

STRATEGIC PLAN

2020-2021



Maryland

REALTORS®

STRATEGIC DIRECTIONS, GOALS AND STRATEGIES

INTRODUCTION

This plan is designed to direct the activities and priorities of Maryland REALTORS® for the years 2020 and 2021. It focuses on the strategic actions Maryland REALTORS® will emphasize over that period, and assumes close cooperation between Maryland REALTORS®, the National Association of REALTORS® (NAR), local associations/boards, the brokerage community, and members. In addition, the plan reflects the reality that communication is key to all our relationships, internal and external, and our ability to effectively communicate with our members, elected officials, and the public largely determines how effective we are as an organization. Robust data collection will help develop more effective, targeted communications and help refine our overall messaging and marketing efforts.

CORE PURPOSE AND MISSION

We are a proactive organization of highly skilled, professional and successful real estate practitioners that enjoy the highest levels of prestige, respect and influence. We create and promote the image of REALTORS® as the elite professionals in the market and we help them add value to every real estate transaction.

Maryland REALTORS® exists to support all its members and their specialties. Through collective efforts with local associations/boards and NAR, we:

- Develop and deliver programs, services and related products that maintain and elevate the high standards of the real estate business and the professional conduct of its practitioners;
- Assist members in serving the public ethically and successfully with the highest degree of professionalism;
- Promote and preserve the right to own, transfer and use real property; and
- Protect the right of members to conduct business within a framework of fair and reasonable laws and government regulations.

ADVOCATE

Maryland REALTORS® will exercise leadership and unparalleled advocacy in all real estate-related legislative and regulatory issues of concern to its members, including advancement of the real estate industry, protection of private property rights, promotion of sustainable real property ownership, and housing opportunities.

GOAL 1

Maryland REALTORS® is the leading advocate for homeownership and other housing opportunities for Maryland residents.

A. STRATEGY: Work with federal, state and local governments and local associations/boards to ensure that housing affordability, including middle income housing, will remain a high priority in Maryland. This strategy recognizes that affordable rental housing is the first rung on the housing ladder for many Marylanders.

GOAL 2

Maryland REALTORS® promotes favorable legislation and opposes legislation that is averse to the real estate industry.

A. STRATEGY: Maintain and strengthen ongoing advocacy relationships with other stakeholders and consumer groups.

Action: Expand member, public, and media outreach regarding legislative and regulatory issues.

Action: Develop consistent use of press releases, editorial opportunities, earned media and website and social media updates to increase exposure of successes.

B. STRATEGY: Identify issues that have an impact on homeownership, the practice of real estate, and private property rights.

Action: Use Maryland REALTORS® financial and lobbying resources to defeat or promote issues, identify and initiate research on real estate policy issues, and be a voice for economic development efforts impacting real estate.

C. STRATEGY: Maintain strong relationships with federal, state, and local political and regulatory officials through the political activism of staff, members, and their clients. Maryland REALTORS® will continue to educate legislators on REALTOR® issues, hold elected officials accountable for their votes on these issues, and educate members about officials' records.

Action: Promote the purpose and goals of the REALTORS® Political Action Committee (RPAC) to create a culture of nonpartisan support and investment. Continue REALTOR® Champion programs. Use member data to increase RPAC investments and member political advocacy.

Action: Explore and Implement new ways for members to interact with state and local officials including implementation of the state Key Contact Team Program.

D. STRATEGY: Promote NAR legislative advocacy core standards.

Action: Increase grassroots involvement in politics and aggressively promote response to Calls for Action (including mobile text messaging and management of Federal Political Coordinator teams) to exceed NAR core standards goal by 10%.

E. STRATEGY: Support the local Government Affairs Director (GAD) program to include sharing of information on jurisdictional similarities of legislative and regulatory issues.

GOAL 3

A. STRATEGY: Advance Maryland REALTORS® in key committee and leadership positions at NAR.

Action: Develop a method to identify and support Maryland REALTORS® who are interested in pursuing the path towards NAR committee and leadership positions, e.g., committee chairs and appointed positions.



STRATEGIC DIRECTIONS, GOALS AND STRATEGIES



CONNECT (with Members)

B Maryland REALTORS® will deliver compelling and concise messages to members through multiple channels using traditional and emerging technology. In this era of “on demand everything” we strive to reach our members where they are, through channels they use, knowing that we serve a membership as diverse as our population.

GOAL 1

Maryland REALTORS® will continue to provide significant value to its members and will effectively communicate its Value Proposition.

- A. STRATEGY:** Maryland REALTORS® will effectively communicate its Value Proposition to its members.
- B. STRATEGY:** Maryland REALTORS® will poll members and increase member data collection to identify the needs of members.
Action: Create a campaign to promote services and resources that Maryland REALTORS® offers, which includes print materials and an interactive Value Proposition webpage.

GOAL 2

Maryland REALTORS® will remain a comprehensive, reliable, and accessible source of information for its members.

- A. STRATEGY:** Make brokers the first point of contact for communication and empower brokers to convey information to agents so all REALTORS® will have reliable and timely information to share with their clients and customers.
- B. STRATEGY:** Partner with local associations/boards to develop and target communications directly to members.
- C. STRATEGY:** Continually evaluate and adjust avenues to communicate with members.

GOAL 3

Maryland REALTORS® will use contemporary technologies and forums to ensure effective communications with its stakeholders.

- A. STRATEGY:** Expand Maryland REALTORS® social media presence and develop the use of other channels such as podcasts.

CONNECT (with Consumers)

C Maryland REALTORS® will connect with consumers to provide information about the value REALTORS® bring to the real estate transaction and to the communities we serve.

GOAL 1

Maryland REALTORS® will position its members to be recognized as the trusted resource for all real estate information and services.

- A. STRATEGY:** Expand media outreach using press releases, editorial opportunities, paid media, and social media.
- B. STRATEGY:** Expand outreach to the public through workshops, housing fairs, partnering with housing related organizations, consumer advocacy events and videos.
Action: Offer education and resources to local associations/boards, brokers and office managers.
Action: Provide print and digital collateral for members to educate consumers.
Action: Promote and expand the Housing Opportunities Certification (HOC) Program.
Action: Provide education and resources, both for REALTOR® members and consumers on fair housing related topics.
- C. STRATEGY:** Enrich the consumer website.
Action: Implement ads on social media, traditional media, and on partner agencies' websites to increase awareness of homebuyer resources.
- D. STRATEGY:** Continue strategic partnerships with the Maryland Department of Housing and Community Development, and consumer and housing related organizations.

GOAL 2

Maryland REALTORS® will solicit consumer opinions and ideas about how REALTOR® members can best serve the public.

Action: Create a consumer advisory council to gain public insights



STRATEGIC DIRECTIONS, GOALS AND STRATEGIES

PROVIDE RESOURCES

D Maryland REALTORS® will serve its members by promoting and supporting resources that enhance professionalism and reduce risk.

GOAL 1

Members rely on Maryland REALTORS® to assist them in increasing their professionalism and competence.

- A. STRATEGY:** Provide, enhance, and promote professional and leadership development opportunities for new and experienced real estate professionals (e.g., Leadership Academy, GRI, ePro, HOC).
- B. STRATEGY:** Assist members in understanding the ramifications and complexities of changing market conditions and additional areas of practice (e.g., commercial transactions, property management) and provide education and professional development opportunities to allow members to succeed.
- C. STRATEGY:** Work with the Maryland Real Estate Commission to develop and offer a variety of continuing education classes that promote legal compliance as well as best practices in education and technology.
- D. STRATEGY:** Continue to provide and expand professional standards resources for local associations/boards, brokers, and members.

Action: Increase communications regarding professionalism with brokers and members by soliciting and sharing best practices.

Action: Create opportunities to improve professionalism by promoting a culture of compliance to members.

GOAL 2

Maryland REALTORS® will continue to expand its diversity and international programming, collaborating with members, NAR, affiliated institutes, societies and councils, and other real estate organizations to increase inclusivity.

- A. STRATEGY:** Create greater participation in Maryland REALTORS® leadership and activities, with a focus on engaging newer members or members who have not previously been involved.
- B. STRATEGY:** Seek opportunities that exist through NAR's international programs (e.g. Global Business Council and Certified International Property Specialist (CIPS) designation program) as well as within the state of Maryland, with a focus on building new relationships that will result in business opportunities for members.



GOAL 3

Maryland REALTORS® provides brokers and members with risk reduction resources.

- A. STRATEGY:** Promote use of the Legal Hotline to our members.
 - Action:** Continue to offer Legal Hotline via telephone and online submission and transition to expanded hours and/or additional days on which Legal Hotline is available.
 - Action:** Provide answers to frequently asked Legal Hotline questions.
- B. STRATEGY:** Promote use of and familiarity with current statewide forms.
 - Action:** Continue publishing "Summary of Changes" explaining updated and newly created forms.
 - Action:** Provide FAQs for all updated and newly created forms to facilitate member knowledge and understanding.
 - Action:** Continue to record videos to explain changes.
- C. STRATEGY:** Provide periodic legislative updates to members.
 - Action:** Provide written updates via website, HotSheet, and magazine.
 - Action:** Provide updates via video and promote using social media.
- D. STRATEGY:** Continue to promote REALTOR® Safety.
 - Action:** Action: Share NAR REALTOR® Safety resources, including videos, written materials, and toolkits.
 - Action:** Post FAQs and best practices on Maryland REALTORS® website.
 - Action:** Promote monthly REALTOR® Safety video and promote using social media.
- E. STRATEGY:** Focus on increasing awareness of cyber security risks as well as other emerging trends.
 - Action:** Share information and best practices through written content, videos and other media including social media.