



# AIA EAST BAY TWO-YEAR STRATEGIC PLAN 2024-2026

The following strategic plan outlines how the organization will achieve its two primary goals over the next two years.



# Goal 1: Organizational Innovation and Resilience

**Vision of Success:** The AIA East Bay is a dynamic and thriving organization with a diverse and engaged membership.

## **We will employ two strategies to achieve this goal**

- Governance / Leadership
- Strategic Growth through Relevance and Inclusion

**1. Governance/Leadership:** Establish effective and capable leadership and governance structures to guide the organization toward its objectives. Leadership that fosters a culture of innovation and resilience prioritizes impactful initiatives, manages risks, and aligns efforts with organizational objectives. Strong governance & leadership enable AIA East Bay to adapt to change and stay relevant to its members and partners.





## Tactics to achieve growth through effective leadership and governance



### Vision Mission Development



**November 23, 2023**

Revise and finalize the mission statement



**December 14, 2023**

Share the new mission statement with the membership at Membership Party



### Board Training & Development

**April 1, 2023**

Conduct a board training session to clarify roles and responsibilities.



**October 2024**

Implement best practices as determined by the Board in the Board Handbook and Orientation.



### Committee Structure Assessment



**December 1 2023**

Recruit a working group for the items below



**January 31, 2024**


Evaluate the current committee structure and define alignment.



**February 28, 2024**

Align the committee activities with the organization's governance/leadership objectives.

## Goal 1: Organizational Innovation and Resilience



**Vision of Success:** The AIA East Bay is a dynamic and thriving organization with a diverse and engaged membership.

**2. Strategic Growth through Relevance & Inclusion:** This approach prioritizes the development of a diverse and inclusive organizational culture while also focusing on creating products and services that are relevant and valuable to a broad range of customers. In addition, this strategy recognizes that diversity and inclusion are essential from a social responsibility standpoint & crucial for driving growth and innovation. We can develop more innovative solutions and better serve our members by creating an environment where people from different backgrounds and perspectives can contribute their unique ideas and experiences. Additionally, by intentionally designing products and services that meet the needs of our diverse membership, we can expand our membership community and drive growth.





## Tactics to achieve growth through Relevance and Inclusion.



### Why do members belong?



**November 31, 2023**

Conduct a survey to determine why members belong.



**December 31, 2023**

Analyze the survey results and identify the top reasons why members belong by



### Who and where are our Members?

**November 31, 2023**

Perform a member demographic assessment



**January 31, 2024**

Analyze the member diversity data (geographic, interdisciplinary, etc.) and create a report.



### What do our Members need/want?

**November 1, 2023**

Conduct a member needs assessment survey.



**November 25, 2023**

Analyze the survey data and identify the key needs and wants of members by



## Tactics to achieve growth through Relevance and Inclusion.



## Perform a gap analysis

**January 31, 2024**

Compare the member needs/wants with the current offerings



**March 31, 2024**

Identify areas where the organization can improve and better meet member needs by



**June 30, 2023**

Define actionable JEDI (big I for inclusion) for AIA EB - what do members believe it means and why it's important



**September 30, 2024**

Evaluate committee work and align with JEDI principles



**March 31, 2025**

Develop and implement initiatives that promote inclusion within the organization.



## Goal 2: Value Proposition



**Vision of Success:** The AIA East Bay is the leading organization in (Northern California or East Bay) for design professionals committed to improving the built environment.

**We will employ three main strategies to achieve this goal:**

**1. Career advancement:** Driving members' career advancement is essential for the AIA East Bay to remain relevant and valuable to its membership, stay competitive in the industry, and increase its influence within the profession. Providing professional development opportunities attracts and retains members seeking to enhance their professional growth while supporting their career advancement helps members stay abreast of industry changes and adapt to new trends. Members who are successful and influential in their careers are more likely to contribute to the association's leadership and volunteer efforts, bringing valuable expertise and insights to the organization and helping to shape the future of the profession.



## Tactics for providing Career Advancement opportunities to members.



### Career Pathways

**September 20, 2023**

Assess member's needs for career development opportunities – part of developing questions for member survey.



**July 31, 2024**

Promote career development opportunities and equitable practices.



**October 1, 2025**

Provide training & education programs based on the AIA Advancing Careers program that meet member needs by



### Firms

**October 31, 2023**

Assess what smaller firms need as part of the member survey.



**June 1, 2024**

Develop resources and tools to support professional development in smaller firms.



**October 1, 2024**

Create messaging and training materials to help firms utilize professional development opportunities.



### Programs for member growth as architects

**April 1, 2024.**

Offer ARE Prep courses and mentorship programs.



**October 1, 2024**

Provide resources and support for professional practice development





## Goal 2: Value Proposition

A solid red horizontal bar.

**Vision of Success:** The AIA East Bay is the leading organization in Northern California for design professionals committed to improving the built environment.

**2. Industry resource & engagement with the AEC industry:** The AIA East Bay's value proposition to its members is driven by the requirement that it be an industry resource & conduit for engagement with the AEC industry. This helps members build relationships, stay up-to-date with industry trends, and remain competitive. It also fulfills the organization's mission of advancing the value of architecture and design and contributing to the betterment of society.



## Tactics to increase engagement with the larger AEC industry



### Partnering with other AEC organizations

**August 1, 2023**

Collaborate on co-produced events and cross-promote with other organizations



**August 1, 2024**

Drive AIA members to participate in events hosted by partner organizations



### Develop business relationships

**October 1, 2023**

Convene a working group to define what a Biz Dev relationship is and how to measure it.



**March 31, 2024**

Establish mutually beneficial partnerships with industry organizations.



**August 1, 2024**

Share member benefits with partner organizations to enhance value proposition.



### Communities of Interest

**June 15, 2024**

Open membership to Communities of Interest and promote participation.



**September 3, 2024**

Encourage non-AIA organization members to join Communities of Interest.





## Goal 2: Value Proposition



**Vision of Success:** The AIA East Bay is the leading organization in (Northern California or East Bay) for design professionals committed to improving the built environment.

**3. Subject matter expertise:** The AIA East Bay's value proposition to its members is driven by the requirement to be a subject matter expert in architecture and the AEC industry. This ensures that members have access to the latest knowledge and best practices and that the organization can maintain its reputation as a thought leader. Subject matter expertise is also critical for the AIA East Bay to fulfill its mission of advancing the value of architecture and design and contributing to the betterment of society.



## Tactics to achieve our becoming “the” subject matter experts



### Create and deliver programming

**September 1, 2023**

Measurable Action: Add questions to member survey.



**February 1, 2024**

Develop relevant programming for members and professionals in the AEC industry.



**February 15, 2024**

Measurable Action. Assess current programming against member needs, and develop or change current programming to align with member demand.



**September 3, 2024**

Measure the attendance & satisfaction levels of the events.



### Ensure holistic networking opportunities

**September 1, 2023**

Convene a working group to define a holistic networking opportunity and how to measure it.



**February 1, 2024**

Organize events facilitating one-on-one and group networking with subject matter experts.



**June 4, 2024**

Collect feedback from attendees on the networking experiences.



### Utilize our network of Allied Professionals

**June 1, 2024**

Engage Allied Professionals as subject matter experts in events and programs.



**September 30, 2024**

Measure the number of Allied Professionals involved and their contribution to the organization's expertise by