

STRATEGIC PLAN

2018-2019



Maryland

REALTORS®

STRATEGIC DIRECTIONS, GOALS AND STRATEGIES

INTRODUCTION

This strategic plan is designed to direct the activities and emphases of the Maryland REALTORS® over the years 2018 and 2019. It focuses on the strategic directions Maryland REALTORS® will emphasize over that period, and assumes close cooperation between Maryland REALTORS®, 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.

Maryland REALTORS® 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; and
- Protect the right of members to conduct business within a framework of fair and reasonable laws and government regulations.



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 workforce 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.

B. STRATEGY: Support of economic development efforts impacting real estate.

GOAL 2

Maryland REALTORS® 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 Maryland REALTORS® advocacy.

Tactic: Develop consistent use of press releases, editorial opportunities, earned media and website and social media updates to increase exposure of successes. Expand advocacy outreach to targeted stakeholders.

B. STRATEGY: Identify issues that have an impact on homeownership, the practice of real estate, and private property rights (including tax policy, housing opportunity, insurance, environmental, and growth issues); and use Maryland REALTORS® 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. Maryland REALTORS® will better educate legislators on REALTOR® issues, hold elected officials accountable for their votes on these issues, and educate members about officials' records.

Tactic: Promote the purpose and goals of the REALTORS® Political Action Committee (RPAC) to create a culture of support and investment. Continue REALTOR® Champion programs.

D. STRATEGY: Promote NAR legislative advocacy core standards.

Tactic: Increase grassroots involvement in politics and aggressively promote response to Calls for Action (including mobile text messaging and management of FPC 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.

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B Maryland REALTORS® will enhance the communication experience for members through relevant technology.

GOAL 1

Maryland REALTORS® is the comprehensive, reliable and accessible source of information to its members.

A. STRATEGY: Make Brokers the first point of contact for communication, who will convey information to agents so that all REALTORS® will have reliable and timely information to share with their clients and customers.

B. STRATEGY: Create a “Personal Touch” call campaign to Brokers twice a year that staff will administer.

Tactic: Identify a program, issue or event that Maryland REALTORS® would like Brokers to support and have staff reach out to Brokers in person.

GOAL 2

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

A. STRATEGY: Expand Maryland REALTORS® social media presence and consider including Instagram & Snapchat accounts in the social media outreach program.

GOAL 3

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 generational/diverse participation in Maryland REALTORS® leadership and activities, with a focus on engaging newer members.

B. STRATEGY: Seek opportunities that exist through NAR's international programs (e.g. International Business Council and CIPS designation program sponsorship) and within the State of Maryland, with a focus on building new relationships that will result in new business opportunities for members.



Maryland REALTORS® 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 Maryland REALTORS® members as their trusted resource for all real estate information and services.

A. STRATEGY: Expand media outreach through use of press releases, editorial opportunities, paid media, and social media.

B. STRATEGY: Expand outreach to the public through workshops, housing fairs, partnerships with housing related organizations, consumer advocacy events, and PSA and video outreach.

C. STRATEGY: Provide public outreach opportunities for members by:

Tactic: Offering education and resources to local associations and members' real estate offices. Expand outreach to Brokers and office managers.

Tactic: Providing social media collateral for members to reach their own customers.

Tactic: Promoting and expanding the Housing Opportunities Certification Program.

D. STRATEGY: Promote the consumer website.

Tactic: Purchase banners ads on housing counseling agencies and partner organizations' websites.

Tactic: Explore ads on public transit, sponsored targeted ad on Pandora and/or Spotify, and television and movie streaming sites.

Tactic: Continue strategic partnerships with the state Department of Housing and Community Development.



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D

Maryland REALTORS® will promote and support resources that enhance professionalism and reduce risk for members.



GOAL 1

Members rely on Maryland REALTORS® 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.

GOAL 2

Maryland REALTORS facilitates increased professionalism among its members.

- A. STRATEGY:** Continue to provide and expand professional standards resources for local boards/associations, Brokers and members.

Tactic: Explore developing a peer-to-peer review process to assist Brokers in supporting and supervising agents, either voluntarily between brokerages or through MLS at end of a transaction.

Tactic: Increase communications regarding professionalism with Brokers and members by soliciting and sharing Best Practices.

Tactic: Upgrade ethics training using a variety of media and technology, including videos, webinars, classroom training or other methods.

Tactic: Promote a culture of compliance by encouraging members to identify and address unprofessional behavior, whether through formal or informal means.
- B. STRATEGY:** Reduce confusion by clarifying the difference between Maryland REALTORS® and the Maryland Real Estate Commission.

Tactic: Create a flow-chart for Maryland REALTORS® website explaining when to contact the Maryland Real Estate Commission, when to contact Maryland REALTORS® and when to contact the Local Board/Association.
- C. STRATEGY:** Promote a "Professionalism Looks Like This" program.

Tactic: Create video or promotional piece to depict what "This" looks like.

GOAL 3

Maryland REALTORS® provides members with knowledge, information and tools to reduce risk

- A. STRATEGY:** Promote use of the Legal Hotline by our members.

Tactic: Continue to offer via telephone and online submission; transition to expanded hours and/or additional days on which Legal Hotline is available.

Tactic: Continue to create Q and A videos regarding topical and/or typical Legal Hotline questions.
- B. STRATEGY:** Increase content available to brokers for use with sales meetings, training and risk reduction.

Tactic: Create and promote videos, brochures, and talking points.
- C. STRATEGY:** Promote Statewide Forms – Updates & Revisions

Tactic: Continue publishing "Summary of Changes"

Tactic: Continue to record video(s) to explain changes
- D. STRATEGY:** Provide periodic Legislative Updates to members.

Tactic: Provide written updates via website and magazine

Tactic: Provide updates via video
- E. STRATEGY:** Continue to promote REALTOR® Safety

Tactic: Share NAR REALTOR® Safety resources, including videos, written materials and toolkits

Tactic: Post FAQs and best practices on Maryland REALTORS® website

Tactic: Promote monthly REALTOR® Safety video
- F. STRATEGY:** Focus on increasing awareness and extent of Cyber Security risks as well as other emerging trends.

Tactic: Share information and Best Practices through written content, videos and other media, including social media.

GOAL 4

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 by:

Tactic: Creating a poster to promote services and resources that Maryland REALTORS® offers.

Tactic: Providing tools and content that agents and brokers can use and making the agents and brokers aware of those resources.

Tactic: Updating and promoting (member benefit) resource guide.