

“Every Opportunity to Succeed”



Strategic Long Range Plan January 2014

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Introduction

BOMA's strategic long range plan is the product of a planning process that began in 2012 and continued through 2013. With considerable input and participation from BOMA local associations and members, the plan was developed to better position BOMA to respond to and serve the changing needs of local associations and the commercial real estate industry. At the same time, BOMA International sought to better understand the current nature of its relationship with the local associations in order to be a stronger partner in their success and build on the vision of BOMA One and the goals set forth in the BOMA Baseline Standards.

BOMA contracted with Jean Frankel, President of Ideas for Action, LLC to facilitate several discussions with BOMA leaders, members, BAEs, and staff to identify trends, analyze programs and services, uncover barriers to success, and solicit ideas and solutions to collectively build a better business model that will deliver greater value to members. In partnership with Kingsley & Associates, BOMA also undertook a comprehensive membership survey to gain valuable insights from the membership at large. With the help of Aleen Bayard, President of MarketZing, key communications messages for owners, managers, and individuals were created for each of the plan's objectives.

The 2014 plan focuses BOMA International's resources to provide the programs and services only it can deliver to complement the local associations' offerings. With the theme "Every Opportunity to Succeed" (also the theme of the 2013-2014 administration), the plan reflects an emphasis for BOMA International on broader industry and organization programs for the "greater good" of the BOMA "enterprise" versus delivering benefits and programs to individuals (the latter the focus of BOMA local associations). This plan will serve as a framework for developing BOMA's annual business plans and budgets for the next several years and will continue to be reviewed and refined in order to respond to changes within our membership and our industry.

The plan is not intended to detail all the initiatives, programs, and activities BOMA International will undertake in the course of serving the membership and the industry, nor can it foresee changes in underlying assumptions on which key strategic choices have been made. Instead, the strategic plan identifies what BOMA International is not doing today and what it must be doing in the future to be successful. The plan proposes significant change – doing new things or doing more or less of current activities to ensure successful outcomes and "every opportunity to succeed."

Planning Assumptions and Intelligence

Internal intelligence was gathered through a membership survey and outreach to BOMA local associations, leadership, and members through town hall meetings and other facilitated discussions and forums. The latter also included a strategic assessment of BOMA International's current offerings of products, programs, and services. The membership survey in particular provided insights into the benefits and services most valued by BOMA members. Highlights from the membership survey are outlined below; other information is included in the Appendix.

BOMA Membership Survey

Members were asked to identify the most valuable benefits they receive from the BOMA local associations and BOMA International.

Most Valuable Local Benefits

1. Education
2. Local building codes info and representation
3. Networking opportunities
4. Local advocacy
5. Industry news and updates
6. State advocacy
7. Vendor contacts
8. Marketing value of PM profession
9. Industry research
10. Leadership development

Most Valuable BOMA International Benefits

1. Advocacy
2. Industry news and updates
3. Floor measurement standards
4. Industry research
5. Leadership on sustainability
6. Emergency preparedness information
7. Foundations of Real Estate Mgt. course
8. Networking opportunities
9. Leadership development
10. BOMA.org website

Mission and Vision

The plan includes a new Mission and Vision for BOMA International. These statements have been revised to be clearer, more succinct, and more future oriented. They also reflect the different, but complementary roles of BOMA International and the BOMA local associations – with BOMA International focusing primarily on organization and industry issues and local associations focusing primarily on servicing the needs of individual professionals, companies, and buildings.

New MISSION:

To advance a vibrant commercial real estate industry through advocacy, influence, and knowledge.

New VISION:

BOMA’s influence and reach will enhance commercial real estate’s image and status as a business and career choice.

Goals, Objectives, and Strategies

Just as BOMA International’s Mission and Vision have been revised to reflect a new, broader focus, so have the major goal areas for the organization. BOMA International’s focus will be to **advocate** and **influence** rather than serve and educate individuals (the latter the focus of BOMA locals).

The four new goal areas are as follows: **Advocacy, Influence, Knowledge, and Resource**. On the following pages, the goal areas are defined along with objectives and strategies. BOMA will review these objectives and strategies annually. At that same time, tactics will be developed as part of the annual business plan and budget process.

Goal Area #1 – Advocacy:

Government and policy-setting bodies consistently adopt BOMA’s positions on issues.

Objective 1: BOMA will work to ensure that all federal policy decisions respect the voluntary marketplace, protect private property rights, and treat commercial real estate in a fair and equitable manner.

Strategies:

- Position BOMA as the leading voice on commercial real estate issues and as a resource to policymakers.
- Communicate to members the value of advocacy and grow member excitement and participation in BOMA’s grassroots network.
- Build participation at BOMA-sponsored events that connect members with lawmakers.
- Expand available resources (legal, public policy, tax expertise, etc.) to support advocacy efforts.
- Build coalitions to expand BOMA’s outreach and maximize resources.
- Raise funds to influence policy.

Objective 2: Building codes and standards will be fair, practical, cost-effective, and ensure the safety and efficiency of new and existing buildings.

Strategies:

- Participate in the development of international codes and standards that impact the commercial real estate industry.
- Strengthen relationships with codes development bodies, such as ASHRAE and the International Codes Council (ICC), and position BOMA International as a resource to these groups.
- Prepare local associations and members to be proactively engaged in the codes development process and the local code adoption process.

Objective 3: BOMA International will assist all BOMA local associations to be effective advocates at the state and local level.

Strategies:

- Provide guidance and support to local associations’ and state coalitions’ advocacy efforts.
- Promote best practices and maintain a clearinghouse of information, tools, and resources on state/local issues.

Objective 4: BOMA International will create a clearinghouse for global policies, standards and codes

Strategies:

- Provide guidance and support to international affiliates’ advocacy efforts.
- Establish an international advocacy task force to discuss and share information on advocacy issues, best practices, and technology advances.
- Reposition BOMA standards, policies, issues, arguments, and research as potential global best practices or precedents.
- Create an automated clearinghouse of BOMA intellectual capital.

Goal Area #2 – Influence

BOMA International will have an expanded sphere of influence that positions us as the preferred provider/partner.

Objective 1: BOMA will expand its role as a strategic partner of commercial real estate owners and senior executives.

Strategies

- Build relationships with C-Suite executives from institutional investor organizations, third-party management firms, and large corporate occupiers.
- Develop a communications and advertising plan to keep BOMA top of mind with C-Suite executives.

Objective 2: Create a global platform and presence for BOMA.

Strategies

- Grow BOMA's international membership.
- Seek global adoption of BOMA standards and programs.
- Expand BOMA's global reach of best practice guidebooks.
- Create a Global Property Council comprised of real estate organizations from around the world.

Objective 3: Raise BOMA's visibility with the public.

Strategies

- Expand media awareness with national business press (print, online, broadcast) through the development of new research products.
- Expand media awareness with local business journals and other local media outlets.
- Position BOMA for more proactive media outreach and enhanced response to media queries by leveraging the knowledge and experience of member experts on a variety of topics.
- Position BOMA as the industry's home for commercial real estate news and information through BOMA's various communication vehicles.

Objective 4: BOMA will be a valuable strategic partner to associate members.

Strategies

- Grow and strengthen programs that connect associate members with customers, BOMA local associations, and each other.
- Give Associate Members a "voice at the table" through representation on committees and governing bodies.
- Identify and utilize Associate Member expertise for new programs, products, services, and best practices.

Objective 5: BOMA will be a strategic partner to property professionals throughout their career.

Strategies

- Develop a communications plan to highlight BOMA’s leadership position in advocacy, education, research, and best practices to all levels of commercial real estate professionals.
- Create meaningful networking opportunities through BOMA International and local association activities for all levels of property professionals.
- Recruit new talent into the commercial real estate industry.

Goal Area #3 – Knowledge

BOMA International will become a global resource for industry knowledge.

Objective 1: Develop a best-in-class resource library for commercial real estate.

Strategies:

- Identify and assemble the most relevant reference and research materials for all levels of professionals in the industry.
- Organize and make available these materials in a user-friendly, searchable, and accessible format.
- Utilizing the best and most effective methods of communication, widely promote the availability of these materials throughout the industry.

Objective 2: Identify, develop, and maintain global standards for the commercial real estate industry.

Strategies:

- Identify areas of management and operations where commercial real estate could best benefit from standards.
- Where BOMA has the competency, create standards that meet the needs of the industry.
- Maintain and promote these standards with the goal of global adoption.
- Provide education and training on the use and adoption of these standards.

Objective 3: Produce performance benchmarking data and provide industry and marketplace recognition.

Strategies:

- Produce relevant benchmarking reports and materials for commercial real estate.
- Expand the universe of users to universities, facilities, corporate real estate, construction, and other industries that touch commercial real estate.
- Develop, maintain and/or promote BOMA and other industry recognition programs for property performance excellence.

Objective 4: Provide marketplace trend and niche research.

Strategies:

- Track and report on industry trends and current topics.
- Conduct primary industry research for insights into emerging marketplace changes and trends.
- Provide research and reports in a user-friendly and accessible format.
- Coordinate and collaborate where appropriate with other real estate associations, companies, and research organizations to perform relevant industry research.

Objective 5: BOMA will be the resource of choice for education and training for commercial real estate companies and staff.

Strategies:

- Identify the best opportunities for education and training that address the expanding roles of all industry professionals and ensure their professional development needs and requirements are met throughout their careers and at all levels.
- Facilitate sharing of education and training best practices and speaker and program ideas among BOMA local associations.
- Serve as a partner and resource for programming that can be delivered locally.
- Ensure that education programs, products, and services address current and emerging topics, issues, and challenges.
- Serve as a clearinghouse for education, training, standards, and best practices for the industry.
- Explore collaborative opportunities to create new, mutually beneficial education and training business in North America and globally.

Objective 6: Support industry-recognized designations.

Strategies

- Support designation programs that can be taught locally that meet the needs of BOMA members and the industry.
- Identify a partner to develop a designation program that can be delivered globally.
- Ensure all education opportunities, where possible, are structured to meet the continuing education requirements for commercial real estate industry designations.

Goal Area #4 – Resource

BOMA International will serve as a valued resource for local associations and members.

Objective 1: Provide operational support and expertise for local association management.

Strategies:

- Create a clearinghouse of local association and international affiliate programs, experiences, and best practices.
- Facilitate the exchange of ideas and information among local associations.

Objective 2: Serve as a primary resource for training and supporting local association leadership.

Strategies:

- Identify governance training programs (and enhance existing programs) to meet the training needs of local leadership, including leadership orientation materials.
- Partner with local BAEs to provide comprehensive education and training for local leadership.
- Engage local associations in the development and training of next generation leaders.
- Increase utilization of available resources for new board members and individual members.

Objective 3: Provide guidance for local association programs and initiatives.

Strategies:

- Through promotion and training, increase usage of BOMA resources, including online tools to facilitate collaboration.
- Develop and provide membership recruitment and retention materials through updated return-on-investment information.
- Utilize the network to expand and share information on programs, benefits, and events.

Objective 4: Partner with BOMA local associations to preserve and strengthen the BOMA brand.

Strategies:

- Promote the consistent delivery of services across BOMA local associations.
- Coordinate and share information and resources at the International and regional level to assist local associations with service and benefit delivery.
- Develop and provide revenue-sharing opportunities on BOMA programs and services that promote cooperation and strengthen the financial position of BOMA at all levels.

Objective 5: Coordinate with BOMA local associations to provide focused and effective communications to BAEs, local leaders, and members.

Strategies:

- Develop, regularly review, and share comprehensive communications plans and practices.
- Utilize a variety of communications platforms to share information in a coordinated fashion with local associations.

Prioritizing Strategic Goal Area Objectives for Year One

Advocacy Objective 2: Building codes and standards will be fair, practical, cost-effective and ensure safety and efficiency of new and existing buildings.

- Highlight codes tool kit and ROI.

Influence Objective 1: BOMA will expand its role as a strategic partner of commercial real estate owners and senior executives.

- Encourage local associations to organize senior professional forums.
- Coordinate C-Suite visits to cities with local associations.

Influence Objective 2: Create a global platform and presence.

- Focus on the value to members, C-Suite, etc. – research, new ways of operating, international investment in the U.S., business for BOMA \$.

Influence Objective 4: BOMA will be a valuable strategic partner to associate members.

- Identify and utilize Associate Member expertise for new programs, products, services, and best practices.

Knowledge Objective 2: Identify, develop, and maintain global standards for the commercial real estate industry.

- Develop, maintain, and promote these standards with the goal of global adoption.
- Provide education and training on the use and adoption of these standards.

Knowledge Objective 3/4: Produce performance benchmarking data and provide industry and marketplace recognition; Provide marketplace trend and niche research.

- Mine and utilize data we already have in-house.
- Best-in-class resource library.
- Industrial EER database.

Resource Objective 3: Provide guidance for local association programs and initiatives.

- Model and discuss best practices – champion what we think is right.
- June leadership session on best-in-class local association operations.

Resource Objective 5: Coordinate with local associations to provide focused and effective communications to BAEs, local leaders and members.

- Emphasize communications audit.

Key Messages

Objective	Benefit to Owner	Benefit to Manager	Benefit to Individual
GA: Advocacy 1: BOMA will work to ensure that all federal policy decisions respect the voluntary marketplace, protect private property rights, and treat commercial real estate in a fair and equitable manner.	BOMA's advocacy success has a direct impact on asset value; our lobbying efforts result in less regulatory burdens and increased ROI.	BOMA's advocacy success has a direct impact on asset value; our lobbying efforts result in less regulatory burdens and increased ROI that building managers can take to their owners to demonstrate value.	BOMA's advocacy outreach provides opportunities for professionals to engage at all levels of government and to get involved in the political process that impacts their livelihood.
GA: Advocacy 2: Building codes and standards will be fair, practical, cost-effective, and ensure the safety and efficiency of new and existing buildings.	BOMA is the only commercial real estate association with an aggressive codes and standards advocacy program; BOMA's codes representation results in tremendous savings for the commercial real estate industry.	BOMA is the only commercial real estate association with an aggressive codes and standards advocacy program; BOMA's codes representation helps provide property managers with the tools to ensure their owners a healthy bottom line.	BOMA is the only commercial real estate association with an aggressive codes and standards advocacy program; BOMA's codes program provides opportunities to engage proactively and help influence the direction of codes policy.
GA: Advocacy 3: BOMA International will assist all local associations to be effective advocates at the state and local level.	BOMA's advocacy success has a direct impact on asset value; our state/local lobbying efforts result in less regulatory burdens and increased ROI.	BOMA's advocacy success has a direct impact on asset value; our lobbying efforts result in less regulatory burdens and increased ROI that building managers can take to their owners to demonstrate value.	BOMA's advocacy outreach provides opportunities for professionals to engage at all levels of government and to get involved in the political process that impacts their livelihood.
GA: Advocacy 4: BOMA International will create a clearinghouse for global policies, standards, and codes.	A global clearinghouse will enable commercial real estate firms around the world to share best practices and work toward greater standardization of real estate practices.	A global clearinghouse will enable property managers around the world to share best practices and work toward greater standardization of real estate practices.	A global clearinghouse will enable real estate professionals to increase their knowledge and have access to tools on global technologies, policies, and best practices.

Objective	Benefit to Owner	Benefit to Manager	Benefit to Individual
GA: Influence 1: BOMA will expand its role as a strategic partner of commercial real estate owners and senior executives.	BOMA is the recognized leader for its market-based solutions to high-performance initiatives, providing owners with the tools to ensure a healthy bottom line.	BOMA is the recognized leader for its market-based solutions to high-performance initiatives, providing property managers with the tools to ensure their owners a healthy bottom line.	BOMA is the recognized leader for its market-based solutions to high-performance initiatives, providing property professionals with the tools for career success.
GA: Influence 2: Create a global platform and presence for BOMA.	As third-party management firms and institutional investment firms expand globally, BOMA has the resources: education, standards, research, and best-practice guidance to support their operations.	BOMA's industry recognized and award-winning education, standards, research and best-practice guidance supports property managers with the tools to ensure their owner's success.	BOMA's industry recognized and award-winning education, standards, research and best-practice guidance supports property managers with the tools to ensure their career success.
GA: Influence 3: Raise BOMA's visibility with the public.	BOMA is the recognized leader in influencing public policy, educating high-performance managers, promulgating industry standards, producing the benchmarking index and publishing best-practice guidance in support of bottom-line success.	BOMA is the recognized leader in offering best-in-class education, recognizing high-performance buildings and management teams and publishing best-practice guidance to ensure an owner's bottom-line success.	BOMA is the recognized leader in offering best-in-class education, recognizing high-performance buildings and management teams and publishing best-practice guidance to ensure career success.
GA: Influence 4: BOMA will be a valuable strategic partner to associate members.	BOMA facilitates the connections that ensure maximum ROI and bottom-line success.	BOMA facilitates the connections between buyers and sellers to ensure property professionals are on the cutting edge of new products, services and technology to realize maximum ROI and the owner's bottom-line success.	BOMA facilitates the connections between buyers and sellers to ensure property professionals are on the cutting-edge of new products, services and technology for career success.

Objective	Benefit to Owner	Benefit to Manager	Benefit to Individual
GA: Influence 5: BOMA will be a strategic partner to property managers throughout their career.	BOMA is the recognized leader for its market-based solutions to ensure high-performance of management teams and properties, providing CRE professionals throughout their careers with the tools to ensure a healthy bottom line.	BOMA is the recognized leader for its market-based solutions to drive high-performing management teams and properties, providing property professionals throughout their careers with the tools to ensure an owner's healthy bottom line.	BOMA is the recognized leader for its market-based solutions to drive high-performing management teams and properties, providing property professionals throughout their careers with the tools to ensure their career success.
GA: Knowledge 1: Develop a best-in-class resource library for commercial real estate.	Easy access to the most current trends and data to maintain and grow asset values and assist with investment decisions.	Easy access to the most current trends and data to improve property performance, implement best practices, and attract and retain tenants.	One-stop shop for information and data to support professional responsibilities and career advancement.
GA: Knowledge 2: Identify, develop, and maintain global standards for the commercial real estate industry.	Provides standardized application of processes across entire portfolios and globally to allow for greater comparability.	Provides guidance on the application of processes to ensure properties are managed in compliance with industry standards.	Easy access to industry standards that will increase the individual's knowledge and value as a management team member.
GA: Knowledge 3: Produce performance benchmarking data and provide industry and marketplace recognition.	Implementation of benchmarking and best practices improves property performance and helps maintain and grow asset values.	Ensure optimum property performance and recognition to maintain a competitive edge in the marketplace and attract and retain tenants.	Increase your value as a member of the management team for knowledge about and implementation of industry best practices. Gain recognition from owners and management for career advancement.
GA: Knowledge 4: Provide marketplace trend and niche research.	Provide timely insights on market trends to allow for strategic decision making.	Provide the property manager access to information and awareness of current and future topics that may affect operations.	Allow an individual to be on top of issues affecting the industry and proactive in anticipating change, thus proving to be an essential member of the management team.
GA: Knowledge 5: BOMA will be the resource of choice for education and training for commercial real estate companies and staff.	Ensures key personnel responsible for the real estate asset are trained by an organization with a proven track record for education and training.	Will benefit from coordinated menu of offerings from a CRE association with a proven track record for education and training.	Education and training needs will be met throughout the individual's career.

Objective	Benefit to Owner	Benefit to Manager	Benefit to Individual
GA: Knowledge 6: Support industry-recognized designations.	Ensures their investment asset is in the hands of well trained professionals.	Access to programs that will keep the professional current on industry matters.	Access to training that would enhance the individual ability to advance in their career.
GA: Resource 1: Provide operational support and expertise for local association management.	Establishes confidence that the local is well run and in keeping with high standards with programs focused on the bottom line for its members.	Ensures an effective and efficiently run organization allowing for a menu of well delivered and timely member services and benefits.	Increases membership value through exposure and access to a peer-to-peer network as a result of well run programs
GA: Resource 2: Serve as primary resource for training and supporting local association leadership.	Provides a major peer-to-peer training ground to build and enhance leadership and team building skills of key employees.	Increases the professionalism of the staff and expands their depth of industry and management leadership experience.	Provides real world opportunities to be involved within a peer network, build and exhibit leadership skills, and enhance career prospects.
GA: Resource 3: Provide guidance for local association programs and initiatives.	Builds confidence that programs are of the utmost benefit to the employee, organization, and industry at large.	Builds confidence that programs are of the utmost benefit to the employee, organization, and industry at large.	Increases confidence that program involvement/participation will serve the needs of the member organization.
GA: Resource 4: Partner with BOMA local associations to preserve and strengthen the BOMA brand.	Protects their membership investment across markets by providing the consistent delivery of information, programs, and initiatives across the federation.	Ensures a high-level return on investment through the consistent delivery of excellent programs, information, and industry initiatives.	Ensures a high-level return on investment through the consistent delivery of excellent programs, information, and industry initiatives.
GA: Resource 5: Coordinate with local associations to provide focused and effective communications to BAEs, local leaders, and members.	Streamlines the communications process to ensure an efficient delivery of usable information.	Ensure optimum use of time by delivering key information in a focused, coordinated, timely, and meaningful way.	Serve the company better by keeping abreast of key industry information delivered in a focused, coordinated, timely, and meaningful way.

Appendix

Following are highlights of intelligence gathered at BOMA Town Hall meetings and other facilitated meetings and forums as referenced earlier in this document.

BOMA Town Hall Meetings and other Outreach

Following are insights from town hall meetings and other outreach to BOMA local associations and local leaders that helped to frame the mission, vision, goals, objectives, and strategies of the 2014 strategic plan:

- **Make the member successful.** Enhance the market value of commercial real estate assets through the efforts of our members.
- **Make the industry successful.** Commercial real estate will be recognized as an important and significant partner in economic success.
- **Make the organization (federation) successful.** Be the global organization of choice for the commercial real estate industry.
- **Make the BOMA local successful.** BOMA local associations will be successful in meeting the needs of real estate professionals in an environment that support their needs.
 - Value of BOMA is local, i.e. “bottom-up.”
 - BOMA International is a resource to the locals for delivering value to the members.
 - It is important to respect and understand the diverse needs of BOMA locals.
 - Strive for consistent quality of services across the organization (Baseline Standards).
 - BOMA International should facilitate sharing of best practices among locals.
 - Emphasize communications: between BOMA International and the locals, and between the locals and local leadership and members.
 - Emphasize transparency, honest communications, and cooperation.

BOMA Strategic Program Assessment

BOMA International assembled a meeting of twenty-one BOMA local members, BAEs, and staff from across the organization to discuss, evaluate, and prioritize BOMA International’s current offerings of products, programs, and services.

Key Results/Findings (note, only a representative sample of all programs were discussed):

- BOMA International should ***aggressively compete*** to maintain a strong position and differentiate itself in the marketplace with such offerings as: annual conference and trade show, asset management course, and federal advocacy.
- ***Rapidly expand*** programs such as: BOMAPAC, codes and standards, EER and other industry research, local and state association use of Industry Defense Fund (IDF), MOB conference, partnership program, state and local advocacy, and National Advisory Council (NAC).

- ***Evaluate current operating models*** for programs such as: TOBY awards, Webinars, BOMA 360, careers in real estate, global activities, and Real Estate Information Sharing and Analysis Center (REISAC), in order to ***build strength or change strategy***.
- ***Support*** local association visits, board and BAE training, and strategic planning while ***evaluating our capacity*** to deliver these services in order to focus these efforts where they are most needed.
- ***Continue to support*** core programs and services, such as the BOMA Magazine, eNews, Buyers Guide and Membership Directory, membership and local operations surveys, National Associate Members (NAMs), publications and online book store, and Winter Business Meeting.
- ***Reduce or eliminate resources*** currently devoted to the BOMA Foundation and local and regional website support.