



# Strategic Plan 2015



**Greater Manchester / Nashua Board of REALTORS®  
Report of the Strategic Planning Retreat  
March 26th-27th, 2015**

**1. Planning Team**

A strategic planning team representing the Greater Manchester / Nashua Board of REALTORS® met on March 26<sup>th</sup> and 27<sup>th</sup>, 2015 at GMNBR Headquarters in Bedford, NH with facilitator Roger Turcotte of New Hampshire. This report contains the results of the team's work.

**Participants:**

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**2. Mission Statement**

**The planning team reviewed GMNBR's mission statement and revised it as follows:**

The purpose of GMNBR is to connect members to resources required to serve consumers and their communities in a professional and ethical manner; and advocate on behalf of real estate practitioners. As a local association, GMNBR will work in partnership with the New Hampshire REALTORS and National Association of REALTORS.

**3. SWOT Analysis**

The following were identified as STRENGTHS, WEAKNESSES, OPPORTUNITIES and THREATS of the organization:

➤ **Strengths**

- Education
- Communication
- Staff
- Website design
- Free offerings
- Size
- Financial solvency
- Skills bank

➤ **Weaknesses**

- Advocacy
- Political involvement
- Website utilization
- Broadcast training
- Broker owner training, Strength
- No mentoring of future leaders
- Too much going on
- Change is hard
- Perception that volunteering takes too much time away from business
- Broker owner involvement
- Lack of Nashua involvement
- Not mission driven
- Personal touch
- Member engagement is accidental
- Do not match talent to the tasks
- Utilization of volunteer talent
- Decision making process flawed
- Lack of distance education offered
- No building utilization policy for new location

➤ **Opportunities**

- New building
- Website training to members
- Recruit volunteers
- Increase community awareness of GMNBR brand
- Developing broker relationships to keep members informed
- Office visits to member offices
- Ambassador broker program
- Partnership with other Boards prep team
- Assisting other local boards in meeting core standards
- Marketing program for online CEU classes that provide a revenue stream

➤ **Threats**

- No value
- Lack of member Involvement
- Competition from other boards
- Building cost
- Large office leaving the Board
- MLS changes
- Volunteer constraints
- Lack of finances for programs that deliver our mission
- Threat that involved members are older

- 4. The strategic objectives/goals listed in this report are prioritized based on their impact on the association’s mission (See Note #1). Those listed under Advocacy and Outreach are shown first in this report since they are required under the NAR Organizational Alignment Core Standards.**

**Objective 1:**

Raise 100% of the established RPAC Fundraising goal.

**Objective 2:**

Achieve participation rates on NAR and State calls for action that are better than the average participation rates.

**Objective 3:**

Be the “Voice for Real Estate” and promote market statistics and/or real estate trends and issues and their impact on consumers.

**Objective 4:**

Enhance community involvement to promote the value proposition of using a REALTOR® and/or engage in community activities that enhance the image of REALTORS®.

**Objective 5:**

Boost consumer advocacy efforts and engage the public in legislative/political issues that impact homeownership, real estate investment and related issues.

**Objective 6**

Heighten Community investment through organizing human resources (i.e. Habitat for Humanity) or fundraising for the benefit of local charitable community organizations.

**Additional Strategic Objectives Not Required in the Core Standards**

**Objective 7**

Decisions made by staff and leadership team driven by Strat Plan.

**Objective 8**

Broker partner with GMNBR to keep members informed of events and resources.

**Objective 9**

Program to select train and mentor future leaders.

**Objective 10**

Program to recruit train and recognize volunteers.

**Objective 11**

Executive committee work with committee chairs to develop goals and plan for the year

**Objective 12**

Provide distance training opportunities to enhance educational offerings for members.

**Objective 13**

Members are aware of resources available at local, state, and national level

**Objective 14**

End of year assessment look back/ look forward as it relates to Strategic Plan.

**Objective 15**

Governance document allow immediate response of needs of members.

**Objective 16**

BOD tracks progress of Strat Plan at every meeting.

**Objective 17**

Define the affiliate relationship between Board of REALTORS.

**Objective 18**

Members would use GMNBR website as primary source of information and resources

5. **The following reflect the ‘possible action plans’ that the planning team developed for the majority of the strategic objectives.**

**NAR Core Standards - Advocacy**

**Objective 1:**

Raise 100% of the established RPAC Fundraising goal.

**Possible Action Plans:**

1. A Continue including above the line RPAC on dues billing.
1. B Encourage leadership to lead by example and contribute above the fair share level and thank those members with notes, announcements, and recognition.
1. C Mention RPAC at every membership meeting.
1. D Include Major RPAC Investment from the Association as part of the annual association budget.
1. E Conduct 1 major RPAC fundraising event annually.

**Objective 2:**

Achieve participation rates on NAR and State calls for action that are better than the average participation rates.

**Possible Action Plans:**

- 2. A Use association communication vehicle NAR/Convio to promote agents to respond to calls for action.
- 2. B Promote members to download REALTOR Action App or text REALTOR to 30644 for the REALTOR Party mobile alerts.
- 2. C Invite NHAR to our association to explain the Broker Involvement program to our applicable members.
- 2. D Request members share calls for action through their social media channels.

**NAR Core Standards-Consumer Outreach**

**Objective 3**

Be the “Voice for Real Estate” and promote market statistics and/or real estate trends and issues and their impact on consumers.

**Possible Action Plans:**

- 3.A Highlight local, state or national real estate data in a news release or through direct outreach to local reporters (e.g., release MLS or local market statistics, Realtor® Property Resource data, NAR research reports, local/state analysis of NAR statistics, etc.) through press releases, interviews, etc. Find NAR’s news releases at [www.realtor.org/news-releases](http://www.realtor.org/news-releases) and the schedule for economic releases at <http://www.realtor.org/for-the-media/2014-nar-statistical-newsrelease-schedule>.
- 3.B Embed the free Real Estate Today radio audio player to your association website so consumers can hear the show digitally each week ([www.RETRadio.com](http://www.RETRadio.com)).
- 3.C Add the free REALTOR® Content Resource widget to your association website to stream original homeownership content from HouseLogic.com, NAR’s award winning homeownership site (<http://members.houselogic.com/start/>). Highlight local, state or national real estate data in a news release or direct outreach to local reporters.

**Objective 4**

Enhance community involvement to promote the value proposition of using a REALTOR® and/or engage in community activities that enhance the image of REALTORS®.

**Possible Action Plans:**

- 4.A Put a digital ad banner from NAR’s Consumer Advertising Campaign on your association’s website. Advertising materials can be found at [www.realtor.org/consumer-advertising-campaign](http://www.realtor.org/consumer-advertising-campaign).
- 4.B Reach out to reporters to suggest stories that demonstrate members’ value to home buyers and sellers, small business owners, retailers and other commercial businesses. Three timely story ideas for media pitching are posted each month at [www.realtor.org/for-the-media/real-estate-story-ideas](http://www.realtor.org/for-the-media/real-estate-story-ideas).

- 4.C Reach out to local newspapers or websites and offer free content for a regular real-estate related guest column. A timely fill-in-the-blank article is available each month at [www.realtor.org/ae/share-and-promote/real-estate-facts](http://www.realtor.org/ae/share-and-promote/real-estate-facts). Run a TV, radio or print ad from NAR's Consumer Advertising Campaign or the state association's consumer advertising campaign in a local media outlet.

### **Objective 5**

Boost consumer advocacy efforts and engage the public in legislative/political issues that impact homeownership, real estate investment and related issues.

#### **Possible Action Plans:**

- 5.A Mobilize members to ask their clients and customers to contact their local representative about an issue.

### **Objective 6**

Heighten community investment through organizing human resources (i.e., assisting in a Habitat for Humanity build, etc.) or fundraising for the benefit of local charitable/community organizations.

#### **Possible Action Plans:**

- 6.A Apply for a REALTOR® Party Community Outreach grant for a Better Block or Placemaking project ([www.realtoractioncenter.com/for-ssociations/smartgrowth/](http://www.realtoractioncenter.com/for-ssociations/smartgrowth/))
- 6.B Encourage local leadership and membership to be involved in another community organization and promote that to REALTORS®.

## **Additional Strategic Objectives Not Required by the Core Standards**

### **Objective 7**

Decisions made by staff and leadership team driven by Strategic Plan.

#### **Possible Action Plans:**

- 7.A Look back/ look forward done by the Executive Committee and presented to the BOD before December 1<sup>st</sup> (include staff).
- 7.B Budget finance review strategic plan when creating budget annually.
- 7.C Executive Committee meets with Committee Chairs prior to new year. This may include past and present chairs if there is a change.
- 7.D Staff to include strategic plan analysis in their annual review.
- 7.E Operational plan- Analysis of resources, staff time, materials and volunteer hours.
- 7.F Executive committee works with committee chairs to develop goals and plans for the year (strategic objective # 11)

### **Objective 8**

Broker partnership with GMNBR to keep agents informed of events and resources available.

**Possible Action Plans:**

- 8.A Drip campaign to inform/communicate to brokers the events and resources available monthly
- 8.B Liaison to visit offices to educate agents on available resources and agents needs bi-annual.
- 8.C Broker training available to help bring collaboration to facilitate challenges within their office as needed

**Objective 9**

Program to select train and mentor future leaders.

**Possible Action Plans:**

- 9.A Define skill set position groups
- 9.B Offer define/identify leaders and provide leadership training
- 9.C Develop mentoring program for identified leaders with skills set
- 9.D Campaign in inform members of available positions and benefits of becoming a volunteer leader
- 9.E Evaluate leaders in current positions

**Objective 10**

Program to recruit, train, and recognize volunteers.

**Possible Action Plans:**

- 10.A Drip campaign promoting volunteer opportunities, phone calls, reach out to Brokers
- 10.B Put volunteer information on website
- 10.C Expand orientation information form
- 10.D Create a “Volunteer Quick Action Team” to develop a plan for volunteer recruitment
- 10.E Use background information in RAMCO to target interests and experience
- 10.F Include volunteer awards in our annual event "superlatives"
- 10.G Define benefits of volunteering, commitment, and recruit based on tasks
- 10.H Maintain pool of ready willing and able volunteers
- 10. I Host volunteer orientations regularly

**Objective 11**

Provide distance training opportunities to enhance educational offerings for members.

**Possible Action Plans:**

- 12.A Meet with instructors to discuss concerns about online education
- 12.B Define distant learning opportunities for members
- 12.C Inform members of all opportunities through various sources
- 12.D Establish a marketing plan to promote courses



- 12.E Establish evaluation of classes
- 12.F Asynchronous "CE Shop"
- 12.G Synchronous instructor student interaction at the same time

**Objective 12**

Make members aware of resources available at local, state, and national levels.

**Action plan to be developed**

- 13.A Share tools in office visit
- 13.B Tidbit or solution email in monthly newsletter; review click rate and open rate
- 13.C Highlight broker material to brokers in drip campaign
- 13.D Broker specific round tables/ emails
- 13.E Develop task force for getting brokers involved
- 13.F Follow up on new member orientation
- 13.G Utilize national and state speakers to share benefits and information

**Objective 13**

Governance document allow immediate response of needs of members.

**Objective 14**

Board of Directors tracks progress of Strategic Plan at every meeting.

**Objective 15**

Define the Affiliate relationship between Board of REALTORS.

**Possible Action Plans:**

- 17.A Networking opportunities for Affiliates to build relationships
- 17.B Develop orientation program for Affiliates and host annually
- 17.C Provide opportunities for visibility
- 17.D Communicate their role to the Board through Affiliate Liaison position
- 17.E Educate members/changes in Affiliate's industry
- 17.F Record orientation to distribute to new members
- 17.G Recognize Affiliates at quarterly meetings

**Objective 16**

Members would use GMNBR website as primary source of information and resources

**Possible Action Plans:**

- 18.A Archive e-newsletter on website
- 18.B Link to NAR or simplify their resources on our site
- 18.C More local real estate statistics
- 18.D Include hot button issues in our market
- 18.E Highlight find a REALTOR® feature
- 18.F NNERN iframe website

**Note #1** – Strategic objectives were prioritized based on the impact of the objective impact on GMNBR’s mission. This process consisted of each participant assigning a value to each objective based on: required to succeed (3), not required but very beneficial (2), nice to have (1). The value assigned by the participants was added up and the total value was the number that determined the priority of each objective.

The second numeric value indicates the team’s opinion of how GMNBR is performing that objective today. This process consisted of each participant assigning a value to each objective based on: Objective is not being performed or is being performed at a minimal level (3), being done but needs improvement (2), being done very well (1). Therefore, a high value indicates that the objective requires greater work/attention in order to achieve the desired performance.