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2020-2022 Strategic Business Plan

**Mission Statement:**

NARPM® provides resources for residential property management professionals who desire to learn, grow, and build relationships.

**Vision Statement:**

NARPM® will be the recognized leader in residential property management.

**Strategic Positions**

* Position NARPM as a valued service and information provider to residential property managers.
* Position NARPM as the leading provider of quality, timely and convenient education for residential property managers.
* Position NARPM as a trusted partner to members, chapters and government officials in matters of public policy that affect the industry and the rights of property owners.
* Position NARPM as a contemporary organization with a growing, vibrant and engaged membership dedicated to professional residential property management.

**Position 1 – Position NARPM as a valued service and information provider to residential property managers.**

**Desired Outcomes:**

* Members (and potential members) will have a clear understanding of the value that comes with joining NARPM
* Member retention rates will grow as existing members experience NARPM’s dedication to providing valuable services and information.
* Members will feel connected to NARPM through effective communications.
* The pride members have in their profession will increase.

**Goal 1.1**

Develop a list of valuable benefits (services and programs) that NARPM includes as part of a member’s dues and evaluate how these dues-based benefits can be increased.

Possible Action Plans

1. Search for new services that address the three primary pain-points of members - Personnel issues, Legislative/Regulatory change and compliance, and business growth.
2. Consider setting up a legal hotline and/or a fractional service for HR needs
3. Use existing vendors as partners in this search for new benefits.
4. Follow the rule of three and promote the top three benefits to attract new members and retain current members.
5. Include a value breakdown/analysis in annual dues billing to remind members the value NARPM provides.

**Goal 1.2**

Evaluate NARPM’s current communication tools and strategies and make changes/improvements as needed.

Possible Action Plans

1. Try to link all of NARPM’s communication efforts together to deliver consistent information across multiple platforms.
2. Coordinate the website re-design project with the overall communications strategy.
3. Consider implementing Workplace and other social based communication tools.
4. Survey members to determine the popularity of the Magazine and other current communication tools used by NARPM.

**Goal 1.3**

Evaluate NARPM’s current involvement in generating member to member referrals and determine if an easier, more effective process can be created that shows NARPM’s support for members’ businesses.

Possible Action Plans

1. Use the redesign of the website as a platform for delivering a new referral system.
2. Work with a task force of members to design a system that works efficiently for members to make referrals and brands the referral as a service of NARPM.
3. Find ways to tie member to member referrals to NARPM designations.

**Goal 1.4**

Research the feasibility of launching a national PR campaign to promote the benefits of working with a NARPM member.

Possible Action Plans

1. Coordinate this goal with actions from Goal 1.2.
2. Consider engaging a market firm to assist with evaluation of this Goal.
3. Look for ways that members could help deliver the NARPM message to the public.
4. Coordinate efforts on Goal 2.4 with this Goal to see if there are valuable metrics that could be shared with the public.

**Position 2 – Position NARPM as the leading provider of quality, timely and convenient education for residential property managers.**

**Desired Outcomes:**

* The value of NARPM designations will be enhanced.
* Members will see NARPM’s educational offerings as timely, convenient and vital to their company’s success.
* The number of participants in NARPM classes will increase.

**Goal 2.1**

Evaluate the success of the current designation programs based on popularity and alignment with NARPM’s Mission/Vision and eliminate/add/change programs as appropriate.

Possible Action Plans

1. Consider combining the less effective certification programs or turning them into certification courses.
2. Look for new ways to cooperate with other designation courses and evaluate the success of current cooperation efforts.
3. Evaluate the current delivery methods of designation courses and see if there are ways to make them more convenient to members.
4. Evaluate the way designations are being marketed to non-members to see if there are ways to use designations to attract new members.

**Goal 2.2**

Evaluate the success of requiring ethics training every four years to determine if the ROI for NARPM and members is appropriate.

Possible Action Plans

1. Evaluate current licensing laws at the state level to determine what overlap exist between laws and the Code of Ethics.
2. Evaluate the feasibility of having key principles of the Code added to state licensing laws.
3. Consider a shorter online course that focuses on key areas of the Code and any recent changes.
4. Consider rolling the Code training into the 101 course and only requiring new members to do ethics training.
5. Consider including any required ethics training in member dues.

**Goal 2.3**

Investigate the feasibility of delivering higher level education and learning opportunities to experienced members.

Possible Action Plans

1. Use NARPM conferences to create exclusive events and classes for high-level members that provide special networking, education and access.
2. Consider events that connect high-level members with key policy makers and regulators.
3. Survey these members to see what types of education or gathering would attract them to attend.

**Goal 2.4**

Evaluate NARPM’s current efforts of collecting and using data metrics to inform and educate members.

Possible Action Plans

1. Consider a task force of broker owners that could develop a wish list of data metrics they could use to operate their business.
2. Evaluate which data points should be distributed as a member benefit and which need to be delivered as a fee-based service.
3. Look to vendors and other sources as potential partners.

**Position 3 – Position NARPM as a trusted partner to members, chapters and government officials in matters of public policy that affect the industry and the rights of property owners.**

**Desired Outcomes:**

* Members of NARPM will see the benefit provided by our legislative efforts.
* Government officials will increasingly look to NARPM as a resource for data and information related to policy decisions affecting residential property management.
* Members will see more benefit to participating in chapter level activities that support legislative issues.

**Goal 3.1**

Consider developing a communication channel/tool exclusively for legislative information.

Possible Action Plans

1. Look to successful government affairs programs for examples of dedicated publications.
2. Coordinate this publication with NARPM’s overall communication strategy.
3. Look for outside sources for content that can be filtered for NARPM members.

**Goal 3.2**

Find ways to make it easier and more convenient for members to donate to the PAC and Advocacy Fund.

Possible Action Plans

1. Create a special training program for Chapter leaders on the dos and don’ts of PAC fundraising.
2. Provide clear instructions to members on the difference between corporate and personal PAC investments.
3. Include a suggested Advocacy Fund contribution on the dues billing.
4. Reduce as much friction as possible in accepting member money for the PAC and AF.

**Goal 3.3**

Explore ways to become an information resource to elected officials and policy makers.

Possible Action Plans

1. Develop a policy playbook that documents NARPM’s standing policy positions on key issues.
2. Provide market analysis information to elected officials for their district.
3. Create a property management caucus that brings together key officials and NARPM leaders to discuss relevant issues.
4. Create a training guide for local leaders to use when interacting with local officials.

**Position 4 – Position NARPM as a contemporary organization with a growing, vibrant and engaged membership dedicated to professional residential property management.**

**Desired Outcomes:**

* NARPM members will see value in serving the association as a volunteer.
* Chapter leaders will recognize NARPM as a valuable partner and resource.
* Chapter and National leaders will be well-trained and successful leaders.
* NARPM’s will gain a reputation for having a focused and efficient culture.
* Membership will grow both within existing chapters and by forming new chapters.

**Goal 4.1**

Investigate ways to enhance NARPM’s Chapter leadership training program to create a pool of leaders to serve NARPM, Chapters and the profession.

Possible Action Plans

1. Look for existing leadership training programs that can be utilized right away while NARPM develops a program.
2. Use technology solutions to create new volunteer opportunities that minimize volunteer travel and time commitment.
3. Develop a system to reward volunteers who take the training with key leadership roles and recognition.

**Goal 4.2**

Re-work the Mentor program to create a more consistent experience from Chapter to Chapter.

Possible Action Plans

1. Survey Chapters to determine which areas have an effective mentor programs and which need more NARPM support.
2. Consider hosting mentor meet-up events during national conferences.
3. Offer mentor training, and monthly mentor tips to help keep mentors engaged.

**Goal 4.3**

Evaluate current membership categories based on today’s market dynamics and business climate.

Possible Action Plans

1. Form a task force to research, evaluate and recommend potential action to the Board.
2. Identify members who will be most affected by potential changes and get their feedback prior to approving changes.
3. If possible, select one or two local Chapters to test any changes before full implementation.

**Goal 4.4**

Develop a plan to create new chapters in unserved metropolitan areas and grow existing chapters.

Possible Action Plans

1. Identify local vendors that would benefit from having a new or more vibrant Chapter and partner with them to communicate to and recruit local property managers.
2. Set long-term goals for Chapter development and budget to invest in this strategy.
3. Consider hiring incentive based local recruiters in key areas.
4. Support local Chapters in member recruiting efforts with information, collateral and financial resources.
5. Consider a new e-chapter membership for members in rural areas. Moved from 4.3D

**Goal 4.5**

Develop a plan to make diversity and inclusion a key component in the NARPM culture.

Possible Action Plans

1. Form a task force to research, evaluate and recommend potential action to the Board.
2. Connect with the Realtist and other ethnic real estate groups to explore opportunities and joint ventures.
3. NARPM leaders to host a focus group with existing minority members and ask for thoughts on creating a more diverse culture.
4. NARPM leaders to host a town hall meeting on diversity and inclusion.
5. NARPM education programs should include diversity training.