through outreach in each of the six counties with an annual event, i.e. career day.
 - B. **Benefits and Services** - Evaluate the portfolio of component benefits and services to demonstrate ROI and relevance to current and prospective members.
 - C. **Events** - Provide the meetings and events that connect members and deliver value in unique formats to engage in fun, value added experiences.
 - D. **Allied Members** - Facilitate opportunities for Allied members that add value for architects, integrating fun and unique events².
 - E. **Allied Organization Networking** - Facilitate collaboration for members with allied organizations and persons of influence.
 - F. **Special Interests** - Facilitate opportunities for members with special interests to network in forums with a purpose and in a self-governed manner.
 - G. **Membership** - Ensure continuous growth in all membership categories to sustain at least a 3% net gain and exceed a 95% retention rate.

- II. **Empowerment** – (Knowledge opportunities) – Provide the education and resources that advance careers and enhance the architect-customer relationship.
 - A. **Education/Knowledge Sharing** – Use AIA Florida ‘Tool Kit’ for K – 12, 2+2+2, emerging professionals, and young architects.

² Allied Committee to recommend a membership growth goal for each year.

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- B. **Community Involvement** – Through Orlando Foundation for Architecture³, educate the public by holding at least two community events annually. Include Design Award presentations at the actual building that won an award and tours of projects
 - C. **Mentorship/ Networking** – Offer mentorship by networking; facilitate members involvement in ACE, JA, County Public Schools, Jacob Leadership Institute.
 - D. **Continuing Education** – Provide educational opportunities that meet ongoing CE and designation requirements.
 - E. **Resource Center** – Be a preeminent member resource center on successful business practices, including international practice.
- III. **Advocacy** – (Government relations) – Represent the interests of architects and architecture in our communities and Florida.
- A. **Government Affairs** – Appoint a vibrant Government Affairs Committee to drive legislative and policy advocacy efforts. Consider candidate forums; include lawmakers in AIA Orlando events.
 - B. **Media Relations** – Harness the opportunity for local media to promote architecture and design.
 - C. **Local Monitoring** – Identify members to monitor and report on public policy issues and proposals in the six counties; build relations with county and city government officials.
 - D. **Allied Organizations** – Position AIA Orlando to be a collaborate partner with allied organizations.
 - E. **Center for Architecture and Design** – Develop a Center for Architecture & Design as a place for convening persons of influence, and promoting the benefits of good design.
 - F. **Communications** – Increase member awareness of the issues and opportunities for grassroots involvement in government affairs; build a network so members are prepared to respond to issues when called upon.

³ Develop a Foundation strategic plan for fund raising and contributing funds.

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- G. **AIA** – Support and leverage the resources of the Institute and Florida Association.
- H. **Brand** – Sustain or improve brand strength of AIA in Central Florida.

IV. **Leadership** – (Leadership in architecture and association governance) – Provide leadership in the community and maintain a nationally recognized component.

- A. **Leadership Development** – Ensure there is a pipeline of future leaders for the component and support those who ascend to serve at the state and national levels. Communicate the benefits of leadership to members and local firms to identify new leaders. Maintain relationships with students to identify emerging leaders.
- B. **Local Organizations** – Encourage members to serve on locally appointed and elected boards to represent architecture; position AIA Orlando as a convener of local presidents in related organizations.
- C. **Past Presidents** – Convene AIA Orlando past presidents periodically for input and special projects.
- D. **Governing Processes** – Adopt appropriate governing documents and policies, i.e. responding to charitable requests, strategic reinvestment of savings, etc.
- E. **Resources** – Be excellent stewards of components assets.

Next Steps

- Approval by a motion of the board of directors.
- Align financial resources⁴ with the priorities in the strategic plan.
- Assignments of committees and taskforces.
- Stakeholder and member awareness.
- Periodic reviews.
- Three year update.

⁴ Making best use of savings reserve to advance priorities in the strategic plan.

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