



GREATER
CHATTANOOGA
REALTORS®

Strategic Plan 2019-2021





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REALTORS®

2019-2021 STRATEGIC PLAN

VISION

The voice for real estate in Greater Chattanooga.

MISSION

Promote the highest ethical and professional standards and cooperation among its members; provide products, programs and services to meet the evolving needs of the real estate industry and consumers; and advocate for private property rights and community involvement.

CORE VALUES

Professionalism: We value the highest standards of professional service and ethical conduct.

Respect: We value a culture that encourages healthy, respectful debate to address common issues and challenges.

Advocacy: We value advocacy efforts that promote and protect property rights.

Service: We value reasonable responsiveness to address the needs of our members and the public they serve.

Community Engagement: We value partnerships that enhance the quality of life in Greater Chattanooga.

OVERALL ASSOCIATION OBJECTIVES

Unite those engaged in the recognized branches of the real estate profession for the purpose of exerting a beneficial influence upon the profession and related interests.

Promote and maintain high standards of conduct in the real estate profession as expressed in the Code of Ethics of the National Association of REALTORS®.

Provide a unified medium for real estate owners and those engaged in the real estate profession, whereby their interests may be safeguarded and advanced.

Further the interests of home ownership and ownership/leasing of all other real property.

Unite those engaged in the real estate profession in this community with the Tennessee REALTORS®, the Georgia REALTORS®, and the National Association of REALTORS®, thereby furthering their own objectives throughout the state and nation, and obtaining the benefits and privileges of membership therein.

Designate, for the benefit on the public, those individuals authorized to use the terms REALTOR® and REALTORS® as licensed, prescribed and controlled by the National Association of REALTORS®.

PROFESSIONAL DEVELOPMENT

**We will create a culture where
members are committed to
excellence in their real estate
profession.**

Initiative One: We will provide world-class real estate education by:

Hosting nationally-recognized educators with an emphasis on business planning, business growth, and motivation.

Offering “competency classes” annually for every REALTOR® member to include contract knowledge, risk reduction, and diversity.

Providing a member discount on designation courses and courses required by another entity (i.e., TREC Core Course, GA License Law, Code of Ethics).

Initiative Two: We will propel our REALTORS®’ industry knowledge by communicating the value of the association by:

Providing economic issues and market trends updates.

Providing training on the transaction processes from contract to close, including a comprehensive understanding of the statewide forms and contracts.

Having no less than 10% members Commitment to Excellence (C2EX) Certified and promoting those certified within association communications.

Initiative Three: We will increase colleague interaction by:

Providing monthly networking opportunities through a variety of formats such as membership breakfasts/luncheons and after-hours socials.

Providing one opportunity annually that includes members’ families (i.e., zoo, baseball game).

Initiative Four: We will educate our members on opportunities to embrace diversity and inclusion by:

Providing annual training or awareness program on diversity.

Providing training on the variety of programs available to assist homebuyers in all segments of our community.

Promoting Fair Housing Month (April).

Promoting Home Ownership Month (June).

Initiative Five: We will educate our members on REALTOR® safety by:

Promoting REALTOR® Safety Month (September).

Providing annual training or awareness program on REALTOR® safety.

We will create a culture where
members are engaged with the
Greater Chattanooga community.

**Initiative One: We will promote the
value of using a REALTOR® and the
REALTOR® brand by:**

Incorporating “That’s Who We R”
messaging into Association activities and
communications.

Including the “Voice for Real Estate” in
the boilerplate/corporate paragraph for
all press releases and weekly President’s
column.

Using NAR’s customizable ads (print,
digital, video, and audio) in the local
media opportunities (i.e., *The Herald*

and *Times Free Press* space per our ongoing
agreement).

Circulating monthly homes sales data
and trends via social media and weekly
President’s Column.

Budgeting for and executing a PR
campaign and/or event, demonstrating
to consumers the way our members
are engaged in all areas (i.e., advocacy,
community service, education).

**Initiative Two: We will foster a culture
of community awareness and service
by:**

Maintaining and promoting to members
and consumers our ongoing partnership
with Habitat for Humanity of Greater
Chattanooga Area, including but
not limited to an annual monetary
contribution, participation in builds and
neighborhood revitalization, and hosting
the biennial Tee Up & Wine Down
fundraiser.

Maintaining and promoting to members
and consumers our ongoing partnership
with the Snack Pack Ministry through
an annual monetary contribution,
participation in the monthly packing,
and hosting of an annual awareness and
fundraiser event (i.e., Trivia Night).

Promoting to members and consumers any
other initiatives in which we are engaged
(i.e., position statements on local issues,
Medal of Honor Heritage Center, Chamber
Economic Outlook Breakfast).

Maintaining record of members serving in
a city or county government capacity for
reference purposes, as well as assisting in
filling open positions so as to maintain our
being the “Voice for Real Estate in Greater
Chattanooga.”

Linking from association website to the
City and/or County website listing of
homeowner and neighborhood associations
to encourage member participation to
demonstrate REALTOR® involvement in
property rights issues.



We will be the center for all things property rights in the Chattanooga region and continue to be the Voice for Real Estate in Greater Chattanooga.

Initiative One: We will foster strong support of the REALTOR® Party to engage all members to vote, act, and invest by:

Incorporating REALTOR® Party education into new member orientation and membership events.

Promoting regularly to members and consumers the importance of voting, including voter registration information, early voting, and voting locations.

Including a recommended “above the line” RPAC investment in the annual dues billing with said amount being set annually by the Board of Directors.

Reaching 25-30% participation in state and national Calls for Action.

Participating annually in the state and national Hill Visits.

Increasing participation in Major Investors and President Circle programs.

Establishing a Major Investor benefits program.

Strongly encouraging the Board of Directors and all committees and councils to invest in RPAC via an annual challenge to said groups issued by the President.

Distributing a Greater Chattanooga REALTORS® RPAC Investor pin to each investor.

Initiative Two: We will advocate for property rights (residential and commercial) by:

Participating in weekly City Council and County Commission meetings and presenting position statements, as needed and as approved by the Board of Directors.

Monitoring local ordinances and creating member awareness on local issues through a variety of methods, as appropriate (i.e, newsletter, social media, forums).

Exploring participation in or creation of a homeownership fair.

Providing updates to members on legislation (state and national) that impact our industry.

Providing the NAR’s Choosing REALTOR® Champions course for those appointed/elected to serve on the Governmental Affairs, RPAC, and RPAC Trustees Committees, and the Board of Directors.

Hosting NAR’s Candidate Training Academy for members and REALTOR®-friendly potential candidates interested in running for public office.

Appointing a PAG to explore ways to improve the process of RPAC

Committee/RPAC Trustees and Government Affairs Committee decision making and funding support.

Exploring whether a Land Bank should be established and what, if any role, the Association plays should one be established.

Applying for and executing National Association of REALTORS® grants.

Establishing and cultivating opportunity zones.

Exploring participation in the Chattanooga Growth and Investment Opportunity Road Show.

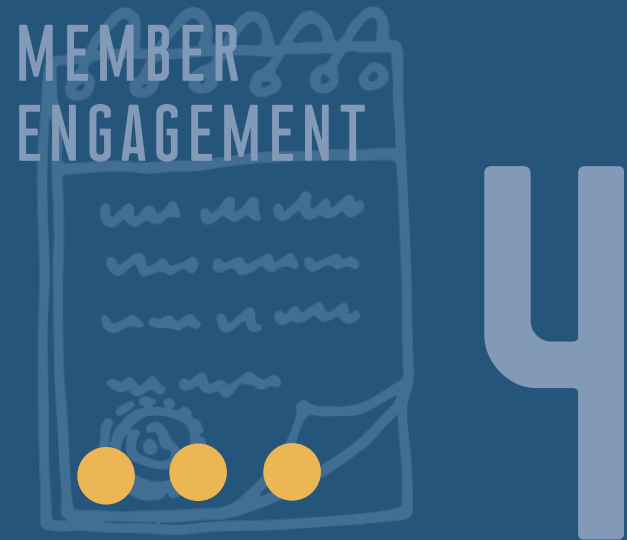
Initiative Three: We will be on a first name basis with current and future community leaders by:

Participating in the annual Republican Dinner and Democrat Dinner.

Hosting an annual event for elected officials and candidates to engage with members.

Having an active role in both political parties to maintain involvement in events and meetings.

Distributing NAR’s “On Common Ground” to public officials.



We will increase engagement at all levels of the Association through engagement of our managing brokers.

Initiative One: We will provide training resources specific to managing brokers by:

Making Staff available to attend and present at office meetings.

Offering an online training video resource library for FAQ.

Initiative Two: We will provide programming and communications specific to managing brokers by.

Sending regular emails to managing brokers.

Soliciting managing brokers' recommendations for Leadership Academy, Nominating Committee,

Ambassadors, and Committee sign-ups.

Holding annually at least one managing broker course or event and include a way to ask anonymous questions.

Developing and providing an orientation for new Designated REALTORS®.

Holding a biennial new member reception for those who joined within last 6 months, with attendees to include their managing brokers, Board of Directors, Committee Chairs).

Releasing video highlights of leadership throughout the year.

Holding a What Committees Do "trade show" to be held prior to the annual committee sign-up.

Initiative Three: We will implement a Managing Broker recognition program by:

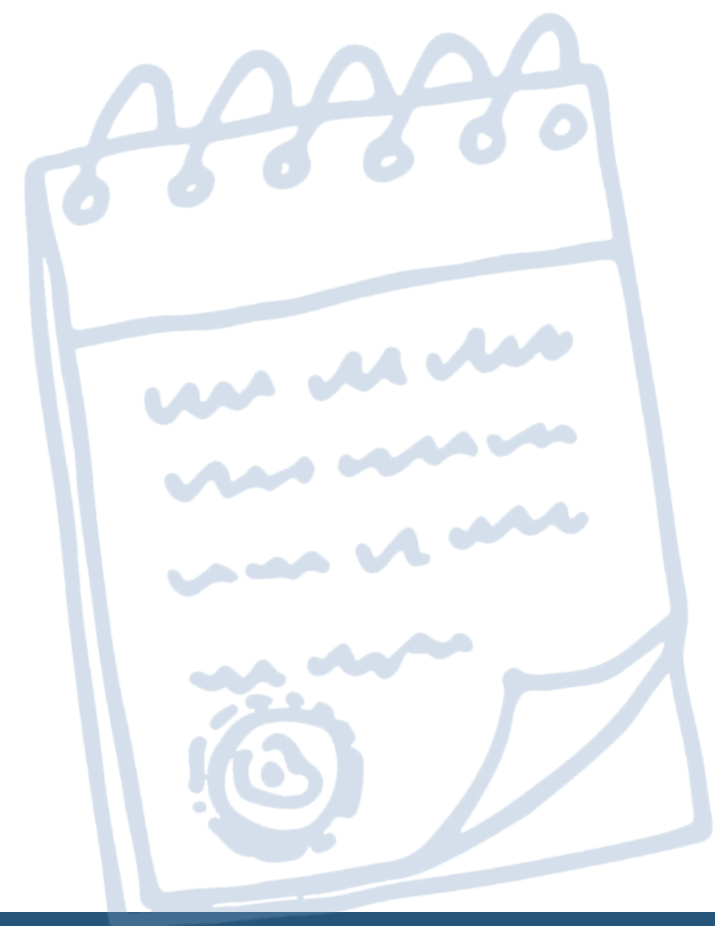
Providing ongoing recognition as each office reaches 100% RPAC investment.

Providing ongoing recognition by office calls for action response rate.

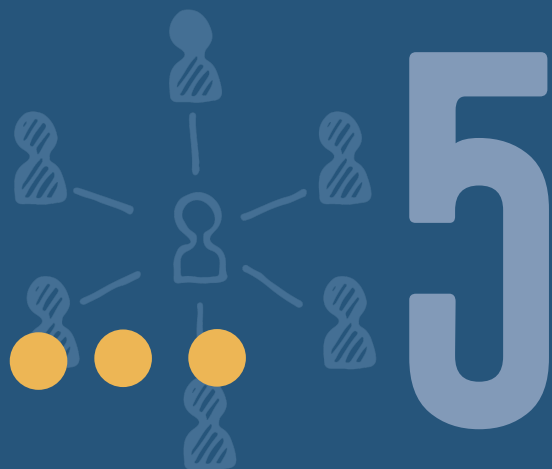
Providing ongoing recognition of who have signed up for Broker Involvement Program.

Initiative Four: We will cultivate a diverse make-up of all committees and strive to have least one managing broker on every committee, task force and PAG.

Initiative Five: We will create a new member "drip campaign."



COMMUNICATIONS



We will regularly communicate the membership value proposition.

Initiative One: We will have a social media campaign/calendar that includes and incorporates:

An information-rich website primarily for members, but with some consumer information available.

A weekly quiz, clue or fact in the newsletter that enters respondents into a monthly drawing.

A weekly, electronic newsletter.

A weekly President's Column and a series of news releases to consistently provide valuable information to our members, consumers, and the news media.

A social media policy/mission for each platform.

Consistent messaging for each communication platform.

Identifying opportunities for members to be guest speakers at local meetings and events.

Initiative Two: We will regularly communicate core member benefits and services by:

Providing regular reminders of member benefits (i.e., Edge subscription, *The Herald* subscription, Inman subscription, TN or GA forms, President's Columns, FREE CE, discounted CE opportunities, movie tickets, CRS Tax Data, REALTOR® Store, REALTORS® fluent in another language).

Initiative Three: We will implement texting as a membership communications platform that includes:

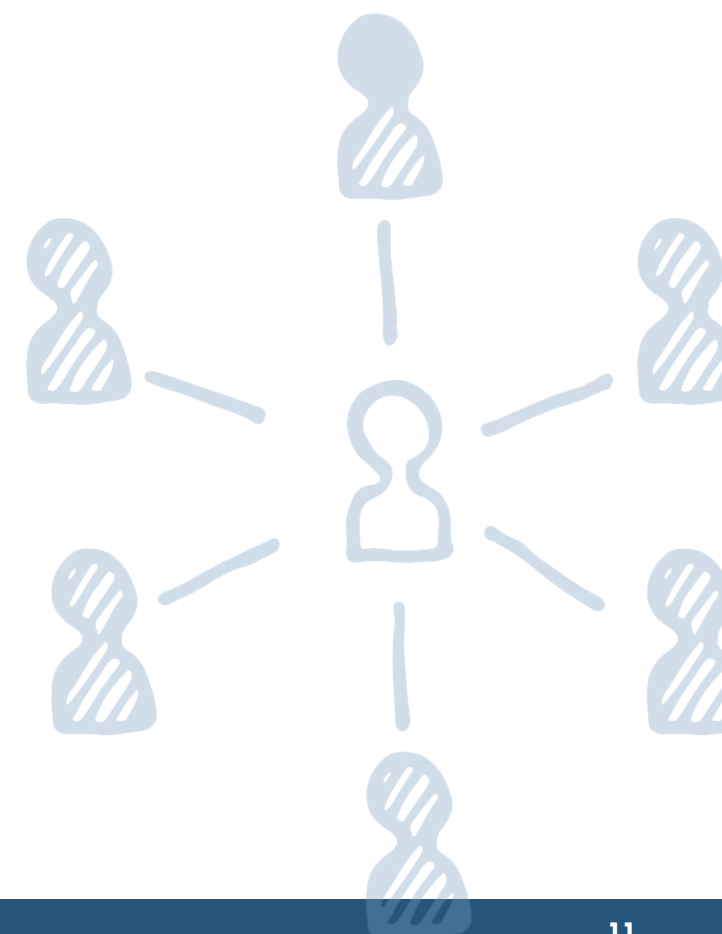
Adding the "ask" re text opt-in with new member applications and other opportunities for existing members (i.e., dues renewal billing).

Providing an incentive for opting into text communications.

Initiative Four: We will incorporate the strategic plan into all aspects of the Association by:

Including the mission/vision on all printed agendas for meetings and events.

Determining where mission/vision should live in-house (i.e., acrylic holders on staff desks).





We will provide access to current technologies for providing members services and ensuring comprehensive, accurate data for real estate transactions.

Initiative One: We will maintain the integrity of the MLS through compliance and education by:

Maintaining anonymous reporting of potential violations.

Including MLS rule reminders in weekly newsletter.

General monitoring of listings for compliance.

Using the Council of MLSs (CMLS)'s "Making the Market Work" campaign to promote the value of MLS, including but not limited to cooperation, compensation, and reliable data.

Establishing Flex Fridays for Flexmls training on specific topics.

Promoting vendor-provided training (i.e., Catylist webinars, Flexmls webinars and video tutorials).

Sharing vendor tips published via their social media platforms.

Reviewing annually all syndication agreements with third-parties (i.e., ListHub, REALTOR.com, Times Free Press, Zillow).

Monitoring national trends and practices.

Initiative Two: We will invest in technologies to provide core services and "meet the member where they are" by:

Creating an online membership application and other paperwork/forms related to membership and access to services.

Creating an online master calendar for all events, classes, committee meetings (denoting which meetings are open/closed), and webinars (i.e., Catylist, Flexmls, and RPR).

Creating an online new member and MLS orientation as an alternative to in-person training.

Implementing a ticketing system for tracking, prioritizing, and solving member inquiries.

Exploring implementation of a knowledge-base for member self-service on evenings and weekends and during high call-volume.



CODE OF ETHICS & PROFESSIONALISM



We will foster a culture of professionalism.

Initiative One: We will promote the REALTOR® Code of Ethics to new and existing members by:

Providing Code of Ethics training to all new and existing members as a condition of membership.

Providing Code of Ethics classes, including in-person and online options.

Including NAR's "Law and Ethics" in the weekly newsletter.

Informing all members of the Code of Ethics training requirement.

Publishing NAR's "Pathways to Professionalism" on the association website and promoting its components in the weekly newsletter.

Highlighting the Code of Ethics in at least one membership meeting annually to highlight current trends of potential violations.

Initiative Two: We will enforce the Code of Ethics with trained, equipped committee system and professional staff by:

Requiring annual training of those appointed to serve on the Grievance and Professional Standards Committees.

Providing annual training to the Board of Directors.

Making available online the complaint process information on association website.

Establishing a Citation Policy to expedite the Code of Ethics enforcement process.

Maintaining no less than one trained mediator, including their travel and expenses related to participating in NAR's mediation training, as needed.

Maintain an ombudsman program.

Maintaining a Code of Ethics Cooperative Enforcement Agreement with at least one other local association.



FINANCIAL SOLVENCY, GOVERNANCE, & SUPPORT OF REALTOR ORGANIZATION

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Initiative One: We will ensure our paid staff and volunteer leadership are effective and current on association management and industry trends by:

Having our CEO complete a minimum of six hours of professional development training annually, through the state or national association, and provide professional development opportunities to the other paid staff.

Ensuring our Board of Directors annually review and agree in writing to a Statement of Commitment, which outlines expectations, including but not limited to attendance, confidentiality, member function attendance, and support of association community investment activity.

Facilitating a Leadership Academy to provide tools and a knowledge-based foundation to motivate and empower those who desire to serve in a local leadership position. Said Leadership Academy will be available to with a limited number of selected applicants, as determined annually by the Board of Directors.

Reviewing annually all volunteer leadership opportunities (i.e., Committees, Task Forces, PAGs, Commercial Council, Northwest Georgia Council). to determine what, if any, efficiencies are needed.

Reviewing and discussing annually the strategic plan for progress on current initiatives, with any changes approved by the Board of Directors annually and

Our governance structure ensures for professional administration of core services, including current policies, compliance with state and national standards, and support of state and national efforts.

by NAR annually, if required per Core Standards.

Initiative Two: We will remain financially solvent and manage risks by:

Maintaining an ongoing relationship with legal counsel.

Engaging an independent accounting firm to rotate every other year in conducting a full audit opinion or an accountant's review, provided there is no change in audit firms from the prior year.

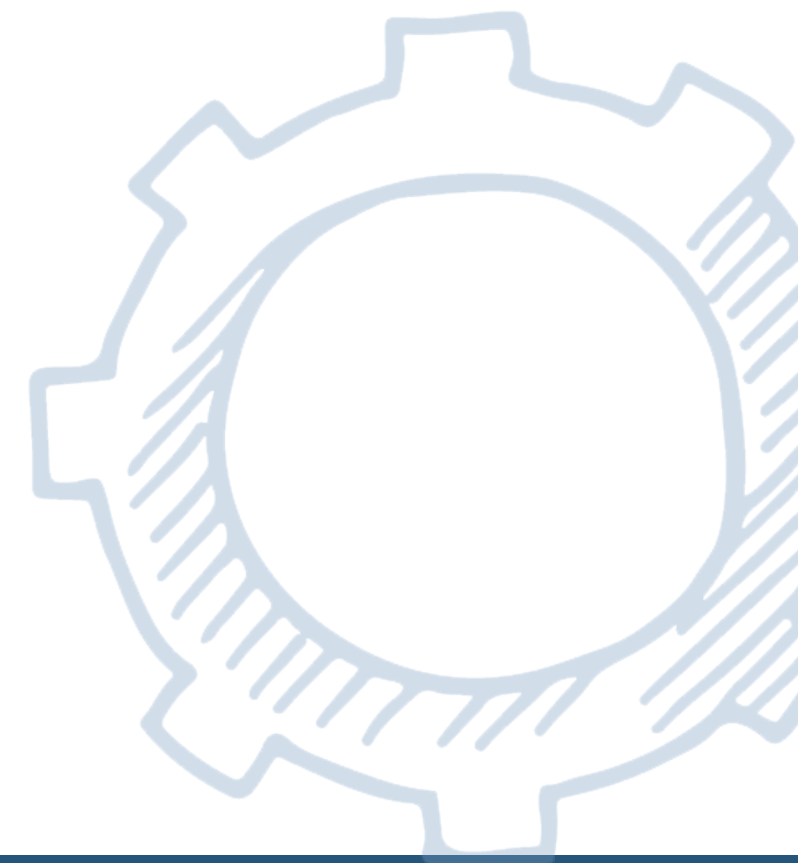
Ensuring our corporate documents, policies, and procedures conform to local, state, and federal laws, and we timely file legally required reports and documents (i.e., corporate renewal documents, tax returns).

Maintaining and creating, as needed, policies and procedures that ensure the fiscal integrity of the association (i.e., bookkeeping, budgeting, document retention, cash managements and investments, financial reporting, payments, reimbursements, reserves).

Initiative Three: We will support the state and national association by:

Linking to the state and national association on the Association website and supporting their efforts through social media and member communications.

Using information from the state association to remain current on all Limited Function Referral Only (LFRO) companies and affiliated agents, using that information to include those agents in membership communication and advocacy activity (both fundraising and involvement).



2019 Board of Directors

President Kim Bass¹
President-Elect Brandi Pearl Thompson¹
Secretary-Treasurer Joyce Smith¹
MLS Chair Darlene Brown
Immediate Past President Geoff Ramsey¹
Martha Alexander¹
Beverly Boss¹
Derek English¹
Rachael Henderson
Steven LaMar
Denise Murphy
Ben Pitts¹
Steven Sharpe¹
Ron Tucker
Kevin Wamack¹

2019 Strategic Planning Task Force

Robert Backer
Travis Close
Brian Erwin
Jennifer Grayson
Dan Griess
Becky Lockwood
Rolanda Pullen
Robyn Ring

Board Members also serving on the
Strategic Planning Task Force are noted with¹

The voice for real estate in Greater Chattanooga.

