



# 2016 Strategic Plan

Approved September 2015

# THANKS TO...

... this year's strategic planning group, which consisted of Directors continuing on the Board in 2016, affiliate representatives, 2015 committee vice chairs, and BRR program directors.

Brenda Kolsen, 2015 President

Carey Farmer, 2016 President

Katrina Wehr, 2016 President-Elect

Michelle Bailey, Director

Danielle Cullip, Director

Dianne Hough, Director and Vice Chair RPAC

Becky Enrico-Crum, Vice Chair REALTOR® Outreach

Phil Mount, Vice Chair Political Affairs

Scott Taylor, Vice Chair Communications

Bryan Booth, Affiliate

Summer Sweaney, Affiliate

Angela Gibson, BRR Director of Membership & Education

Sarah Kestler, BRR Director of Communications & Events

Miguel Legarreta, BRR Director of Public Policy

Judy McLaughlin, BRR Director of Finance & Administration

Breanna Vanstrom, BRR Chief Executive Officer

# MISSION

The mission of BRR is to provide members with resources to conduct their businesses ethically, professionally, and successfully.

# VALUE PROPOSITION

Advocate. Educate. Protect.

# GOALS

- Promote the value of REALTORS®.
- Promote the value of membership and strengthen member relationships.
- Provide education and business tools that address emerging trends and support enduring practices.
- Promote policies that support private property rights and advance the industry (and association).

**Organizational Alignment** The mission of BRR is to provide members with resources to conduct their businesses ethically, professionally, and successfully.

Value Prop →	Goals →	Strategies →	Core Stds →	Programs/Subsids →	Committees →	Recurring / Ongoing
<b>Advocate</b> (Ethically)	1 - Promote the value of REALTORS®.	A – REALTOR Value Messaging B – Media Relations Program	Consumer Outreach	Communications, Events, Foundation	Communications, Foundation BOD	Media Relations, Grants, Service Projects and Partnerships, etc.
	2 - Promote the value of membership and strengthen member relationships.	A – Hot Topics Messaging B – Leadership Development/Outreach C – Affiliate/Sponsor ROI	Code of Ethics, Technology	Membership, Communications, Events	Awards, Gala, Communications, YPN, Nominating	New Member Orientation, Dues Billing, Social/Newsletters, Elections/Appointments, Gala, Events, Installation, Leadership Orientation, Holiday Party, etc.
<b>Educate</b> (Professionally)	3 - Provide education and business tools that address emerging trends and support enduring practices.	A – DR/OA/TL Communications and Programming B – Niche Communications and Programming C – Data and Technology Advisory Groups	--	Education, IMLS	Education, IMLS BOD	Monthly Classes, Social/Newsletters, etc.
<b>Protect</b> (Successfully)	4 - Promote policies that support private property rights and advance the industry (and association).	A – Local Industry Coalition B – Government Relations Program C – Boise Region Housing Summit	Advocacy	Political Affairs	Political Affairs, RPAC	Monitoring, Lobbying, Fundraising, etc.
		D – Annual Operations Review	Unification Efforts, Financial Solvency	Executive Management, Administration	Budget, Bylaws, Executive	Audit, Bylaws Review, Core Stds, Strat Plan, Budgeting, Staff Reviews, NAR/IR, etc.

# GOAL 1 – Promote the value of REALTORS®.

<h2>Strategy A – REALTOR® Value Messaging</h2>	<h2>Strategy B – Media Relations Program</h2>
<ul style="list-style-type: none"> <li>• Execute an integrated marketing campaign targeting the public and members.</li> <li>• For the public, share the value that REALTORS® bring to the real estate transaction (before, during, and in between) and to the communities they serve.</li> <li>• For members, provide tools to help them echo this message in their own marketing and prospecting efforts.</li> <li>• Utilize resources from NAR and IR (Empower the “R”), plus original content from staff and the Communications Committee, to develop social media posts, blog posts/articles, videos, press releases, etc.</li> <li>• Will have a strong tie-in to the association re-brand.</li> </ul> <p>Committee(s): Communications            Staff: Director of Communications            Timeline: Ongoing</p>	<ul style="list-style-type: none"> <li>• Position the BRR CEO as primary media contact for real estate.</li> <li>• Coordinate meetings with reporters (to understand their needs and preferences) and proactively providing market, industry, and general interest stories, press releases, and content on a regular basis.</li> <li>• Create an annual editorial calendar (tied to seasonal market and consumer trends) and conduct weekly editorial meetings to determine what’s distributed when. Content developed by staff, the Communications Committee, the Data Strategies Advisory Group (Goal 2 Strategy B), and local public affairs coalition. (Goal 4 Strategy A).</li> <li>• Information shared with the media will also be integrated into BRR’s member communications, and any press coverage will also be shared with members.</li> </ul> <p>Committee(s): Communications            Staff: Director of Communications            Timeline: Ongoing</p>

# GOAL 2 – Promote the value of membership and strengthen member relationships.

<b>Strategy A – Hot Topics Messaging</b>	<b>Strategy B – Leadership Dev/Outreach</b>	<b>Strategy C – Affiliate/Sponsor ROI</b>
<ul style="list-style-type: none"> <li>• Execute an integrated marketing campaign focused on current issues and hot topics.</li> <li>• Short videos featuring staff, leadership, members, committee chairs, etc., posted to BRR’s YouTube channel will be the primary messaging tool. Videos will then be integrated into BRR’s e-blasts, blog, website, and social media channels.</li> <li>• Content to be coordinated with the Media Relations Program editorial calendar (Goal 1 Strategy B) and developed by staff and the Communications Committee.</li> <li>• When possible, content should be of interest to the public, for members to share through their own communications channels.</li> </ul> <p>Committee(s): Communications            Staff: Director of Communications            Timeline: Ongoing</p>	<ul style="list-style-type: none"> <li>• Prepare and support leadership so they can successfully govern and serve members. Annual leadership orientation for Directors, committee chairs, and staff liaisons, consisting of two sessions prior to the first meetings.</li> <li>• Immediate Past President will mentor new Directors, answering questions and hosting 1-2 group meetings in Q1, as needed.</li> <li>• Email monthly talking points for office meetings (theirs and others as scheduled by staff), to assist with issues mobilizations, and to keep informed on issues between meetings (in coordination of Goal 1 Strategies A and B).</li> <li>• Quarterly events focused on developing leadership skills, sharing industry insights (local and national), strat plan updates, and networking.</li> </ul> <p>Committee(s): Executive, Communications            Staff: CEO, Director of Communications            Timeline: Ongoing and Scheduled</p>	<ul style="list-style-type: none"> <li>• Ensure affiliates and sponsors receive a return on their investment based on their business goals.</li> <li>• Craft a sponsorship package that fits their goals and budget; review annually with existing affiliates.</li> <li>• Reach beyond the “typical” affiliates to bring in new business resources for members or event-specific discounts/sponsorships.</li> <li>• Explore changes to membership options, benefits, and pricing, looking at offering individual memberships instead of (or in addition to) company memberships.</li> </ul> <p>Committee(s): N/A            Staff: Director of Membership and Education, Director of Communications, and Director of Finance and Administration            Timeline: Ongoing</p>

# GOAL 3 – Provide education and tools that address emerging trends and support enduring practices.

<b>Strategy A – DR/OA/TL Communications and Programming</b>	<b>Strategy B – Niche/Target Markets Communications and Programming</b>	<b>Strategy C – Data and Technology Advisory Groups</b>
<ul style="list-style-type: none"> <li>• Quarterly newsletter, training, and/or events for Designated REALTORS®, Office Administrators, and Team Leaders.</li> <li>• Align onboarding messaging to new members ensuring BRR gives the same (or similar) information they're getting from their office/team.</li> <li>• Provide monthly slides or talking points to be shared at office meetings (in coordination with Goal 1 Strategies A and B).</li> <li>• Create field(s) in RAMCO to track teams and team leaders, then do bi-annual "membership" drive to update or add OAs/TLs.</li> </ul> <p>Committee(s): Communications and Education Staff: CEO, Director of Communications, and Director of Membership and Education Timeline: Scheduled and Ongoing</p>	<ul style="list-style-type: none"> <li>• Quarterly newsletter, training, and/or events for key niche and target markets, and host quarterly NAR Designations based on local trends and niche markets.</li> <li>• In collaboration with IR, other locals, and/or partner organizations (BCA, Preservation Idaho, NeighborWorks, Luxury Institute, etc.), cross-promote or help develop (when possible) CE opportunities, messaging, and events.</li> <li>• Create a centralized calendar of BRR, affiliate, and industry meetings, events, and classes.</li> <li>• Tied to Goal 4 Strategy A – Local Industry Government/Media Relations Coalition.</li> </ul> <p>Committee(s): Communications, Education, and Public Policy Staff: Director of Communications, Director of Public Policy, and Director of Membership and Education Timeline: Scheduled and Ongoing</p>	<ul style="list-style-type: none"> <li>• Create a Data Strategies Advisory Group with local economists, academics, and/or statisticians, and in collaboration with IMLS, to analyze internal membership and market data, along with external data. (To be used with Goal 1 Strategy B, Goal 2 Strategy A, Goal 3, and Goal 4.)</li> <li>• Create a Technology Advisory Group with local and industry tech leaders, and in collaboration with IMLS, to identify emerging tech issues and opportunities (within and beyond real estate tech), to share with and educate members, and to better utilize or develop new services.</li> </ul> <p>Committee(s): Data Strategies Advisory Group and Technology Advisory Group Staff: CEO Timeline: Ongoing</p>

# GOAL 4 – Promote policies that support private property rights and advance the industry (and association).

<b>Strategy A – Local Industry Coalition</b>	<b>Strategy B – Government Relations Program</b>	<b>Strategy C – Boise Region Housing Summit</b>	<b>Strategy D – Annual Operations Review</b>
<ul style="list-style-type: none"> <li>Quarterly meeting of local industry association leaders (CEO, GAD, and/or Comm) to discuss joint legislative and media strategies.</li> <li>Leverage national resources from NAR (and other groups' national associations) to proactively address issues and opportunities.</li> <li>Tied to Goal 1 Strategy B and Goal 3 Strategy B</li> </ul> <p>Committee(s): Public Policy            Staff: Director of Communications, and Director of Public Policy            Timeline: Scheduled and Ongoing</p>	<ul style="list-style-type: none"> <li>Leverage GAD as primary government contact for real estate by proactively providing regular market stats, market reports, analyses, etc., on cities, counties, legislative districts, etc.</li> <li>Quarterly public policy newsletter to members localizing and translating federal, state, and local regulations or issues (simple, clear, relatable stories, sharing the potential result of action/inaction).</li> <li>Expand monitoring, research, and analysis efforts by creating a BSU PoliSci intern program.</li> </ul> <p>Committee(s): Public Policy            Staff: Director of Communications, and Director of Public Policy            Timeline: Scheduled and Ongoing</p>	<ul style="list-style-type: none"> <li>Expand Housing Summit to focus on the Boise Region (to be defined) featuring legislative, market, and economic updates from BRR and partners organizations; possible guest speaker and/or breakouts on business issues.</li> <li>Tied to Goal 4 Strategy A</li> </ul> <p>Committee(s): Data Strategies            Staff: CEO, Director of Communications, and Director of Public Policy            Timeline: Mid-Year 2016</p>	<ul style="list-style-type: none"> <li>Annual review of strategic plan, bylaws, policies, and finances – with full audit in 2016, then every two years after that.</li> </ul> <p>Committee(s): Bylaws and Executive Staff: CEO, Director of Finance and Administration            Timeline: Scheduled</p>