



## STRATEGIC PLAN 2018 - 2020

### Our Vision Statement

Through persistent commitment to our mission, we see a future characterized by a highly-educated group of real estate professionals who manage all product types with the highest of ethical standards in the industry. We are dedicated to nurturing and providing leadership to ensure individual and shared aspirations become realities.

### Our Mission Statement

IREM Austin works to enrich our members' careers in the real estate industry through education and professional development. Through various initiatives, from networking events and information sharing to highly regarded industry credentialing programs, our association provides services to our members at a variety of levels. For over 80 years, IREM has set the standard for professionalism in the real estate industry through adherence to the highest ethical standards and the promotion of best practices. We believe that good management matters and that well-managed properties pay dividends in terms of value and in the quality of life for residents, tenants and customers.

### Where We're Going

IREM Austin's strategic plan provides a blueprint to leverage our strengths, overcome our challenges and capitalize on the opportunities ahead of us. IREM Austin's priorities for 2018 – 2020 are to:

- ✓ **DELIVER VALUE TO MEMBERS** – Make IREM Austin the “go to” organization for the property management industry.
- ✓ **INCREASE IREM AUSTIN VISIBILITY** – Communicate the value of IREM Austin and increase membership. Benchmark our success against other IREM chapters and other real estate associations.
- ✓ **CREATE ASSOCIATION EXCELLENCE** – Ensure that IREM Austin has the resources and leadership to sustain a healthy organization.

# How We Are Going to Get There

## PRIORITY AREA: DELIVER VALUE TO MEMBERS

**Make IREM Austin the “go-to” organization for the property management industry.**

*Success Metrics: Membership retention, number of new members, satisfaction surveys.*

**Objective A:** Increase member engagement

**Strategy 1:** Create Circles of Influence

**Tactics:**

- Future Leader Group
- Pods (under Executive Officers)
- Mentorship
- Committees
- Continue networking opportunities

**Strategy 2:** Influence early engagement

**Tactics:**

- New member onboarding program
- New member outreach (invite to events)
- New member outreach for volunteering
- Member Journey Maps
- Luncheon welcome process (officer involvement)

**Objective B:** Education that matters

**Strategy 1:** Right products, right audiences (targeted to diverse memberships)

**Tactics:**

- Senior-level education, peer group
- Continue to offer entry and mid-level offerings
- Local class offerings for certification
- Future Leaders program
- Volunteer leader training
- Education for diverse product types
- Leverage social media
- Digital self-serve offerings

## **PRIORITY AREA: INCREASE IREM AUSTIN VISIBILITY**

**Communicate the value of IREM Austin and increase membership.**

*Success Metrics: Media mentions, social media views and shares, number of new members, website visits and page views, member retention.*

**Objective A:** Enhance IREM Austin’s presence

**Strategy 1:** Deploy multi-channel communications

**Tactics:**

- Social media strategy
- Website updates
- Member testimonials
- Dedicated marketing support (intern, paid staff)

**Strategy 2:** Leverage our corporate partners and organizational counterparts

**Tactics:**

- Market to Directors of PM and other key contacts
- Targeted Corporate Outreach Plan to key members of specific companies
- Key Players Luncheon and recognition
- Partner with other organizations and associations

**Objective B:** Grow membership

**Strategy 1:** Retain members

**Tactics:**

- Clear takeaways from events and programs (i.e. handouts and posting the presentation on the website)
- Event feedback
- Identify at-risk members and reach out
- Exit surveys (when a member leaves, another member reaches out)
- Promote member “wins”

**Strategy 2:** Acquire new members

**Tactics:**

- Target millennials
- Track prospects
- Recruit within corporate partners
- Strengthen university connections

## **PRIORITY AREA: CREATE ASSOCIATION EXCELLENCE**

**Ensure that IREM Austin has the resources and leadership to sustain a healthy organization.**

*Success Metrics: Operational plan, technology plan, revenue portfolio, profit & loss statement, net new revenues, reserves, membership growth, professional development of staff, board diversity.*

**Objective A:** Create a pipeline of IREM leaders

**Strategy 1:** Mentor volunteer leaders

**Tactics:**

- Board and officer training
- Future Leaders training
- Committee Chair training
- Mentorship program
- Annual Planning Retreat
- National and Regional conference attendance

**Strategy 2:** Build effective committees

**Tactics:**

- Collaborate with previous committee chairs
- Refine committee job descriptions
- Committee recruitment initiatives
- New member orientation
- Build diversity within committees
- Reward/honor/thank volunteers
- Pod Leader and Committee Chair training

**Strategy 3:** Enhance Chapter Diversity

**Tactics:**

- Future Leader Group
- Involve Past Presidents
- New Member On-boarding
- Multifamily targeted outreach
- Education to focus on all product types
- Partnered events with other associations
- Corporate outreach program

**Objective B:** Develop operational continuity.

**Strategy 1:** Administrative documentation

**Tactics:**

- Policies and Procedures Manual

- Board Manual
- Board meeting minutes
- AE contract, job description and documented performance reviews
- Succession planning
- Marketing resources
- Strategic Plan

**Objective C:** Practice sound financial stewardship.

**Strategy 1:** Operate sustainably

**Tactics:**

- Proforma budgets for events and committees
- Professional counsel on investments
- Establish checks and balances to mitigate risks

## **Summary**

For the 2018 – 2020 strategic plan to be successful, we need leadership as well as involvement from a broad base of IREM Austin leaders. The IREM Austin will provide the staffing and overall management of this plan, but the execution of these priority goals and the opportunity to succeed relies on our volunteer leaders and the engagement of our members.

This plan is distinguished by its aggressiveness, transparency and commitment to evaluating its progress by established benchmarks. This plan will be achieved through strong leadership, dedication, and broad collaboration. We will know which goals we are achieving and which need more attention, but we need your support to make it happen.