



2023-2024 Region 3 Strategic Plan

Purpose: *We improve people's quality of life through infrastructure development.*

Mission: *We empower professionals by elevating ethics, learning and a standard of excellence within the global infrastructure real estate community.*

Core Values:

- **Integrity:** *We are role models who embody the highest standard of ethical practice.*
- **Excellence:** *We constantly improve our products, our services and ourselves.*
- **Flexibility:** *We embrace our continually changing environment to adapt to the needs of our stakeholders.*
- **Collaboration:** *We engage our members, partners and other stakeholders to build a shared body of knowledge and experience.*
- **Leadership:** *We shape our future through courage, clarity and transparency.*

Overall Goals of the Region 3 Strategic Plan

- Align with the IRWA Strategic Plan.
- Improve Region 3 as a whole.
- Improve all of the Chapters within Region 3.
- Identify goals for each focus area. Goals to describe measurable results and actions that will help accomplish these goals.

Strategic Plan is intended for the 2023-2024 Fiscal Year. However, it is also intended as a starting point for future strategic plans. The goal is to create achievable and attainable goals – and strive to reach them each year. If goals are not reached, they will be re-evaluated for the following year’s strategic plan.

Goal Focus Areas:

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- Education..... Page 2
- Credentialing..... Page 3
- Networking..... Page 3
- Leadership..... Page 3
- Member Value..... Page 4
- 2023-2024 Budget..... Page 4

MEMBERSHIP FOCUS AREA

Background:

	Members	% Change
FY 2015-2016	647	
FY 2016-2017	656	1.4% gain
FY 2017-2018	617	6% loss
FY 2018-2019	612	0.8% loss
FY 2019-2020	591	3.4% loss
FY 2020-2021	519	12.2% loss
FYI 2021-2022	508	2.1% loss
FY 2022-2023	510	0.4% gain
FY 2023-2024		

Region 3 Goal: **5% membership increase by June 2024 (536 total = 4-5 new members/ chapter)**

Actions to Accomplish the Goal:

- Market to Renewable Energy Groups
- Actively engage with Government/County/City employees – explain the benefits of membership
- Outreach to people who were specifically lost in the past few years (Covid, BLM, other)
- Engage with members during the membership renewal time

EDUCATION FOCUS AREA

Background:

	Participants (online, virtual, and in-person)	% Change
FY 2015-2016	591	
FY 2016-2017	481	18.6% loss
FY 2017-2018	384	20.2% loss
FY 2018-2019	476	24% gain
FY 2019-2020	257	46% loss
FY 2020-2021	348	35.4% gain
FYI 2021-2022	218	37.4% loss
FY 2022-2023	459	110% gain
FY 2023-2024		

Region 3 Goal: **5% Annual Course Attendance Growth by June 2024 (482 course participants)**

Actions to Accomplish the Goal:

- 3-year education plan for every chapter
- Encourage your Education Chair and Professional Development Chair to collaborate and offer courses that members want to see offered

CREDENTIALING FOCUS AREA

Background:

	SR/WA	% Change	% of Membership
FY 2020-2021	101		19.5%
FYI 2021-2022	98	3.0% loss	19.3%
FY 2022-2023	95	3.1% loss	18.6%
FY 2023-2024			

Region 3 Goal:

20% of Region Membership with an SR/WA designation. (108 if membership goal is met)

Actions to complete the goals:

- All Region 3 member that is qualified for the Finish Line Scholarship (7 total) should take advantage and get their SR/WA
- Chapter's PDC engage with members and help with application/determine what courses needed

NETWORKING FOCUS AREA

IRWA Goal: Growth in networking opportunities provided at Chapter, Region, and International levels for infrastructure professionals.

Region 3 Goals:

- **At least 3 Region 3 submissions for 2023 Social Media Award**
- **Every Chapter take advantage of the Networking/Marketing incentive Program.**

Actions to complete the goals:

- Each Chapter review their social media accounts – what is needed, most useful, etc.
- When a Chapter is planning to use their Marketing Incentive Program, report to the R3 leadership group what you're doing and how it worked. Give ideas to other Chapters.

LEADERSHIP FOCUS AREA

IRWA Goal: Increase Member leadership engagement and support

Region 3 Goals:

- **Chapter Leadership Forms & COI Forms 100% submitted by Region 3 by June 30, 2024.**
- **IRWA Magazine – each chapter submits at least ONE article before end of fiscal year.**
- **Member Network – switch to “almost” exclusive communication through Member Network**

Actions to complete the goals:

- Ensure that leadership knows where to locate and submit required forms.
- Send reminders to leadership for magazine submissions and member network use.
- Utilize leadership resources on website – make sure that leaders know where to access this information and that there is a good transition at the end of the fiscal year to new leadership.

MEMBER VALUE FOCUS AREA

IRWA Goal: Increase member engagement and membership value.

Region 3 Goals:

- Awards – Each Chapter submit at least ONE award application by the 2023 award deadline of February 1, 2024.
- A total of at least 10 award applications submitted by Region 3.
- Increased attendance at 2024 Spring Forum

Actions to complete the goal/s:

- Each Chapter decide which award/s they will submit an application for – and dedicate a few people within the Chapter to complete.
- Each Chapter share how they will/are creating more membership engagement within their Chapter.
- Spring Forum actively engage members and encourage more attendance and participation...in both Forum Meeting and associated networking events in Kansas City.

2023 – 2024 BUDGET

Region 3 Budget Goal:

Break even while supporting our Chapters with their annual financial goals and supporting the RWIEF in their scholarship opportunity support

Incoming:

- Region 3 dues (\$2/member) = \$1,020
- RWIEF Golf Platinum Hole Sponsorship (\$375/chapter) = \$2,250
- **TOTAL = \$3,270**

Outgoing:

- Website & Domain = \$300
- Awards = \$300
- Spring Forum Basket Raffle/RWIEF Fundraiser = \$150
- RWIEF Golf Platinum Hole Sponsorship = \$2,500
- **TOTAL = \$3,250**