



CREW



NETWORK

**OUR VISION, OUR PLAN.
LET'S MAKE IT HAPPEN**

CREW Baltimore Strategic Plan





Envisioned Future

CREW Network

- Core Purpose: Mission

- CREW Baltimore is to be the organization of choice for Women within the Baltimore metropolitan commercial real estate industry to achieve parity in opportunity, influence and power..

- Baltimore metropolitan = Baltimore City + 5 surrounding counties.



Core Values

CREW Network

- A. Leadership: CREW Baltimore will reflect a comprehensive approach to the development and exhibition of the best qualities of collaborative leadership
- B. Excellence: CREW Baltimore will promote and exhibit the highest standards and integrity in business
- C. Influence: CREW Baltimore will be an agent of positive change
- D. Advancement: CREW Baltimore will provide leadership development, education, and opportunities to promote the advancement of women who work within commercial real estate
- E. Community: CREW Baltimore will develop and maintain community, support, assistance, and loyalty among multi-generational and multidisciplinary women



5-10 year horizon

CREW Network

- CREW Baltimore shall be the organization of choice for women within the Baltimore real estate industry.
- CREW Baltimore will create legacy of perpetual leadership and opportunities for women in commercial real estate



5-10 year horizon

CREW Network

- CREW Baltimore shall be the organization of choice for women within the Baltimore real estate industry.
- Strategies
 - Continue hard-hitting, timely programming
 - Increase recognition of members within and without organization
 - Membership waiting list
 - Strategic partnership with other organizations
 - Adopt 5 year experience level for full membership
 - 25% have over 20 years experience in commercial real estate
 - Competition for committee chairs and board positions
 - 2 year board commitment for all but president
 - Event attendance at programs and awards – “sold out”
 - Implement 3-5 year plan
 - Survey women in real estate industry as to what organization of choice looks like
 - Obtain registration list from other strategic partners



Goals 3-5 year horizon

CREW Network

- CREW Baltimore will meet the Network Gold Standard
- CREW will be the premier resource and referral network, whose individual members are recognized for their expertise and capabilities that influence the commercial real estate industry
- Companies, employers and sponsors will value and recognize CREW and its members as critical to their success, and support CREW's efforts on behalf of women in the commercial real estate industry.
- CREW Baltimore will be the recognized source of actionable knowledge and insight about women in commercial real estate.



Goals: 1 year horizon

CREW Network

- Members recognize and articulate proudly and passionately the value of their participation and involvement in CREW: “I got it done at CREW”
- Members understand, buy into and participate in implementation of strategic plan
- Members know value of National network



5-10 year horizon

CREW Network

- **CREW Baltimore shall be the organization of choice for women within the Baltimore real estate industry**
- **CREW Baltimore will create legacy of perpetual leadership and opportunities for women in commercial real estate**
- Complete transition to and maintain fully strategic board
- Maintain pipeline of board leadership through committees
- Recruit, retain and promote young professional women w/in network
- Educate members as to how to identify and pursue leadership opportunities within the chapter, the national network, and their employment
- Encourage and facilitate network board and committee participation
- Expand U-CREW outreach
- Retain more experienced members and former board members through targeted asks for participation (Trail Blazers event – chapter development/history)



G-1 Strategies 3-5 year horizon

CREW Network

- CREW Baltimore will meet the Network Gold Standard
- Grow chapter by 15% annually by
 - Attracting younger membership base
 - Containing membership to commercial real estate demographic – those who are essential to “the deal”
 - Targeting C-suite people for membership and/or involvement generally
 - Creating and maintaining diversity in membership (varying ages, experience, industry, specialization and management levels)
- Achieve 90% annual retention rate by
 - Phone call campaign by membership committee
 - Outreach to members who are not attending meetings
 - Programs and networking events attended by 80% of members
 - Continued committee growth
 - Utilize long term members as speakers
 - Past president/board member events



G-1 Strategies 3-5 year horizon (cont'd)

CREW Network

- Increase member to member deal making and referrals
 - Conduct speed networking/referral event
 - Toot your own horn campaign
 - Train CREW members how to identify potential and conduct business with fellow CREW members through CREW Buz and beyond
 - Survey members to establish baseline
 - Drawing for people who did business w/ fellow CREW member on monthly basis
 - Develop member recognition program
 - Convert qualified guests to members
- Establish mentoring to develop members into national winners
 - Identify trainers/ Board members and long time chapter leaders mentor others
 - Educate members as to the national awards criteria
- Encourage members to attend 85% of programs
- Improve member/guest attendance ratio
- Board assessment of committee members to identify successors



G2 Strategies: 3-5 year horizon

CREW Network

- CREW is the premier resource and referral network, whose individual members are recognized for their expertise and capabilities that influence the commercial real estate industry
 - Members use social media to seek deal partners and referrals
 - Increase CrewBiz presence and use by members
 - Ramp up/activate PR committee and charge to have all members complete bios by ____
 - I knew about you from CREWBiz campaign – it's not just about national business
 - Develop member and business recognition program
 - Increase number of member only events as part of the referral network
 - Delegate responsibility – task to Programs and Membership committees to form subcommittee
 - Utilize/involve former board members and long term members as mentors, individual sponsors, and program speakers
 - Identify CREW members as such when on speaking panels and in program invitations
 - Publicly and routinely acknowledge members for their contributions, service, deal making, referrals, mentoring and sponsorships of other members
 - Develop list of industry list in chapter for increased media exposure
 - Empower/ramp-up PR committee



G-3 Strategies 3-5 year horizon

CREW Network

- Companies, employers and sponsors value and recognize CREW and its members as critical to their success, and support CREW's efforts on behalf of women in the commercial real estate industry
 - Targeted network size = 250
 - Attract C-suite members, guests, mentors
 - Increase and publicize member to member business
 - Recognize companies, employers, sponsors who positively impact members and/or CREW
 - Develop list of key players and companies in Baltimore and target for membership and sponsorship
 - Develop strategy to diversify membership
 - Define who/what is within commercial real estate
 - Determine what demographic is “missing” within membership
 - Determine what types of applicants will contribute positively toward CREW Baltimore culture



G-3 Strategies 3-5 year horizon

CREW Network

- Encourage companies to sponsor and participate in deal making events/annual awards
- Retain and increase sponsorships
 - Recognition at recognition program
 - Sponsor prospect and thank you event
 - Ask sponsors for testimonials – poll sponsors as to why you sponsor
 - Event or ad in BBJ
 - Members articulate to companies the benefit - got the introduction, did the ask, got the referral because of CREW



G-4 Strategies: 3-5 year horizon

CREW Network

- CREW Baltimore will be the recognized source of actionable knowledge and insight about women in commercial real estate
- Increase media use of CREW members for quotes, insights, etc.
 - Task to PR committee to identify and promote members who are experts in their industries
 - CREW Baltimore press releases
 - Maintain media contact list
- Encourage CREW members to mention their CREW membership as appropriate when giving interviews
 - Encourage CREW members to identify CREW membership in email signature
 - Encourage CREW members to include CREW involvement in personal biographies
 - Encourage sponsors to include CREW on website and email signatures
- Promote CREW members to other organizations as knowledge source/speaker source
- Publicly recognize/Congratulate members who land speaking engagements
- Continue placement of CREW members on CREW programs
- Offer CREW members to present CREW industry white papers to other organizations
- Establish chapter education subcommittee to promote white papers and research relevance to Baltimore
- Encourage CREW members to send leads for programs/ mailing list



G-1 Strategies 1 year horizon

CREW Network

- Members recognize and articulate proudly and passionately the value of their participation and involvement in CREW: I got it done at CREW
- Seek positive quotes/testimonials from members and publicize on website, elsewhere?
- Poll members re their perceptions of the benefits of membership, tangible and intangible
- Members give 20 seconds re why they joined, why they renewed at new member event
- Bring a guest for free event (budget for next year?)
- One member per member campaign – referral campaign
 - Develop sponsors for campaigns
- Board member give or get sponsorship campaign
 - Establish expectation levels
- Members encouraged to utilize/access their board members for – speaking, mentoring, membership, leadership resources
- Recognize members for deal making and referrals in programs, social media



G-2 Strategies: 1 year horizon

CREW Network

- **Members understand, buy into and participate in implementation of strategic plan**
- Strategic plan roll-out: Delivery and presentation of plan to members by board
- Strategic plan implementation
- Strategic plan progress reports to members on quarterly basis
- Maximize knowledgeable involvement of members in all aspects of plan through committee assignments, development of subcommittees and ad hoc committees
 - Seek volunteers for positions
 - Mentor volunteers
 - Develop succession and nomination committee



G-2 Strategies: 1 year horizon (cont'd)

CREW Network

- Board training for National relevance, board expectations, and organization history
- Increase board member and member participation at convention and leadership meetings
- Offer scholarships (longer term)
- Personal invitations
- Highlight events at leadership trainings, lessons learned
- Delegate reports to members at meetings
- Put on President's agenda each month
- Promote room sharing opportunities
- Conduct Board orientation and leadership training session as part of annual board transition meeting



G-3 Strategies: 1 year horizon

CREW Network

- **Members know value of National network**
- Encourage member participation on national committees
- Increase member participation at annual convention and leadership council meetings
- Reports to members of key outcomes of convention and leadership council meetings
- Showcasing of national award winners to members as demonstration of effectiveness of national network
- Increase membership participation / applications to national committees
- Use former committee and board members to promote to membership
- Host/participate in joint meeting w Suburban, DC