

GLAR STRATEGIC PLAN 2022-2024

GLAR GUIDING PRINCIPLES

OUR MISSION

The mission of the Greater LA of REALTORS® is supporting the success of our members and protecting property rights.

OUR VISION

To raise the industry standard in member value, service, professionalism, innovation, and advocacy.

OUR VALUES

Gratitude

Leadership

Advocacy

Relevancy

OUR CULTURE

We lead by example

We are transparent

We listen before we act

We are results driven

We give back

GLAR KEY INITIATIVES

REALTOR® RELEVANCE

1. REALTOR® RELEVANCE – Become more relevant in the daily lives of REALTORS®

- **Market REALTOR® Membership Value** – Develop a Marketing Program that identifies the benefits of REALTOR® Association Membership – at all levels.
 - **Member Requested Programming** – From education to events, and beyond Identify member-driven needs for association provisions.
 - **Member Outreach** – Engaging with members in new ways, on their terms, to encourage association importance.
 - **Member Benefits** – Creating and Promoting the types of benefits that the members need to be successful in life, the community, as well as in business.
 - **Expand Engagement Options** – Develop new and remote/ mobile ways for REALTORS® to participate in Association efforts, events, education, and membership offerings.
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RE-DEFINED 8/28

1. REALTOR® RELEVANCE – Become more relevant in the daily lives of Members

RESPONSIBLE PARTIES:

- CEO, GAD, Staff, New Member Orientation Update
- Board of Directors
- Executive, Professional Development, Public Relations Committees
- Regionalization task Force
- Form a Task Force with YPN Chair and Affiliate Chair

INITIATIVES:

MARKETING AND OUTREACH FOR MEMBERSHIP VALUE AND BENEFITS: Develop marketing and outreach programs to convey the association's benefits and value to the membership. These will be squared in contemporary ways, on the membership terms and encourage association's relevance by helping members way of life, their business, and community.

MEMBER REQUESTED PROGRAMMING AND ENGAGEMENT: identify member needs relevant to their growth in our industry, from education to events. Develop new remote and mobile ways to convey this education and these events

ADDED: FROM JULY 2021 STRATEGIC PLANNING

1. REALTOR® RELEVANCE –

INITIATIVE: Increase the association's public profile by seeking news coverage on issues and initiatives relevant to GLAR members, their clients, and local communities.

- GLAR interviewed and hired Eighty-Six South on a three-month retainer for Q1 2022 with a primary focus on the 2022 Installation. Due to the COVID-19 surge, the installation was rescheduled to March, reshuffling the public relations calendar slightly.
- GLAR has continued the increase on public relations since the end of the contract with the PR firm, doubling the number of press hits received by the association through mid Q3 2022.
- GLAR has received coverage for its installation, comment on ballot initiatives, commenting on market data and other initiatives.
- With real estate on the ballot in November, we expect that GLAR will continue to receive more press coverage as the association works to position itself as a trustworthy and reliable source of expertise and information on housing and real estate related issues.

INITIATIVE: Begin the process of 'rebranding leadership' and making GLAR involvement more accessible and engaging.

- GLAR has taken steps to broaden the appeal and recognition of existing leadership, switching 20-30% of email communications to a regional approach, where the emails are "sent from" regional chairs and vice chairs, rather than GLAR itself or the President / CEO. This has been done to increase the visibility of GLAR's leadership in each region and add more entry / touch points for members to interact with leadership and to 'see themselves as a leader.'
 - GLAR has begun including invitations to important open committee meetings in member communications, such as inviting members to watch the candidate interviews by the Government Affairs Committee and then sending the recap videos to full membership.
 - This allows members to get a glimpse into the inner workings of a GLAR committee with low barrier to entry (not having to commit to a full year of service) and showcases the important initiatives undertaken by the committee and access to 'boldface' names afforded by involvement in the association.
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2. ENGAGING ATMOSPHERE – Create a Welcoming Place for ALL REALTORS®

- **Simplify Interactions** - Create a streamlined process for all member interactions from application to reservation to investment/ sponsorship in all association activities.
 - **Representative Identity** – Create an organizational presentation that accurately represents our significance as an organization and a region, as well as provides identity to our local markets.
 - **Representative Governance** – Explore establish and implement a structure whereby every area/region has representation
 - **Engage Everyone** – Establish relationships, partnerships, and joint efforts with other organizations in real estate and our communities.
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RE-DEFINED 8/28 & 7/2021

2. ENGAGING ATMOSPHERE – Create a Welcoming Place for ALL Members

RESPONSIBLE PARTIES:

- Staff
- Executive Committee
- Committee Leadership

INITIATIVES:

- Personal outreach to individuals, offices by leadership
- Regionalization Task Force to address current inclusiveness of our entire membership areas, and potential future growth
- Regionalization Plans for 2020

2021 “Ambassadors/Advocates”

2022 – Launch regional email marketing campaigns and regional events

3. FINANCIALLY CONFIDENT - Identify new Association income streams

- **Transparent Policies** – Provide assurance to the membership that their dues and support is managed, spent, and invested with their interests in focus.

- **Sound Investment** – Ensure that all association investments are focused on providing – and performing appropriately – to ensure member value, and confidence.
- **Guide Asset Growth** – Create and support oversight - functions of all current and future assets of the organization.
- **Invest in the Industry** – Commit to building a portfolio of investments that are real estate centric – real property, Association building.
- **Innovate the Industry** – Identify opportunities to invest and support the innovations in the industry that can benefit the members as well.

RE-DEFINED 8/28

3. FINANCIALLY CONFIDENT -

RESPONSIBLE PARTIES:

- CEO, Accounting Contractors
- Executive and Budget and Finance Committees

INITIATIVES:

- Maintain and amend as needed the adopted Investment Policy
- Oversee and direct the financial planner for reserves/investments.

4. REALTOR® LEADERSHIP – Develop REALTOR® Leaders for all Communities

- **Engage Leaders** – Encourage brokers, owners, and industry leader participation – as well as reach out and encourage support in others
- **Value to Leaders** – Communicate the business benefits of Industry Leadership
- **Train Leadership** – Develop a Leadership Series to foster representative leaders
- **Educate REALTORS®** – Grow Education offerings both in terms of variety and delivery.
- **Train Professionals** – Develop a comprehensive package of professional development offerings focused on advancing professionalism.

RE-DEFINED 8/28

4. REALTOR® LEADERSHIP -

RESPONSIBLE PARTIES:

- CEO/Staff
- Executive, Nominating, and Professional Standards Committees
- Past Presidents Working Group to be formed

INITIATIVES:

- Retool the Application Process for all Leadership Positions
- State and National Leadership program/process to develop/cultivate and present future leaders

FROM 2021 STRAT PLAN • UPDATED JULY, 2021

4. REALTOR® LEADERSHIP -

INITIATIVE: Develop REALTOR® Leaders for All Communities.

- 2022 was GLAR's first full year with regional chair and vice chair leadership. Regional leaders were spotlighted in member communications and given prominent roles in local events, such as chamber partnerships, local parades and more.
- GLAR has expanded its outreach for regional leaders to ensure a more diverse and representative pool of regional leadership 2023. The application process has been reworked to be more user-friendly, and increased emphasis has been placed on asking brokers to identify and encourage promising agents to apply to serve on the board.

5. ADVOCATE REALTORS® – The Association should grow advocacy REALTOR® issues, presence, membership, and advancement – everywhere.

- **Advance Legislation** – Develop a local REALTOR® policy platform, and encourage member education and support of local, state, and national issues.
- **Educate Values** - Create a member focused & REALTOR
- **Engage Partners** - Build relationships and partnerships in the industry and community to promote the REALTOR® values and goals.
- **Build Presence** – Strive to place the Association in visible roles in both industry efforts, and community efforts
- **Be Top-Of-Mind** – Provide a meaningful connection with everyone and every group with which the association engages
- **Build Community** – Engage all opportunities to build support for housing in our community. Support all policies, charities, and efforts to provide more housing – especially affordable housing – in our communities.

RE-DEFINED 8/28 & 07/2021

5. ADVOCATE REALTORS® - The Association will (changed from should) grow advocacy of Realtor® issues, presence, membership, and advancement at the local, state, and national levels.

GOAL:

To achieve a minimum percentile participation of member contributions to the REALTOR® Action Fund to guarantee the maximum distribution of "funds" to the Association PACs. As set annually by the BOD, but never less than the minimums set by either C.A.R. or N.A.R. (whichever is greater).

RESPONSIBLE PARTIES:

- CEO, GAD
- BOD

INITIATIVE:

- Assess GAD position and coverage, investigate adding additional GAD contractors to increase presence within all cities – GAD Team – look at part time GADS for each city for full coverage

TACTICS:

- same as previously
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FROM 2021 STRAT PLAN

5. ADVOCATE REALTORS® -

INITIATIVE: GLAR has undertaken a concerted effort to build relationships with relevant media outlets to be positioned as a key source for comment, information and insight on real estate and homeownership related issues and initiatives.

- GLAR's GAD and communications director have built relationships with the LA Times, KTLA, KPCC, and other outlets in advance of the November elections to help communicate the REALTOR® position on issues.