



## 2016–2017 STRATEGIC PLAN

## INTRODUCTION

This strategic plan is designed to direct the activities and emphases of the Maryland Association of REALTORS® (MAR) over the years 2016 and 2017. It focuses on the strategic directions MAR will emphasize over that period, and assumes close cooperation between MAR, the National Association of REALTORS®, local associations/boards and members.

## 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 members as the elite professionals in the market and we help them add value to every real estate transaction.

MAR exists to support all segments of its members and their specialties. Through collective efforts with local associations/boards and the National Association of REALTORS®, 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 professional ability;
- Promote and preserve the right to own, transfer and use real property;
- Protect the right of members to conduct business within a framework of fair and reasonable laws and government regulations.

# STRATEGIC DIRECTIONS, GOALS AND STRATEGIES



MAR 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

**MAR 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 workforce housing, will remain a high priority in Maryland. This strategy recognizes that affordable rental housing is the first step on the housing ladder for many Marylanders.
- b. Strategy:** Continue support of economic development efforts through research, key appointments and legislative activities.

## GOAL 2

**MAR promotes favorable legislation and opposes legislation that is adverse to the real estate industry.**

- a. Strategy:** Expand member, public and media outreach regarding information about and awareness of legislative and regulatory issues affecting housing affordability, private property rights, prevention of over-regulation of real estate transactions and services, and restoration of equity in real property taxation, while maintaining and strengthening on-going advocacy relationships with other shelter sector organizations (e.g., title companies, lenders, appraisers, homebuilders) and consumer groups to better ensure the efficacy of MAR's advocacy.

Tactic: 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 (including tax reform or modernization, distressed property issues, insurance, environmental and growth issues); and use MAR's financial and lobbying resources to defeat or promote issues.
- c. Strategy:** Maintain strong relationships with federal, state, and local political and regulatory officials through the political activism of staff, members and their clients. MAR will better educate legislators on REALTOR® issues, hold elected officials accountable for their votes on these issues, and educate members about officials' records.

**d. Strategy:** Actively assist NAR in its advocacy efforts, including preserving mortgage interest tax deduction, simplifying the mortgage process and requiring banks to take a more reasoned approach to consumer lending and other emerging issues.

Tactic: Increase grassroots involvement in politics and aggressively promote response to Calls for Action to attain a participation rate of at least 35%.

Tactic: Promote availability and use of the REALTOR® Action Center mobile app.

Tactic: Increase awareness of the purpose and goals of the REALTORS® Political Action Committee (RPAC) to create a culture of support and investments.

**e. Strategy:** Support and review the Government Affairs Director (GAD) program to include sharing of information on jurisdictional similarities of legislative and regulatory issues.

## GOAL 3

**MAR seeks a productive relationship with the Maryland Real Estate Commission so that rules and regulations generated by the Commission in serving the public interest are reasonable, within the limits of legislative authority and economically feasible to administer and enforce.**

**a. Strategy:** Develop and support legislation or other efforts to expand course topics eligible for continuing education and test competencies.

**b. Strategy:** Continue cultivating the relationship with Real Estate Commission, including collaborating to resolve continuing areas of concern.

# B

MAR will provide contemporary, high quality and up-to-the minute communications and superior customer service.

## GOAL 1

**MAR is the comprehensive, reliable and accessible source of information to its members.**

- a. Strategy:** Develop and implement electronically delivered communication tools which will maximize the mobile revolution and engage members through their mobile devices (e.g., creating a mobile compatible online newsletter that is attention grabbing, visually engaging and relevant).
- b. Strategy:** Consistently deliver creative and professionally produced materials, with dependable and reliable content, to disseminate to Broker/Managers for sales meetings.
- c. Strategy:** Make information available regarding speakers to local associations/boards and broker/managers to distribute and/or use for orientations, sales meetings, and/or optional training.
- d. Strategy:** Create talking points for and continue grassroots, face-to-face visits by MAR leadership and staff to brokers and managers, as well as local association leadership and staff.
- e. Strategy:** Rethink Annual Conference format to attract larger membership attendance (e.g., one-day meeting, centrally located in MD) in addition to current Annual Conference.
- f. Strategy:** MAR will continue to support local boards/associations in complying with the NAR Core Standards, specifically relating to advocacy and consumer outreach.

## GOAL 2

**MAR strives to be a leader in technology services.**

- a. Strategy:** Implement technology training and/or education for MAR's members. Push out a series of technology recommendations (e.g., top apps for staying organized).
- b. Strategy:** Implement technology and website improvements for optimizing MAR's communications to its members, including mobile-friendly designs.
- c. Strategy:** Inform members about current technological resources for member safety.

### GOAL 3 **MAR will expand its diversity and international programming, collaborating with members, NAR, and affiliated institutes, societies and councils, and other real estate organizations to increase inclusivity.**

- a. Strategy:** Create coalitions with and outreach efforts to established organizations serving a variety of populations and professional subgroups (e.g., National Association of Real Estate Brokers, Asian Association of Real Estate of America and the Maryland Hispanic Real Estate Industry Association).
- b. Strategy:** Create generational/diverse participation in association leadership and activities, with a focus on engaging newer members
- c. Strategy:** Seek opportunities that exist through NAR's international programs (e.g. International Business Council and CIPS designation program sponsorship) with a focus on building new relationships that will result in new business opportunities for members.

### GOAL 4 **Members rely on MAR to assist them in increasing their professionalism and competence.**

- a. Strategy:** Continue to provide, enhance and promote professional and leadership development opportunities for new and experienced professionals (e.g., Leadership Academy, YPN, GRI, ePro, CRS).
- b. Strategy:** Continue to assist and educate members in understanding the ramifications and complexities of successfully working in new and changing market conditions (e.g., property management).
- c. Strategy:** Work with the Real Estate Commission to allow more flexibility in continuing education classes to better reflect best practices in education and technology.



MAR will engage in consumer outreach to provide the public and the media with information about the value REALTORS® bring to the real estate transaction and to the communities we serve.

## GOAL 1

**Consumers select MAR members as their trusted resource for all real estate information and services.**

- a. Strategy:** Continue to expand public and media outreach through the use of press releases, editorial opportunities, paid media, and current website information.
- b. Strategy:** Promote legislative efforts & successes.
- c. Strategy:** Engage in consumer advocacy events.
- d. Strategy:** Continue to identify and educate the public and media about existing finance programs for low and moderate income housing, predatory lending practices and abusive distressed market practices.
- e. Strategy:** Broadly promote MAR's consumer website.

Tactic: Investigate the use of banner ads or other tools on the consumer website to promote information on current issues affecting homeownership, enhancing public understanding of those issues and increasing the public's level of participation in issues critical to homeownership.