

IMPLEMENTATION PLAN

AIA New Orleans' strategic plan includes specific goals and directions for the organization's programming (i.e., member services, advocacy, and community services) and organizational development (i.e., member engagement, Board, committees, staffing, and financial sustainability). These directions will be implemented in collaboration with NOAF as described in the plan, especially with regard to the advocacy, public awareness, and fundraising activities.

Although the strategic plan describes AIA's directions for the coming 3 to 5 years, the following implementation plan includes specific action steps only for the remainder of 2015 and all of 2016. In essence, these initial eighteen months represent a transitional period for AIA, during which time the degree of member engagement and member-driven activities will expand dramatically. At the end of that period, the Board will develop an expanded, multi-year implementation plan based on: a) the success of the member engagement strategies, b) the ways in which members have shaped the programs and organizational development of the association, and c) the benchmarks for activity and engagement that will have been established during this phase.

For each action step in the implementation plan there is a target date, and an indication of the individuals or groups with primary responsibility for implementation. It is important to note that this implementation plan is not a comprehensive list of action steps related to all AIA and NOAF activities and programs, but is intended to inform and direct implementation of the directions in the strategic plan. The action steps are grouped into the following categories:

- Programs and Services
 - Professional development
 - Networking
 - Advocacy
 - Public awareness
- Member Outreach and Engagement
- Expanding Revenue
- Organizational Development

(Note: The implementation for 2015 also includes a section on the adoption and dissemination of the strategic plan.)

Presented below is an overview of each of the coming two years intended to provide some context for reading the full detail contained in the action steps.

YEAR 1: THE REMINDER OF 2015

The focus of 2015 will be the adoption and dissemination of the plan, the initial transition of the Executive Director position to full time, some additional design of the various program models, and a substantial amount of outreach and marketing of the plan and the opportunities for involvement to members and partners, including a major "launch" of the plan at the annual meeting in November .

YEAR 2: 2016

The focus of 2016 will be piloting the programming and member engagement strategies in the plan, benchmarking the activities to inform future goals, and developing detailed cost projections for the association's expanded level of staffing and activity along with the related budgets and revenue targets. Year 2 will also include a process, to begin during the summer, for creating the expanded implementation plan for presentation to the membership at the annual meeting in November.

YEAR I: REMAINDER OF 2015

Year I Actions Steps	Target Date	Primary Responsibility
ADOPTION AND DISSEMINATION OF THE STRATEGIC PLAN		
1 Formally approve the strategic plan	July 2015	Executive Board
2 Post the strategic plan on the AIA website and publicize to members and partners	August 2015	Executive Director
3 Develop a professionally produced and attractive version of the plan for use in dissemination and fundraising	September 2015	Executive Board
4 Make a formal presentation of the strategic plan to the membership at the annual meeting	November 2015	Executive Board
5 Conduct targeted dissemination of the strategic plan to partners, sponsors, the public, and the media	November 2015	Executive Board
PROGRAMS AND SERVICES		
Professional development		
6 Refine the lecture series concept, develop materials to use in outreach for presenters, and begin outreach to members and partners	November 2015	Executive Director Member Services Coordinator Membership Committee
7 Reach out to members for input on professional development topics, scheduling, and logistics	November 2015	Executive Director Member Services Coordinator Membership Committee
8 Identify content and scheduling gaps in professional development calendar, and develop plans to fill those gaps	December 2015	Executive Director Member Services Coordinator Membership Committee
9 Create a comprehensive 2016 calendar of professional development activities and events, and publicize with members	December 2015	Executive Director Member Services Coordinator Membership Committee
10 Assess existing library of professional development materials and resources, and identify gaps.	December 2015	Executive Director Member Services Coordinator Membership Committee
Networking		
11 Convene a member task force to design and plan structured networking activities and events	November 2015	Membership Committee
12 Announce plans for more structured networking activities and events at the annual meeting, and invite members to host and/or participate in such events	November 2015	Membership Committee
13 Develop a 2016 calendar of networking events, and publicize with members	December 2015	Membership Committee

Year 1 Actions Steps	Target Date	Primary Responsibility
Advocacy		
14 Recruit members and convene an expanded Advocacy Committee	November 2015	Advocacy Committee Executive Board NOAF Board
15 Develop list of current and pending policy issues relevant to the membership, and begin to develop advocacy positions and strategies	December 2015	Advocacy Committee (AIA and NOAF)
16 Identify full roster of relevant public officials and begin to develop outreach and relationship-building strategies	December 2015	Advocacy Committee (AIA and NOAF)
Public awareness		
17 Convene a joint NOAF and AIA Task Force to plan and develop an annual calendar of public awareness events	December 2015	NOAF Events Committee (subcomm.)
18 Begin to reach out to businesses and community-based organizations to explore opportunities for joint public awareness activities and events	December 2015	Public Awareness Task Force (AIA and NOAF)
19 Establish print, online, and social media platforms for public awareness information, and invite members to participate and/or suggest topics and activities	December 2015	Public Awareness Task Force (AIA and NOAF)
20 Continue implementation of the IO Stories Project	Ongoing	YAF
MEMBER OUTREACH AND ENGAGEMENT		
21 Establish a task force to design and plan activities and events related to member engagement, including highlighting local firms and their principles through firm visits and media, member service recognition, etc., and use the annual meeting to invite members to participate	November 2015	Membership Committee Members Services Coordinator
22 Announce affinity group plans, and invite members to work with the staff and Membership Committee to reconvene and/or form affinity groups	November 2015	Membership Committee Members Services Coordinator
23 Establish a Member Grants Subcommittee of the Membership Committee to develop preliminary guidelines and application procedures	November 2015	Membership Committee Executive Director Member Service Coordinator
EXPANDING REVENUE		
24 Develop 2016 budget, including specific targets in all categories of revenue for presentation at annual meeting	November 2015	Executive Board NOAF Board
25 Develop plan to adjust member dues for 2016, and announce at annual meeting	November 2016	Executive Board
26 Continue to plan and implement existing calendar of fundraising events	Ongoing	Event Committee and relevant subcommittees Executive Director Association Manager
27 Convene a the Development Committee to beginning planning for revenue development activities including: use of Design Center, grants, and individual and business donors	December 2015	Executive Committee Development Committee

Year 1 Actions Steps	Target Date	Primary Responsibility
		Executive Director Association Manager
ORGANIZATIONAL DEVELOPMENT		
28 Orient all staff to the strategic plan, and develop staff priorities and division of responsibilities for implementation	September 2015	Executive Director Executive Board
29 Refine needs related to Board recruitment, begin identifying individuals to recruit for the Executive Board, and present slate to the annual meeting	November 2015	Executive Board
30 Identify chairs for the new committee structure, announce the new structure and recruit committee members at annual meeting	November 2015	Executive Board
31 Develop NOAF membership and governance structure, and present at annual meeting	November 2015	NOAF Board Executive Board
32 Develop a financial plan for transitioning the Executive Director position to full-time, and implement the transition	December 2015	Executive Board NOAF Board

YEAR 2: 2016

Year 2 Actions Steps	Target Date	Primary Responsibility
PROGRAMS AND SERVICES		
1 Document and benchmark pilot activities in all programming areas: level of participation, participant satisfaction, and outcomes, for presentation at the annual meeting	Ongoing through November 2016	Executive Board Executive Director All relevant committees and task forces
Professional development		
2 Pilot lecture series, evaluate, and develop plans for expanding	April 2016	Event Committee Executive Director Member Services Coordinator
3 Implement and market the calendar of professional development activities and events	Ongoing	Event Committee Executive Director Member Services Coordinator
4 Expand library/clearinghouse of professional development materials and resources, and regularly market to members	Ongoing	Executive Director Member Services Coordinator
5 Establish task force to design and develop AIA's career services, job bank, and related resources for both firms/employers and job seekers	June 2016	Membership Committee Executive Director Member Services Coordinator
6 Present report to the annual meeting regarding AIA's professional development activities, and invite recommendations for subsequent years	November 2016	Membership Committee Events Committee Executive Director
Networking		
7 Convene the Design Awards Committee as a subcommittee of the Events Committee, and develop plans for the Design Awards that include opportunities for recognition for all team members from the nominated projects	January 2016	Events Committee Executive Director
8 Pilot structured networking activities, evaluate, and develop plans for refining and expanding	April 2016	Membership Committee Executive Director Member Services Coordinator
9 Implement and market expanded calendar of networking events	Ongoing	Membership Committee Executive Director Member Services Coordinator
10 Convene the AIA Fellows to plan their role in AIA networking activities	April 2016	AIA Fellows Member Services Coordinator
11 Convene YAF to develop plans for networking among new and emerging professionals in the field	April 2016	YAF Member Services Coordinator

Year 2 Actions Steps	Target Date	Primary Responsibility
12 Establish a task force to develop plans to pilot a sponsored charette, competition, or studio activities for members	June 2016	Membership Committee Member Services Coordinator
13 Present report to annual meeting on member engagement in networking activities, and invite additional recommendations for subsequent years	November 2016	Membership Committee Executive Director
Advocacy		
14 Initiate outreach and engagement of relevant public officials and policy makers	Ongoing	Advocacy Committee Executive Director
15 Develop and implement advocacy activities on current and pending issues relevant to the membership, including: press releases, white papers, testimony at hearings, drafting and presenting policy language, and meetings with relevant public officials	Ongoing	Advocacy Committee Executive Board Executive Director
Public awareness		
16 Pilot public awareness activities, evaluate, and develop plans to refine and expand	April 2016	Public Awareness Task Force (AIA and NOAF)
17 Implement calendar of public awareness activities and events	Ongoing	Public Awareness Task Force (AIA and NOAF)
18 Develop and disseminate public awareness content through print, online, and social media vehicles	Ongoing	Public Awareness Task Force (AIA and NOAF)
MEMBER OUTREACH AND ENGAGEMENT		
19 Develop and implement effective systems for two-way communication regarding opportunities for member input and engagement	March 2016	Membership Committee Member Services Coordinator
20 Create detailed and targeted marketing materials for all member engagement strategies	April 2016	Membership Committee Member Services Coordinator
21 Support existing affinity groups and establish first cohort of new affinity groups, conduct outreach for participation	April 2016	Membership Committee Member Services Coordinator
22 Disseminate guidelines and application materials for member grants, pilot a first cohort of grants, evaluate, and refine process for next round of grants	June 2016	Membership Committee Member Services Coordinator
23 Implement full calendar of member engagement activities	Ongoing	Membership Committee Affinity Groups Member Services Coordinator
EXPANDING REVENUE		
24 Continue to plan and implement annual calendar of fundraising events	Ongoing	Event Committee (and relevant subcommittees) Executive Director Association Manager
25 Implement dues increase	January 2016	Executive Board

Year 2 Actions Steps	Target Date	Primary Responsibility
26 Research grant opportunities, develop boilerplate grant application materials and language, and begin submitting grant proposals	Ongoing	Development Committee NOAF Board Executive Director
27 Develop and implement plans and related materials for marketing the Design Center to external audiences for rental and other revenue-generating uses	April 2016	Development Committee Executive Director Association Manager
28 Convene a task force within the Development Committee to plan and develop a “Friend of AIA” entity that can attract individual and business donors	April 2016	Development Committee NOAF Board Executive Director Association Manager
29 Develop and implement a plan for marketing the AIA website to potential advertisers	June 2016	Development Committee NOAF Board Executive Director Association Manager
ORGANIZATIONAL DEVELOPMENT		
30 Begin term of new Executive Board	January 2016	Executive Board
31 Convene task force for Executive Director search, complete process, introduce full-time Executive Director at annual meeting	June 2016 through November 2016	Executive Board NOAF Board
32 Develop updated implementation plan for strategic plan for presentation to annual meeting	August 2016 through November 2016	Executive Board Executive Director
33 Assess the effectiveness of the new committee structure, make modifications as necessary, and announce at the annual meeting	August 2016 through November 2016	Executive Board