Greater
Baton Rouge
Association of
REALTORS®

Strategic Plan





#### Who We Are

The Greater Baton Rouge Association of REALTORS® (GBRAR) provides optimum benefits and services to members through knowledge and advocacy



#### Values That Define Us

The Leadership and Staff are guided by these principles:

- Integrity and Ethics in the Profession
- Integration and Participation of all Members
- Respect and Transparency in the Association
- Decisiveness and Accountability in Serving the Members
- Community Enhancement and Leadership

#### What We Stand For

- Strategic Purpose 1: Governance GBRAR has a fiscally responsible business structure that utilizes the talents of leadership, members and staff to fulfill the vision of its strategic plan
- Strategic Purpose 2: Community Relations GBRAR is committed to raising the public awareness of its brand, involvement, and commitment to the community by advocating for issues that impact the community, fostering strong relationships and maintaining a dedicated seat at the table with community leaders and community organizations
- Strategic Purpose 3: Government Affairs GBRAR is the recognized authority in the area for issues involving real estate and supports the advancement of responsible real estate related legislation and private property rights
- Strategic Purpose 4: Communications As the trusted authority, GBRAR is a conduit for high level conversation and communicates through a variety of innovative methods with our members, staff, industry and community
- Strategic Purpose 5: Professional Development Utilizing the highest caliber of trainers, GBRAR has a culture for consistently delivering a spectrum of quality professional and career development programs that provide the tools, skills and advanced information necessary so members can deliver services to consumers in a legal and ethical manner
- Strategic Purpose 6: MLS Acknowledging changes in the market place, the GBRAR is a business service that is proactively positioned to advance collaborative, solution-based efforts that will maximize economies of scale, increase the return on investment for members and reduce borders to the sharing of property information

# Additional Material outlining Strategies and Tasks for each area

Details for Each Area





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#### Area 1 Governance

- Strategic Objective 1A: Staff GBRAR hires, develops and assesses the most qualified and skilled CEO and staff to implement the strategic goals of the organization.
  - Strategy 1A1:GBRAR empowers the CEO to hire, develop and assess the most qualified and skilled staff to implement the Strategic plan.
  - Strategy1A2: GBRAR executive team to evaluate CEO on parameters, objective industry standards and/or items previously outlined in any employment contract
- Strategic Objective 1B: Facilities and Operations GBRAR
  maintains a facility with a professional business
  environment that meets and exceeds the needs of its
  members, provides non-dues revenue and has potential
  for future growth opportunities
  - Strategy 1B1: Team of commercial practitioners, investment property managers and/or commercial appraisers to assess the life cycle of the building and all its components formulating a proposal for finance so that adequate dedicated funds are amortized based on useful life and set aside for future repairs
  - Strategy 1B2: In concert with staff, have a Task force analyze the room rentals and staff time (billable hours) so rental rates can be recalibrated properly including cleaning fees.
  - **Stategy 1B3:**Task force of commercial brokers and appraisers to identify cost and return on investment to build upstairs to generate non-dues revenue.



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### Area 1 Governance

- Strategic Objective 1C: Finance GBRAR budgets to support the strategic objectives in a fiscally responsible manner, diversifies its income streams and safeguards the assets of the association
  - **Strategy 1C1:** Evaluate the talents and expertise required for finance committee members and the Treasurer
  - Strategy 1C2: Assess the viability of having a multi-year elected/appointed position for treasurer, financial background and credit worthiness
  - Strategy 1C3: P&L formed for each program and event including the staff time to prepare, monitor and follow up time
- Strategic Objective 1 D: Structure GBRAR has an efficient project-based business structure that identifies, trains, cultivates leaders and recruits subject matter experts to recommend solutions to the board of directors that address issues identified in the strategic plan
  - Strategy 1D1: Task force to evaluate term limits, positions and workable structure for Line officers, Workgroups/task forces not committees,
  - **Strategy 1D2:** Task force to evaluate the benefits of a GBRAR Leadership training and academy
- Strategic Objectives 1E: Business Growth
  - GBRAR proactively identifies, monitors, evaluates and invests in business opportunities that position the organization for growth



#### Area 2 Community Relations

GBRAR is committed to raising public awareness of its brand, involvement, and commitment to the community by advocating for issues that impact the community, fostering strong relationships and maintaining a dedicated seat at the table with community leaders and community organizations



- Strategic Objective 2A: Programs / Events GBRAR delivers specific community programs and events that build strong mutually beneficial relationships to improve the quality of life in our communities. Specific strategies to be developed and reviewed on an annual basis.
- Strategic Objective 2B: Advocacy GBRAR partners to jointly advocate for issues impacting property ownership and property rights in our communities
  - Strategy 2B1: Cultivate relationships with community organizations and leaders to find common ground for collaboration on issues, for example:
    - 1031 Exchange
    - Flood Insurance
    - First Time Home Buyers
    - Property Taxes
- Strategic Objective 2C: Outreach/Influence GBRAR
  is a respected voice in the larger conversation about
  all things real estate by fostering strong relationships
  and maintaining a dedicated seat at the table with
  community leaders and community organizations.
  - Strategy 1C1: Baton Rouge Metro Area Chamber
  - Strategy 2C2: Baton Rouge Growth Coalition
  - Strategy 2C3: Better Baton Rouge
  - Strategy 2C4: Baton Rouge Area Foundation on Flood Relief
  - Strategy 2C5: Center of Planning Excellence

Government Affairs - GBRAR is the recognized authority in the area for issues involving real estate and supports the advancement of responsible real estate related legislation and private property rights

### Area 3 Government Affairs

- Strategic Objective 3A: Grassroots GBRAR mobilizes its members to communicate a uniform message and influence the implementation of policies and legislation affecting the real estate industry and private property rights
  - Strategy 3A1: Ensure members are signed up for text message alerts
  - Strategy 3A2: Build teams for Calls to action
  - Strategy 3A3: Database survey of talents and political connections and jurisdiction of members
- Strategic Objective 3B: Fundraising Members willingly invest in the political process because they understand the return on investment and the importance of financially investing at all levels
  - Strategy 3B1: continue to showcase NAR major donors on
  - Strategy 3B2: recognize members who have increased personal investments to the LR levels
  - **Strategy 3B3:** partner with Brokers and Managers to find ways to increase office participation
  - Strategy 3B4: conduct fundraising events to increase member participation



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## Area 3 Government Affairs

- Strategic Objective 3C: Policy and Positions GBRAR is a respected authority on the impact of
  proposed policy and independently evaluates
  policy and positions that impact ownership and
  private property rights in the greater Baton Rouge
  area
  - Strategy 3C1: With the help of key influencers, proactively assess and monitor issues that affect real estate on a municipal and state level
  - Strategy 3C2: Formulate positions and provide key influences with uniform talking points on issues impacting real estate
- Strategic Objective 3D: Influence and Outreach -GBRAR identifies, nurtures and cultivates a strong network of personal relationships with public and government officials to remain the respected authority in the greater Baton Rouge area
  - Strategy 3D1: formulate a list of all business and industry groups that GBRAR wants to cultivate a relationship with
  - Strategy 3D2: identify Realtors that already hace a seat at the table on those identified groups
  - Strategy 3D3: coordinate those Realtors and relationships with uniform messaging



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## Area 4 Communications

- Strategic Objective 4A: Internal GBRAR communicates its programs, products and services in a variety of ways that effectively engages its members
  - **Strategy 4A1:** Promote the value of the association to the membership
  - **Strategy 4A2:** Proactively inform members of action and changes vital to our industry at the local, state and national levels.
  - Strategy 4A3: Promote awareness about the ways REALTORS are advocates for the protection of private property and ownership rights
  - Strategy 4A4: Provide members with consumerfocused materials, primarily from NAR, LR, as well as industry-centric sources promoting the value of using a REALTOR.
  - **Strategy 4A5:** Inform members of the programs, products and services offered to them
- Strategic Objective 4B: External Though GBRAR's spectrum of communications, the public understands the value that REALTORS contribute to their communities and view them as essential partners in advocating for issues affecting property rights and the quality of life in our communities
  - **Strategy 4B1:** Be the "Voice for Real Estate" and promote market statistics and/or Real Estate trends and issues and their impact on consumers.
  - Strategy 4B2: Identify primary contacts for real estate issues, coordinate meetings and/or interviews with reporters and regularly and proactively provide general interest stories and press releases.
  - Strategy 4B3 Promote legislative victories and goals to the public and tie these victories to the defense of private property and ownership rights.

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## Area 4 Communications

- Strategic Objective 4C: Communication
   Modes GBRAR understands the diverse
   demographics of its target audiences and utilizes
   a variety of methods to effectively communicate
   with them
  - **Strategy 4C1:** Multiple platforms are utilized to communicate so that information is received by each member in their preferred way.
  - Strategy 4C2: These platforms include but are not limited to email, social media, membership meetings and the association website
- Strategic Objective 4D: Database GBRAR
  will develop and implement a demographic
  database to proactively and continually collect
  demographic data about its members that could
  help forward the initiatives in the strategic plan
  - Strategy 4D1: to include academic background, community and political involvement, areas of subject matter expertise; business specialties, hobby and individual talents.
  - Strategy 4D2: Follow a developed plan for who, how and how often surveys and questionnaires will be used to secure info

# Area 5 Professional Development

Utilizing the highest caliber of trainers, GBRAR has a culture for consistently delivering a spectrum of quality professional and career development programs that provide the tools, skills and advanced information necessary so members can deliver services to consumers in a legal and ethical manner



- Strategic Objective 5A: Target Audiences GBRAR elivers dynamic programs and advanced skill courses for all segments of its membership
  - **Strategy 5A1:** Identify the target audiences that are to be served
  - Strategy 5A2: consider how to provide all levels of instruction for both competency and proficiency
- Strategic Objective 5B: Programs and Trainers -GBRAR delivers a wide variety of timely and relevant courses that range from satisfying the mandatory compliance requirements to optional curricula providing advanced content delivered by engaging subject matter experts
  - Strategy 5B1: workgroup to evaluate timely and relevant topics – with and without CE- For each member audience to be served
  - Strategy 5B2: Partner with other boards, companies and LR to deliver advanced designation and certification courses
- Strategic Objective 5C: Course Delivery Options

   GBRAR provides members with choices by delivering enhanced learning opportunities through a variety of traditional, electronic and emerging formats
  - Strategy 5C1: Workgroup to assess the options and technology needed to deliver programs in an efficient, effective and profitable manner for members

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- Strategic Objective 5D: Non-Dues Revenue Recognizing that not all learning opportunities are
  classified as member benefits, GBRAR has classified
  which professional and career development options
  are member benefits and which are a 'fee for service'
  to provide non-dues revenue income streams
  - Strategy 5D1: workgroup to classify the difference between programs that are free and programs that are fee-for-service
  - Strategy 5D2: research best practices to develop an overall profitable department that focuses on making money off the lowest tier of training to fund and cross-sell the higher level offerings
  - Strategy 5D3: formulate a business plan and pricing options for both wholesale and retail opportunities for selling and coordinating professional development programs
  - Strategy 5D4: workgroup to formulate a business plan that utilizes sponsorships for higher level training opportunities
- Strategic Objective 5E: Professional Standards
  - GBRAR has a Professional Standards
     Enforcement program that is compliant with all NAR requirements

Acknowledging changes in the marketplace, the GBRAR MLS is business service that is proactively positioned to advance collaborative, solution-based efforts that will maximize economies of scale, increase the return on investment for members and reduce borders to the sharing of property information

#### Area 6 MLS

- Strategic Objective 6A: Non-Dues Income As a non-dues revenue income stream, GBRAR
  understands the need to find additional
  diversified income streams to achieve financial
  independence
  - **Strategy 6A1** Create the opportunity for the Board and MLS to run as separate entities
  - **Strategy 6A2-** Create a task force to evaluate the best utilization of current profits from MLS
  - Strategy 6A3- Task force to explore the true cost of membership without MLS subsidy
- Strategic Objective 6B: Benefits/Services GBRAR incorporates quality, cloudbased tools and services to Participants and
  Subscribers that will continue to increase the
  value they receive from the business service.
  - **Strategy 6B1:** GBRAR staff are experts and prepared for ongoing membership training
  - **Strategy 6B2:** GBRAR has state of the art equipment for classroom and staff use
- Strategic Objective 6C: Business Growth GBRAR continues to seek opportunities for
  Participants and Subscribers by remaining open to
  all options for an expanded MLS system

