

CREW MIAMI STRATEGIC PLAN (2018-2020)

CREW Miami is an organization founded in 1987 by a group of visionary professional women who were engaged in a variety of fields in the commercial real estate industry. At its core, CREW Miami is an organization that provides members with quality educational and networking events while promoting business opportunities.

MISSION

To be the leading influence in the success of the commercial real estate industry in South Florida while advancing the professional achievements of women and those who support them.

CORE VALUES

CREW Miami is driven by a set of values that transcend the here and now and are the backbone of the organization. They are:

- **Leadership**
- **Excellence**
- **Influence**
- **Community**
- **Advancement**

In order to ensure the growth and sustainability of the organization, the Board of CREW Miami has developed a strategic plan with a 3-year road map that will be revisited by future boards with the frequency mandated by the needs of the industry and the membership.

3-YEAR PLANNING HORIZON: GOALS and INITIATIVES

GOAL 1: To Be Recognized for Industry Leadership

CREW Miami is the premier professional commercial real estate organization whose individual members are acknowledged as leaders and are sought out for their competencies and capabilities as they influence the CRE industry in South Florida.

INITIATIVES:

1. Ensure unique panel presentations on relevant commercial real estate topics by staying informed as to other local organizations' events and panel presentations and avoiding duplicative subject matter. **[PROGRAMS]**
2. Host Member to Member Events in new or emerging locations, highlighting new and/or emerging projects and players in the local commercial real estate marketplace. **[MEMBER SERVICES]**
3. Ensure timely and regular updates of CREW Miami website including the addition of blog posts from the most recent CREW event, pictures, deals among members, events on calendar, etc. **[COMMUNICATIONS]**
4. Highlight deals done by and/or among CREW Miami members by posting information on website and occasionally announcing at luncheons. **[COMMUNICATIONS]**
5. Through the Recruiting Committee, identify and recruit members strategically to provide the right mix of commercial real estate professionals from different fields so that members can find opportunities to do deals together. **[MEMBERSHIP]**

GOAL 2 – To Provide Value and Benefit to Members

CREW Miami attracts and retains leading professionals active in a diverse range of commercial real estate activities, who seek to do business with other CREW members and derive value from its local and national status.

INITIATIVES:

1. Survey our membership on an annual basis to learn more about what our members value in their CREW membership. **[MEMBERSHIP]**

2. Develop a curriculum for a members-only educational breakfast series or similar small-group educational sessions on topics relevant to commercial real estate professionals. **[SIGNATURE EVENTS/MEMBER SERVICES]**
3. Establish an Associate Member mentoring program, pairing Traditional Members with Associate Members. **[EDUCATION]**
4. Invite at least one CREW Member to serve as a panelist or moderator for each CREW lunch program to give our members opportunities to promote and enhance their "brand." **[PROGRAMS]**
5. Host speed-networking events for our members to help them get to know each other; these events could be hosted as Member-to-Member events. **[SIGNATURE EVENTS/MEMBER SERVICES]**
6. Create a video to show the value CREW provides for our membership and put it on our website. **[COMMUNICATIONS]**

GOAL 3 –To Empower Members and Develop their Spheres of Influence

CREW Miami advances and promotes its members through its networking opportunities, targeted publications and community outreach programs, at local, national and international levels.

INITIATIVES:

1. Create and maintain a "CREW-Miami Speakers Bureau" of past, current, and future potential speakers organized by topic and area of expertise. **[PROGRAMS]**
2. Institutionalize the award of a limited number of scholarships for CREW members to attend CREW Network Convention. Consider expanding scholarship program to include Leadership Summits. **[EDUCATION]**
3. Institutionalize Monthly Member Profile for dissemination to the members and other e-blast recipients. **[COMMUNICATIONS]**
4. Membership Committee should conduct annual CREW Biz Campaign during 1st Quarter to encourage members to create and/or update their CREW Biz Profiles on CREW Network's website. **[MEMBERSHIP]**

GOAL 4 –To Be the Preferred Source of Knowledge on CRE Trends

CREW Miami keeps its members relevant through high-quality programs that educate on important industry innovations, developments and trends.

INITIATIVES:

1. Raise the visibility of the Chapter by increasing the number of "high-powered" speakers at lunch meetings. Be mindful that the topic, speakers and title of the event are the driving force in increasing attendance, soliciting new members and sponsors. **[PROGRAMS]**
2. Keep apprised of the latest and most relevant topics through media and national organizations such as CREW Network and ISCS, and present 'hot topic' diversified programs and speakers to appeal to all areas of commercial real estate, each to be seen as a stand-alone premiere event with the proper invitation and public relations/press contacts (including real estate reporters) to highlight it as such. **[PROGRAMS]**
3. Use programs and events to: (a) Spotlight a member/board member to share a big deal with a call to action to join CREW-Miami and (b) market and publicize upcoming events and increase member awareness of the entire breadth of Chapter activities. **[PRESIDENT]**
4. Analyze the value of programs and events. **[PROGRAMS]**
5. At the discretion of the Board, partner with other organizations to provide larger general events and foster cross-marketing activities and connect with organizations complementary to the Chapter that are not in the real estate industry per se. **[PROGRAMS]**

GOAL 5 – To Ensure Sustainability through Strong Corporate Governance

CREW Miami values strong corporate governance and is committed to integrating and memorializing successful practices that will guide the advancements of the future.

INITIATIVES:

1. Develop Governance Policies by 4th quarter 2017. [E.g., No "pay-to-play," no infomercials by panel speakers, no sharing of member lists with non-members, committees should update playbooks at the end of the year and provide to new board/chairs. **[STRATEGIC PLANNING]**
2. Develop CREW Miami Playbooks for Membership and Hospitality, Programs, Communications and Sponsorship by 4th Quarter 2017. **[MEMBERSHIP] [PROGRAMS] [COMMUNICATIONS]**

3. Develop Playbooks for Signature Events, Education, Finance & Strategic Planning by 4th Quarter 2018. **[SIGNATURE EVENTS/MEMBER SERVICES] [EDUCATION] [TREASURER] [STRATEGIC PLANNING]**
4. Evaluate need for permanent Administrator in 2020. **[BOARD AD HOC COMMITTEE]**
5. Create and develop governance for an Advisory Board of Past Presidents. **[STRATEGIC PLANNING]**
6. Maximize use of Technology. **[COMMUNICATIONS]**
7. Develop process for maintaining Website current. **[COMMUNICATIONS]**