

# HCAR STRATEGIC PLAN PRIORITIES Approved 9/17/2014\*

## MISSION

The Harford County Association of REALTORS® provides its members with resources that enable them to conduct business professionally while promoting the values and benefits for local communities to use the services of our REALTORS®.

## VISION

To be Harford County's leading voice for home ownership, the real estate industry and those issues that affect the association's members, while enhancing the REALTOR® image in our community.

### 1. LEADERSHIP DEVELOPMENT

GOAL: Provide training & leadership opportunities to members

OBJECTIVE: To identify & increase leadership candidates

STRATEGY: Allocate funds for leadership training (local, MAR & NAR)

1. ACTION: Leadership Academy scholarships
2. ACTION: Follow-up with Leadership Academy graduates

STRATEGY: Leverage brokers, board members & links to identify candidates

3. ACTION: Ask members for participation & commitment

OBJECTIVE: Make volunteer opportunities known to the members; easy to do/consistency

STRATEGY: Clearly identify the commitment and scope for participating

4. ACTION: Create mission statement and committee requirement
5. ACTION: Where appropriate, add two new members to committees

### 2. MEMBER SERVICES & BENEFITS

GOAL: Communicate benefits and value of membership

STRATEGY: Membership spotlight (monthly)

1. ACTION: Create a communications committee
2. ACTION: Submit information to print & social media & HCAR website
3. ACTION: Set up a focus group targeted towards Millennials

### 3. CONSUMER OUTREACH

GOAL: Promote HCAR as the "Voice for Real Estate" in Harford County.

OBJECTIVE: Become the local expert/authority for real estate

STRATEGY: Develop a relationship with local media.

Engage in not less than four meaningful consumer engagement activities reflected by:

- Being the "Voice for Real Estate"
  1. ACTION: Highlight local, state, national or global/international real estate data in a news release or direct outreach to local reporters. (press release, email pitch to reporters or news segment that mentions your association in connection with real estate market data).

2. **ACTION:** *Arrange interviews with association leadership to provide context to local real estate data.*
  3. **ACTION:** *Identify local angles of data from NAR research reports (residential, commercial or global/international) and reach out to local reporters.*
  4. **ACTION:** *Use social media (Twitter, LinkedIn and Facebook) to share local real estate data and insights and redistribute NAR Research insights.*
  5. **ACTION:** *Conduct desk side briefings with local editors to share insights from the local MLS, commercial information exchange, and association-generated real estate data.*
- **Community involvement**
    1. **ACTION:** *Create & offer community workshop series*
      - Leading with Diversity Workshop*
      - Expanding Housing Opportunities Class*
      - Employer-Assisted Housing Class*
      - Workforce Housing Forums*
      - Smart Growth for the 21<sup>st</sup> Century Course*
    2. **ACTION:** *Run a TV, radio or print ad from NAR's Consumer Advertising Campaign in a local media outlet.*
    3. **ACTION:** *Reach out to reporters to suggest stories that demonstrate members' value to home buyers and sellers. (press release, email pitch to reporters or news segment that mentions your association in connection with a story about REALTOR® value to home buyers and sellers).*
    4. **ACTION:** *Reach out to reporters to suggest stories that demonstrate members' value to consumers and homeowners, small business owners, retailers and other commercial businesses. (sample of news release, copy of an email pitch to reporters, screen capture of an exchange on Twitter or other social media venue, or copy of an article or news segment that mentions your association or association spokesperson in connection with a story about REALTOR® value to consumers and home buyers, business owners or commercial investors).*
    5. **ACTION:** *Sponsor or participate in job or small business fairs.*
    6. **ACTION:** *Sponsor homeownership fairs.*
    7. **ACTION:** *Sponsor a tour of vacant commercial properties.*
    8. **ACTION:** *Sponsor a seminar on how to invest in commercial property*
    9. **ACTION:** *Promote a local open-house weekend.*
    10. **ACTION:** *Provide materials that help members reach out to consumers directly.*

11. ACTION: Reach out to consumers and homeowners and tell them what your association has accomplished in public policy issues of concern to them.

12. ACTION: Provide materials that help members reach out to businesses directly.

- Advocacy efforts

1. ACTIONS: Activities the association will participate in

- Utilized the Land Use Initiative
- Conducted a poll using the State & Local Growth Polling Program
- Distributing On Common Ground Magazine to public officials
- Candidate Independent Expenditure Races
- Candidate Polling & Research
- Candidate Training Academy
- Issues Mobilization Program
- Issue Polling & Research

2. ACTION: Submit an op-ed letter to the editor of the local newspaper addressing the issue(s) at hand.

3. ACTION: Conduct a town hall meeting to address the relevant local issues.

4. ACTION: Mobilize members to ask their clients and customers to contact their local representative about the issue(s).

- Community investment

1. ACTION: Activities that the association will participate in to demonstrate community investment

- Diversity Initiative Grants
- Housing Opportunity Grants
- Smart Growth Grants
- Placemaking Micro-Grant
- Commercial Innovation Grant
- Global Achievement Award

2. ACTION: Participate in Habitat for Humanity build.

3. ACTION: Organize REALTOR® participation in a community fundraising drive or event such as a local walkathon, donation drive, or volunteering at a homeless shelter.

4. ACTION: Organize a fundraiser activity such as a golf tournament, with proceeds benefitting a community organization.

5. ACTION: Create an Issues Mobilization Fund.

6. ACTION: Apply for NAR technology grant.

7. ACTION: Create a separate Consumer website.

#### 4. ADVOCACY / LEGISLATIVE

GOAL: Educate HCAR members on REALTOR Party benefits and value.

OBJECTIVE: Increase RPAC contributions from members to 30%. Increase major RPAC contributors by two annually. Provide legislative informational forums

##### STRATEGY:

- Include in our dues billing a voluntary contribution to the PAC or the Issue Political Advocacy Fund in an amount adequate to meet NAR RPAC fundraising goal

##### STRATEGY:

- Provide or distribute information and communications from NAR regarding the value of investing in and the value received from participation in the PAC
1. *Identify the method(s) used to communicate with your membership about RPAC*
    - RPAC brochures/flyers*
    - Newsletter (online or print)*
    - RPAC on website*
    - RPAC email campaigns*
    - RPAC presentations at membership meetings*
    - RPAC presentations at office meetings*
    - Other digital materials*
    - Other print materials*

##### STRATEGY:

- Participate in NAR "Calls for Action" delivered through the REALTOR® Action Center
2. *Implement the following venue(s) to notify & encourage member participation in "Calls for Action"*
    - Promoted on Association Website*
    - Promoted in Association newsletter*
    - Promoted by separate email*
    - Promoted using social media (Facebook, Twitter, etc.)*

##### STRATEGY:

- Participate in state "Calls for Action"
3. *Implement the following venue(s) to notify & encourage member participation in "Calls for Action"*
    - Promote on Association Website*
    - Promote in Association newsletter*
    - Promote by separate email*
    - Promote using social media (Facebook, Twitter, etc.)*

##### STRATEGY:

- Conduct Advocacy engagement
4. *Implement REALTOR® Party initiatives such as....*
    - Conducted Candidate Independent Expenditure Races*
    - Requested and used Candidate Polling & Research*
    - Hosted a Candidate Training Academy*

- Submitted comments or had members testify on proposed real estate related legislation or regulation
- Issues Mobilization Program
- Issues Polling & Research
- REALTOR® Party Hub for Call for Action or other Advocacy Engagement
- Broker Involvement Program
- Polling & Research (members)
- Voter Registration Initiative (members)

**5. AFFILIATES**

**GOAL:** Increase Affiliate membership, Partnerships and participation

1. ACTION: Establish Affiliate Committee
2. ACTION: Increase Affiliate participation in HCAR committees
3. ACTION: Articulate the value proposition for Affiliates

**Strategic Plan Certification**

*This Strategic Plan includes Advocacy and Consumer Outreach components, and has been officially adopted by the Board of Directors of the Association. It will be reviewed annually by the Board of Directors and submitted to NAR for approval.*

Board of Directors approval:

Date: \_\_\_\_\_

*Craig Stroh*  
President's signature

Date: *Oct 24, 2014*

*Frank Spach*  
President-Elect's signature

Date: *Oct 24, 2014*

*Mark Wilson*  
Association Executive's signature

Date: *Oct 24, 2014*

*\* Italicized text in red was inserted after the strategic planning session held on 8/13/14 and revised by the Executive Committee on 9/03/2014.*