

NAIOP San Francisco Bay Area Vision

ADVANCING RESPONSIBLE COMMERCIAL
REAL ESTATE DEVELOPMENT.



NAIOP

COMMERCIAL REAL ESTATE
DEVELOPMENT ASSOCIATION

SAN FRANCISCO BAY AREA CHAPTER

Chapter Mission Statement

To support the Bay Area commercial real estate industry by proactively influencing legislative policy, providing superior educational events and fostering networking opportunities

Chapter Strategic Plan

The purpose of this plan is to facilitate a higher level of focus and organization for chapter leadership during the next three years by defining multi-year goals, outlining specific strategies for implementation and setting measurable milestones. The strategic plan should not only serve as a road map for overall chapter direction, but can also be used as a tool for advancement of chapter membership and sponsorship.

Photo Credit: Vornado Charles E. Smith



Chapter Goals for 2010-2013

A “Must Have” Affiliation for Bay Area Real Estate Professionals

The strength of the NAIOP organization is the association of more than 15,000 nationwide members, more than 300 local members and the support of an enthusiastic corporate organization. As an association, NAIOP is committed to helping our members develop industry connections across North America and within their targeted markets, and providing critical resources to facilitate the success of their businesses. The goal of the NAIOP San Francisco Bay Area chapter is to serve our members as their primary real estate resource.

Tactics:

- A membership focus predominantly on real estate owners, developers and investors
- Timely, relevant and unique national and regional programming topics from prominent national industry experts and local leaders that are not available through other real estate organizations
- Attract “best in industry” firms as sponsors and facilitate high value-add benefits from opportunities to host and/or participate in high profile event programs and recognition at all chapter events.
- A minimum of 25 networking opportunities a year in both formal educational and casual social settings
- Attract principal members early in their careers and promote industry events that further engage young professionals through the Developing Leaders program
- Expand the reach of the chapter to engage more members outside of the City and County of San Francisco
- Best in class website that is viewed as a reliable and worthwhile resource for members and sponsors

Near-term objectives (next 12 months):

- Increase membership to 350 members with a focus on new corporate affiliations
- Improve awareness of the benefits of NAIOP SFBA membership through more publicity efforts
- Offer sponsorship benefits and pricing to provide greater value
- Review programs to ensure topics are always relevant and timely
- Refine member-only functionality and resources on the chapter website
- Increase the number and quality of collateral pieces for member and sponsor marketing purposes

Longer-term objectives (24 to 36 months):

- Build membership to a sustainable level of 375 members
- Distribute a member satisfaction survey to gauge member value and areas of improvement
- Encourage more participation by chapter members in the corporate forum programs

Measurable Milestones:

- Sustaining a principal to service provider membership ratio of no less than 40 percent/60 percent (better than the corporate average)
- Year-over-year increase in membership
- Year-over-year increase in program attendance
- Year-over-year increase in sponsorship support
- Consistently high levels of member and sponsor “customer satisfaction”

Recognition as the Leading Legislative Advocate for Our Members and the Broader Real Estate Community

As an industry-leading organization at the local and national level, it is the responsibility of the chapter's leadership to further the agenda of commercial real estate by actively working on legislative issues that affect the welfare of our members and our industry.

Tactics:

- Develop and sustain coalition relationships with NAIOP's corporate representatives, federal and local governments, public affairs groups, our fellow NAIOP chapters, and other real estate advocacy groups (such as CBPA, BOMA, SPUR)
- Serve as an effective interface between our members and government entities through diligent identification of legislative issues and active communication with member and government constituents

Near-term objectives (next 12 months):

- Distribute an annual survey of members regarding legislative areas of interest
- Establish regular communication to our members of the efforts and successes of the chapter's legislative advocacy efforts
- Engage members (particularly board members) in letter-writing campaigns for issues of significant importance
- Add a letter-writing link to the website that will allow interaction between members and elected officials
- Create an archives section on the legislative page that will allow members to view past activities and outcomes

Longer-term objectives (24 to 36 months):

- Develop an annual fundraising event for legislative programs that showcases the chapter's leadership in the area
- Establish dedicated funding sources to staff a full time director of government affairs position and to facilitate a consistent approach to longer-term legislative strategies

Measurable Milestones:

- Improved participation by the members in chapter-led legislative affairs
- Increase in member-initiated legislative requests of the chapter
- Annual increase in the funds available for legislative affairs



Sound Fiscal Foundation

In both good and challenging times, a stable capital structure ensures that our members will benefit from a consistently high level of service across all areas of their NAIOP membership.

Tactics:

- Develop a three-year long range budget together with annual budget process
- Consult with corporate and other local chapters regarding new ideas for financially successful events, sponsorship growth and cost containment
- Develop a historical track record of attendance and profitability for all events to facilitate ongoing profitability improvement
- Continual improvement of the chapter mailing list, including additions by incoming board members

Near-term objectives (next 12 months):

- Replenish cash reserves to year-end 2008 levels

Longer-term objectives (24 to 36 months):

- Develop a plan to achieve consistent chapter profitability of \$50,000 per annum to allow for additional staffing (admin or legislative) by year-end 2012

Measurable Milestones:

- Improve event profitability and establish benchmarks for each event
- Reach and maintain a healthy reserve account balance



Primary Resource for Best-in-Class Sustainable Ownership and Development Practices

Our sustainability committee serves as a conduit for members to access firms, resources and educational information focused on the intelligent use of energy and materials to enhance property lifecycles and to reduce environmental impacts.

Tactics:

- Develop events to facilitate principal/service provider interface about sustainable topics
- Integrate environmentally relevant legislative initiatives with sustainability initiatives to communicate more effectively with members, and take advantage of this natural overlap

Near-term objectives (next 12 months):

- Create a webpage for the sustainability committee that serves as a resource for the membership
- Develop a database of companies within the green/clean tech/sustainability sectors that work with or support the commercial real estate community in the Bay Area
- Expand the committee to include individuals with significant hands-on sustainability experience

Longer-term objectives (24 to 36 months):

- Showcase NAIOP as a primary sustainability resource for members and a key benefit when attracting new members and sponsors
- Develop brand recognition of the chapter's sustainability efforts in order to successfully host an annual conference for members and non-members

Measurable Milestones:

- Increase sponsorship and membership revenue by marketing to/reaching out to the green/clean tech/sustainability companies in the Bay Area that work with the commercial real estate community

Photo Credit: Vornado Charles E. Smith



Enthusiastic Chapter Leadership from a Diverse Mix of Well-Connected, High Caliber Real Estate Professionals

The San Francisco Bay Area Chapter of NAIOP is a service organization dedicated to the advancement of our members and their businesses. This is accomplished most effectively through active, visible participation of a well-organized board that consists of top-level professionals from all corners of our industry.

Tactics:

- The make-up of the board should represent the desired chapter membership mix of principals and associates as well as industry segmentation
- Board membership should include a number of senior (25 years + experience) professionals
- On-going recruitment of well-qualified professionals to serve on committees and to ultimately represent the board
- Commitment to multi-year succession planning in each committee and at the corporate officer level to maintain consistency and development of multi-year strategies
- Committees to be fully staffed with at least one chair and three to five committee members at all times

Near-term objectives (next 12 months):

- Complete succession planning for each committee and for rolling board seats
- Utilize and survey the board for committee member prospects

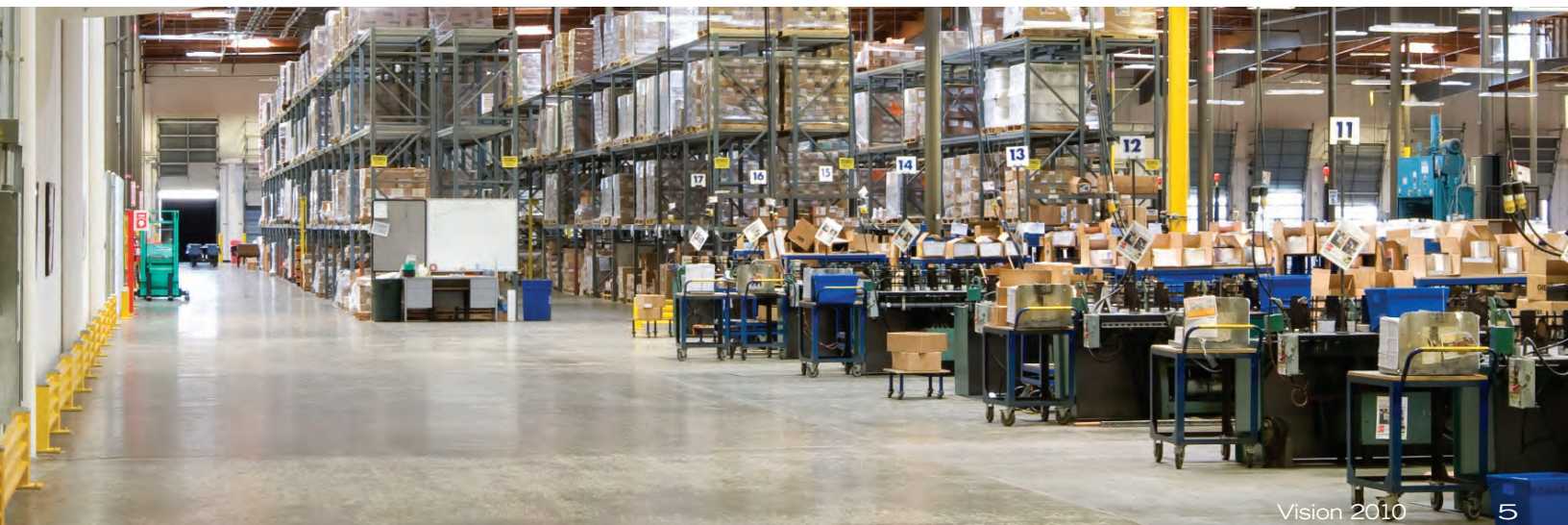
Longer-term objectives (24 to 36 months):

- Develop a formal process of board member qualification, such as a minimum amount of committee involvement or NAIOP membership prior selection

Measurable Milestones:

- No less than 20 member board with at least three new members per annum

Photo Credit: MVA Architects



Fostering the Next Generation of NAIOP San Francisco Bay Area Members and Commercial Real Estate Professionals Through Developing Leaders

Provide a clear value proposition for real estate professionals 35 and younger by offering unique and high-quality education and networking opportunities, thereby differentiating NAIOP from other real estate organizations

Tactics:

- Educating Developing Leader (DL) members on the role that NAIOP serves in the real estate community and preparing them to take on broader responsibilities in the organization as they advance in their careers

Near-term objectives (next 12 months):

- Developing a robust DL committee of at least one chair and four committee members
- Implementation of a succession procedure for the DL committee to ensure continuity as members cycle on and off the committee
- Increased board involvement
- Introduction of four new events/programs
- Improvement of existing events/programs (upcoming CEOs of Tomorrow event and quarterly breakfast roundtables, etc.)

Longer-term objectives (24 to 36 months):

- Recognition as the premier real estate organization for professionals under 35 years of age in the Bay Area
- Active participation by chapter DL members in national programs and leadership
- Increase membership and expand reach to other parts of the Bay Area
- Self-sustainability for programs and events

Measurable Milestones:

- Continued growth of membership
- Convert at least 60 percent of new DL professionals to full principal membership
- Attraction of members outside of San Francisco
- Increased number of quality programs and events

Photo Credit: Vornado Charles E. Smith

