

# 2015-2016 Strategic Plan

## Greater Philadelphia Association of Realtors®

---

### **Mission Statement**

The Mission of the Greater Philadelphia Association of Realtors® is to enhance the ability and opportunity of its members to conduct their business successfully and ethically, and to promote the preservation of the right to own, transfer and use real property.

### **Vision Statement**

The Greater Philadelphia Association of Realtors® helps drive the City of Philadelphia forward as a place to live and conduct business.

### **Primary Customer**

The primary customers of the Greater Philadelphia Association of Realtors® are the professional agents and the firms they represent.

**Goal 1 – Legal and Regulatory Leader** - Greater Philadelphia Association of Realtors® will continue to expand on its current position as a leader in the legislative and regulatory community.

**Goal 2 – Communication Leader** - Greater Philadelphia Association of Realtors® will become the leading source of information to members, and to the community on real estate and related matters.

**Goal 3 – Member Engagement** - Greater Philadelphia Association of Realtors® will engage members by developing programs and resources designed to increase member interaction.

**Goal 4 – Organizational Diversity** - Greater Philadelphia Association of Realtors® will broaden current resources for a stronger delivery of programs and services in order to increase awareness of member benefits and non-dues revenue.

**Goal 1 – Legal and Regulatory Leader** - Greater Philadelphia Association of Realtors® will continue to expand on its current position as a leader in the legislative and regulatory community.

**Objective 1.1**

Continue to promote RPAC awareness so members make the connection between strong legislative advocacy and investment in RPAC.

**Possible Action Plans**

- A. Consider including the members' RPAC investment from the previous year on the dues billing statement.
- B. Communicate to members and encourage them to move up a level in their investment.
- C. Include a major RPAC investment from the association as part of the annual association budget.
- D. Develop an annual fundraising plan that includes a fundraising component (e.g., sweepstakes, auctions, events) at every membership meeting and event.
- E. Hold a major investor event and utilize RPAC grant money from NAR.

**Objective 1.2**

Broaden GPAR's political reach by identifying and electing Realtors® to office.

**Possible Action Plans**

- A. Hold one candidate training school session per year to educate Realtors® on the tools necessary to run for office.
- B. Work with brokers to proactively identify potential candidates and encourage them to attend the training.
- C. Apply for NAR funding to run independent expenditure campaigns in support of the candidates.
- D. Encourage members to volunteer on the campaigns and help with Get Out the Vote activities.

**Objective 1.3**

Increase millennials involvement in the political process in order to help create future leaders.

**Possible Action Plans**

- A. Consider creating and leading a coalition of politically active and diverse groups to serve as a think-tank.
- B. Hold one candidate training school session per year specifically for millennials to educate them on the tools necessary to run for office.
- C. Work with brokers to proactively identify Realtors® for inclusion in the group and encourage them to get involved.
- D. Consider establishing a Millennial Active in Politics award to be conferred yearly.

**Goal 2 – Communication Leader** - Greater Philadelphia Association of Realtors® will become the leading source of information to members, and to the community, on real estate and related matters.

**Objective 2.1**

Simplify member communication systems to focus on concise and branded messaging.

**Possible Action Plans**

- A. Consider using a web-based message delivery service (i.e. Voter Voice, Constant Contact) to track open-rates and effectiveness of communications.
- B. Evaluate the number of communications that members receive from GPAR and streamline delivery to no more than two messages per week from the association.
- C. Consider incorporating the Mission and Vision Statements to weekly Ambassador Program messages and other association communications.
- D. Consider hiring a media relations specialist (either in-house or outside firm) to provide overall strategy for the association.

**Objective 2.2**

Embrace technology platforms to engage membership and the public.

**Possible Action Plans**

- A. Consider forming a committee to keep abreast of new advances in real estate trends regarding technology.
- B. Consider developing an internal and external PR campaign to drive up participation on major social media feeds such as Facebook and Twitter.
- C. Post relevant and timely information on social media feeds to keep followers up-to-date on events and news.
- D. Evaluate development of a GPAR application to provide easy access to information for Realtors® on the move.

**Objective 2.3**

Facilitate member and public education on legislative and regulatory issues.

**Possible Action Plans**

- A. Consider contracting with a web-based platform (i.e. Voter Voice) to deliver monthly legislative-focused newsletters.
- B. Consider developing 60 second video addresses on important issues.
- C. Establish a three-member critical response team of the legislative committee to support staff in making time-sensitive decisions.
- D. Encourage members to educate their clients about information posted in Objective 2.2(c).

**Goal 3 – Member Engagement** - Greater Philadelphia Association of Realtors® will engage members by developing programs and resources designed to increase member interaction.

**Objective 3.1**

Design education to provide members with a connection between being active in GPAR and being a successful Realtor®.

**Possible Action Plans**

- A. Consider holding monthly professional development seminars (i.e. building wealth, hiring an assistant) that are important to new members.
- B. Develop a general curricula and communication platform that educates and increases the member value proposition.
- C. Reinstate the brokers' roundtable to provide a forum for discussion on issues and networking opportunities.
- D. Hold at least one annual legislative event to connect members with local and state elected officials (i.e. legislative breakfast or forum).

**Objective 3.2**

Identify and cultivate future GPAR, PAR, and NAR leadership.

**Possible Action Plans**

- A. Continue to use the mentorship program to connect new members with established practitioners.
- B. Consider providing the mentorship program with resources to hold a quarterly networking event.
- C. Use Ambassador Program to identify individuals that have leadership capabilities and establish them as committee or task force chairs.
- D. Consider advancing one name per session to LeadershipPAR and help defray costs for the individual to participate in the program.

**Objective 3.3**

Evaluate current association community service efforts for strategic effectiveness and alignment with the mission.

**Possible Action Plans**

- A. Determine the desired goals for association community service efforts (e.g. building the community, promoting Realtor® image, etc.).
- B. Set criteria for evaluating future community service projects to make sure they are focused on desired benefits.
- C. Gather input from brokers to avoid conflicts with existing community service efforts.
- D. Evaluate the feasibility of designating a community service week (or month) that highlights community service efforts of members, firms, and affiliates.
- E. Develop and distribute press releases on community service activities.

**Goal 4 – Organizational Diversity** - Greater Philadelphia Association of Realtors® will broaden current resources for a stronger delivery of programs and services in order to increase awareness of member benefits and non-dues revenue.

**Objective 4.1**

Capitalize on the City of Philadelphia’s unique marketplace and regional diversity to provide member benefits.

**Possible Action Plans**

- A. Examine Census data to determine languages spoken in the Philadelphia market other than English.
- B. Evaluate developing resource guides on the real estate transaction for the top two languages spoken.
- C. Consider recruiting a team of interpreters to provide translation services during transactions.
- D. Consider establishing a scholarship program to encourage minority populations to enter the real estate profession.

**Objective 4.2**

Create a GPAR building that is the hub of member interaction and activity.

**Possible Action Plans**

- A. Use commercial Realtors® to perform a cost/benefit analysis on the current GPAR building space.
- B. Analyze member population in the city to determine whether relocating the GPAR office would prove conducive to member activity.
- C. Upgrade meeting space accommodations and technology to provide a state-of-the-art feel for members and visitors.
- D. Redesign floor plan and office layout to provide a more welcoming and open feel.

**Objective 4.3**

Initiate discussions with various associations regarding benefits of membership, shared services and networking opportunities that will create a more streamlined marketplace.

**Possible Action Plans**

- A. Work with large brokers to help spearhead the efforts on a regional scale.
- B. Obtain data from PAR regarding non-member firms and reach out to those offices.
- C. Consider holding a networking event to bring members of different organizations together.