



**IREM Institute of Real Estate Management**

**2010/2011  
STRATEGIC BUSINESS PLAN**

**Virginia Tidewater Chapter No. 39**

## Introduction

A committee was appointed by our 2007 Chapter President, Vera McPherson, to prepare a Strategic Plan for 2007 and beyond to submit to the membership for approval at the Annual Membership Meeting. The committee was comprised of past Chapter presidents, 2007 Executive Council members, and new and “experienced” members. **The Strategic Plan is reviewed annually by the Executive Council. Revisions are submitted to the membership for approval at the Annual Membership Meeting held in September of each year.**

The committee identified key strategic activities that we must undertake to move successfully into the future. The existence of this plan serves as a guide for positive decision-making and ongoing operational work. This is not intended to be a one-time event, but an ongoing commitment and process to lead our chapter in a tactical direction.

This Strategic Plan lists our goals and an action plan which we will strive to accomplish within a 3-5 year period. These goals are based on the core purpose **and core values** from the Strategic Plan prepared by IREM National.

***To advance the profession of real estate management while helping real estate managers prosper and add value to their companies and the properties they manage.***

***We believe that management matters...that good management translates into value.....that well-managed properties improve the quality of life for people who live, work and shop in them; in professional ethics; in the power of knowledge....and the importance of sharing it.***

Our Chapter goals include the following:

- **Organize For Growth** – IREM’s business platforms and networks are aligned for and directed toward growing the organization with respect to influence membership, product sales, course enrollments, and revenues.
- **Manage For Quality** – IREM competes by focusing on excellence, producing top-quality educational and information products and services offered through leading-edge delivery platforms.
- **Build Community** – IREM serves the core and expands its network by engaging members in the professional real estate management community, local, regional, national and international, virtual.
- **Market with Intention** – IREM advances its presence and shapes the real estate management profession through deliberate, systematic marketing communication efforts.

- **Focus Around Industry Issues – By being industry-focused and member-centric, IREM is positioned as the most comprehensive, trusted, relevant, accessible source of knowledge and information about and support for the real estate management industry.**

**The Envisioned Future**

- **IREM will be the first choice of real estate owners, investors, and managers and their companies.**
- **Those in real estate management and their companies will come to IREM and stay with IREM because it enhances their prosperity.**
- **IREM will be the primary source of education and knowledge for the real estate management profession.**
- **Real estate owners and investors will seek our IREM's professional real estate managers to manage their properties.**
- **People will realize their lives are improved by living, working, and shopping in properties professionally managed by individuals and companies with IREM credentials.**

**IREM Virginia Tidewater Chapter 39 – 2010 Executive Council Committee**

**Juanita Kelley, CPM® ARM®**

**Todd Taylor, CPM® CCIM®**

**Matthew Smith CPM®**

**Renee Pulliam**

**Darlene Crick, CPM®**

**Jae Roe, CPM® ACoM®**

**Shira Ali ARM®**

# **IREM Virginia Tidewater Chapter No. 39 2010/2011 Strategic Business Plan**

## **MEMBER SERVICES**

### Strategic Goals

To specify and provide valued services and support to Chapter members ensuring that available educational, legislative, and networking resources provided by IREM National and Chapter 39 are accessible. Chapter membership and its related recognition of it must be reinforced.

### Objectives

1. Provide beneficial services that improve the careers and knowledge base of the membership thereby ensuring the vitality of the Chapter and its membership.
  - a. Survey each Chapter member to define the level and type of membership services they require.
  - b. Ensure that Chapter services are reinforced in the newsletter and at Chapter meetings.
  - c. Identify a mentor for new designee candidates to assist in obtaining educational goals.
  - d. Promote scholarship opportunities throughout our area to include an outreach program.
2. Specifically identify ways to increase member participation and interest.
  - a. Reinforce existing membership services and improve as needed.
  - b. Enhance existing meeting format. Provide consistent structure with a goal for each meeting, i.e. topic, speaker, location, time, etc.
  - c. Provide and promote employment exchange opportunities on IREMjobs.org, the Chapter web site, and electronic messaging.
  - d. Maintain and enhance Chapter sponsored scholarship and provide guidance to members on IREM National scholarship programs and support deserving Chapter applicants.
  - e. Continue and further develop the Chapter Mentor Program for candidates.
3. Monitor how membership perceives the value received of existing membership services.
  - a. Continue “thoughts to go” program which surveys members on various issues during monthly membership meetings.
  - b. Survey membership periodically to keep a pulse on services and how, or if, they should be improved, discontinued, and/or implemented if newly identified.
  - c. Chart attendance for each event and reconcile event evaluation forms.
  - d. Report survey results to the Executive Council.

# **IREM Virginia Tidewater Chapter No. 39 2010/2011 Strategic Business Plan**

## **MEMBERSHIP**

### Strategic Goals

Broaden and increase membership to include real estate management professionals managing all types of real property and forms or real property ownership.

### Objectives

1. Chapter President and Vice President for Membership to identify and seize recruitment opportunities.
  - a. Establish membership goals at beginning of year and conduct annual membership drive.
  - b. Annually set a quarterly number goal of key real estate firms and/or individuals to be interviewed.
  - c. Recruit members from organizations which are no longer active in area.
  - d. Report on membership recruitment activity at each Executive Committee meeting.
  - e. Chart potential membership attendance at all Chapter functions and analyze data to refine recruitment activities.
  - f. Annually set a number goal for the purpose of inviting representatives of real estate firms, and/or individuals to educational offerings, meetings, and/or to complete an application for memberships participation.
  - g. Compile statistics on conversion of potential members to actual members surveying what attracted their attention and positive decision. Report findings annually to the Executive Committee.
  - h. Track the loss of any members and what influenced their decisions.
  - i. Update mailing lists on a quarterly basis.
  - j. Mailings to be distributed to possible future members prior to each Chapter meeting and educational offering.
2. Chapter President and Vice President For Membership to identify key real estate professionals. The focus of this identification process shall be on interviewing real estate professionals for the purposes of determining their needs.
  - a. Meet with local management firms and solicit membership.
  - b. Invite to a Chapter Meeting and/or educational offering key real estate professionals and other key individuals as identified in organizations as listed above.
3. Committee members shall encourage membership to bring another real estate professional to Chapter meetings.

4. A representative number of Chapter officers and/or Chapter members shall attend all openings of educational offerings to promote and recruit new membership.
5. Identify and maintain contact with prospective and new members.
  - a. Introduce new members in the Chapter newsletter.
  - b. Send Chapter newsletters to potential future members.
  - c. Acknowledge new attendees at Chapter meetings.
6. Vice President for Membership will submit an article in the quarterly newsletter.

# IREM Virginia Tidewater Chapter No. 39 2010/2010 Strategic Business Plan

## LEADERSHIP

### Strategic Goals

Support National and Chapter leadership as well as identify, recruit, and develop future leaders.

### Objectives

1. Support National and Chapter leadership.
  - a. Ensure Chapter clearly understands National and Regional leaders' goals.
  - b. Attend National and Regional meetings.
  - c. Invite National and Regional leaders to local events.
2. Establish formal secession plan. **Prior to becoming President Elect, the member must serve no less than two (2) years on the Executive council, one of which as an Officer, holding one of the Vice President positions.**
  - a. Identify future leaders and prepare them for leadership positions.
  - b. Promote attendance of current and future leaders to National and Regional conferences.
  - c. Encourage participation on committees for local, Regional, and National levels.
3. Leadership should be representative of all facets of investment real estate.
  - a. Consider selecting leadership from different real estate areas (commercial, industrial, multi-family, office, etc.).
4. Chapter President **and Past President Committee chair** shall serve as a coordinator of Officers, Executive Council Members, and Committee Chairs requiring timely reports of Chapter activities assigned to each.
5. Current Chapter President shall be responsible for full implementation of the Chapter 39 Strategic Plan and review annually for any revisions and/or updates.
6. Current Chapter President will identify annually with a report to the Nominating Committee, three (3) potential members deserving of future leadership responsibilities as a new Officer, Executive Council Member, or Committee Chair.
7. Chapter President and President-Elect must attend Leadership and Legislative Summit, Region 3 Conference, and annual IREM Business and Governance Meetings. If funds permit, the Chapter Association Executive must also attend

conferences. Additionally, the Legislative Chairperson is encouraged to attend the Leadership and Legislative Summit.

8. Prepare future Chapter Leaders by encouraging attendance at Leadership and Legislative Summit, Region 3 Conference, and annual IREM Business and Governance Meetings.
9. The President-Elect shall hold an Orientation Meeting for all incoming Officers, Executive Council Members and Committee Chairs by October 30 of each year to charge members with attaining goals and objectives identified by IREM National and Chapter 39 for the upcoming year.
10. **At the Orientation Meeting, the Chapter President will submit his or her chapter goals to the new slate of officers. Within 30 days of the Orientation Meeting, each Committee Chair shall submit to the Chapter President his or her specific goals and objectives of their committee which support the Chapter's Annual Strategic Business Plan and the incoming Chapter President's goals for the coming year.**
11. Chapter Officers shall invite each Chapter member to personally participate in the support of the Annual National and Chapter goals and objectives based on their identified interest and/or specific expertise.
12. Support per Chapter policy, Chapter leaders, and future officers attendance at Leadership and Legislative Summit, Regional Leadership Conference, and annual IREM Business and Governance Meetings.
13. Create a binder for each officer and committee position with procedures, duties, and responsibilities including samples and ideas, which will be transitioned to new officers and committee chairs during annual Orientation Meeting.
14. Promote autonomous committee activity to plan and recommend courses of action to Executive Council.
15. Encourage and support current and past Chapter leadership to participate on National committees, tasks forces, work groups, etc.
16. Develop and monitor an annual budget that maintains the Chapter as fiscally sound with monetary resources and reserves adequate to provide funds for educational activities and programs necessary to achieve the goals and objectives for the Chapter and National leadership.
17. Develop, review, and update a treasury management/reserve policy to maximize the returns on funds held in reserve and protect the future financial security of the Chapter.

# **IREM Virginia Tidewater Chapter No. 39 2010/2011 Strategic Business Plan COMMUNICATION**

## **Strategic Goals**

Promote IREM through providing readily accessible means of communication regarding information, training opportunities, and events relative to real estate management professionals.

## **Objectives**

1. Promote the organization and its activities at all possible opportunities.
2. Maintain and enhance Chapter's web site.
3. Publish newsletter containing articles of interest to the membership.
4. Continue to evaluate and improve format and distribution of newsletter.
5. Send newsletters and meeting announcements to key player at each management firm.
6. Announce upcoming meetings and events in local publications.
7. Submit press releases on incoming Executive Council members, recipients of CPM, ARM, ACoM and AMO designations, award winners, scholarship recipients, and charity donations.
8. Participate in events and through sponsorship of events throughout the community to promote IREM recognition.
9. Promote joint meetings with other chapters.
10. Vice President of Communications will submit an article in the quarterly newsletter.

# IREM Virginia Tidewater Chapter No. 39 2010/2011 Strategic Business Plan EDUCATION

## Strategic Goals

To encourage professional growth and provide educational opportunities for real estate professionals.

## Objectives

1. Maintain and enhance the reputation of IREM as the source for excellent educational offerings and the source for those pursuing educational opportunities.
  - a. Promote educational offerings within Chapter 39, Region 3, and National levels.
  - b. Schedule programs regarding current developments in the real estate industry, product updates, etc.
  - c. Ensure 50% of the monthly membership meetings cover educational topics.
  - d. Evaluate each course offering and seminar presented as to quality of presentation, material, facilitator, and location, and act upon constructive criticism provided.
  
2. Enhance knowledge of professionals in the real estate management industry.
  - a. Identify Chapter members and real estate management professionals' need for educational offerings annually and provide same.
  - b. Survey real estate professionals and local firms to determine educational needs.
  - c. Enable those seeking the CPM, ARM, and ACM Designations that the educational offerings meet their needs.
  - d. Maintain an open forum at Executive Council meetings for sharing of potential seminars that the Chapter may wish to present based on needs and references.
  - e. Endeavor to communicate upcoming meeting topics on a quarterly basis.
  - f. Offer seminars, as appropriate, as part of either Chapter meetings or special educational opportunities to members and the real estate management industry.
  
3. Provide opportunity for networking to enhance professional development of the membership.
  
4. Chapter 39 Vice President of Education is **required** to actively participate on the Region 3 Education Committee.
  
5. Vice President of Education representative shall submit an article in the quarterly newsletter.

**IREM Virginia Tidewater Chapter No. 39**  
**2010/2011 Strategic Business Plan**  
**LEGISLATIVE**

Strategic Goals

Provide timely information regarding national, state, local issues which affect ownership and management of real estate. Support initiatives which promote appropriate positions.

Objectives

1. Work in conjunction with other associations to affect legislation on state, local, and national levels.
  
2. Legislative Committee Chair shall establish personal contact with local, state, and national lobbying groups and establish a means by which information on pending legislation is readily available to Chapter members.
  - a. Establish a means of communication for members to voice positions on pending or forthcoming legislation.
  - b. Establish a method by which members may be polled to ensure that the Chapter may take a pro-active position on state, local, and national legislative issues if deemed appropriate. Establish a method by which members might respond to various legislative issues.
  - c. Routinely provide information on resources for information on legislative issues.
    - 1) Report all relevant legislative information to general membership.
    - 2) Provide an annual listing of state and federal legislators to membership.
    - 3) Report on poll results of member positions for legislative issues.
    - 4) Fully utilize Chapter website for the purposes of transmitting current information on legislative issues and provide a means by which members might respond directly to legislators.
    - 5) Report to general membership issues discussed at Capitol Hill visit.
    - 6) Provide information to local media on legislative issues affecting our area.
  
3. Take an active role in IREM's Leadership and Legislative Summit, to include Capitol Hill visits. Coordinate Capitol Hill visits with legislative staff, and educate Executive Council members on issues to be reviewed with legislators during visits. Conduct follow-up legislative briefing for Chapter membership.
  
4. Legislative Committee Chair shall submit an article in the quarterly newsletter.