



# GMNBR STRATEGIC PLAN

---

*Revised: April 2022  
GMNBR's Exec. Board*

**AUTHORED BY**  
GMNBR's 2020 Strategic  
Planning Task Force



**2021 & BEYOND**



# GMNBR STRATEGIC PLAN (2021 & BEYOND)

---



GMNBR's Board of Directors commissioned a Strategic Planning Task Force to refresh the strategic plan.

The committee met several times throughout the year and sent out two membership surveys to gather information used to develop a plan.



## **GMNBR MISSION**

The purpose of GMNBR is to connect members to the resources required to serve consumers and their communities in a professional and ethical manner and advocate on behalf of real estate practitioners.



## **GMNBR DESIRED IMPACT**

The desired impact of GMNBR is to provide the resources for every GMNBR member to be highly skilled and ethical in the delivery of service to all real estate consumers.

*If you are interested in serving on a committee, task force, or the Board of Directors for GMNBR, please contact the GMNBR staff at [info@gmnbr.org](mailto:info@gmnbr.org).*



# GMNBR BY THE NUMBERS

## GMNBR MEMBERS

(as of 12/31/21)

- Realtors®: 1926
- Affiliates: 137
- Total: 2060

## 2022 DUES BREAKDOWN:

- NAR: \$150
- NAR Image Campaign: \$35
- NHAR: \$230
- GMNBR: \$178
- RPAC Contribution: \$25
- Total: \$618

## 2022 BUDGET GMNBR FISCAL PROFILE

*Full budget available to members upon request*

### GMNBR 2022 Income

Dues Income	\$324,279
Application Fees	\$52,895
Misc. Income	\$13,000
<b>Total Income</b>	<b>\$390,174</b>

### GMNBR 2022 Expenses

ADV/Sponsorships	\$1,000
Bank Fees	\$10,000
PD Programs Cost	\$5,525
Computer Expenses	\$30,868
Equipment Expenses	\$4,100
Commercial Insurance	\$1,566
Legal & Accounting	\$11,500
Misc.	\$500
Office/Dir. Expenses	\$3,450
Officer & Director Travel	\$17,700
Office Expenses	\$52,715
Staff Expenses	\$262,730
Taxes	\$1,375
New Expenses	\$2,550
<b>Total Expenses</b>	<b>\$405,579</b>

<b>Total Income</b>	<b>\$390,174</b>
<b>Total Expenses</b>	<b>\$405,579</b>
<b>Profit/Loss</b>	<b>(\$15,405)</b>



# OUR ORGANIZATIONAL IMPACT STATEMENTS & STRATEGIES

---



## **1. MEMBER & CONSUMER ENGAGEMENT**

Promote and strengthen the Realtor® brand and image in the membership and in the communities our members serve

## **2. COMMUNITY DEVELOPMENT & CONSUMER OUTREACH**

Improving awareness of the importance of Realtors®

## **3. GOVERNMENT AFFAIRS**

Realtor® Political Action Committee (RPAC)

## **4. PROFESSIONAL DEVELOPMENT**

Provide opportunities for members to maintain and grow their business

## **5. ASSOCIATION DEVELOPMENT**

Maintain a transparent and fiscally responsible association



# 1. MEMBER & CONSUMER ENGAGEMENT

---



## **PROMOTE AND STRENGTHEN THE REALTOR® BRAND AND IMAGE IN THE MEMBERSHIP AND IN THE COMMUNITIES OUR MEMBERS SERVE**

- ✓ Create and maintain active communications to new and existing members as they develop their careers
- ✓ Create an outreach program for staff and leadership to engage with members to discuss current programs and offerings
- ✓ Host community events that highlight the value of the Realtor® professional association
- ✓ Become a 'listening organization' creating a two-way channel for communication for member and consumer feedback
- ✓ Deliver valuable content to our members in a method and frequency that is consumable and impactful
- ✓ Utilize all media outlets to maximize consumer outreach and engagement



## 2. COMMUNITY DEVELOPMENT & CONSUMER OUTREACH



### IMPROVING AWARENESS OF THE IMPORTANCE OF REALTORS®

- ✓ Demonstrate the value of the Realtor® code
- ✓ Promote involvement in the communities in which GMNBR members serve, work, and live
- ✓ Serve as a primary resource of real estate data and information
- ✓ Develop the leaders needed for our community and the Realtor® association
- ✓ Promote input from members on how GMNBR can make a larger impact on the community
- ✓ Promote utilization of our legal, grievance, professional standards and mediation committees
- ✓ Celebrate and communicate our victories and accomplishments to member and consumers
- ✓ Promote diversity & equality in leadership & consumer opportunities

## 3. GOVERNMENT AFFAIRS

---



### **RPAC (REALTOR® POLITICAL ACTION COMMITTEE)**

- ✓ Education members on local and national advocacy issues
- ✓ Communicate the value of Realtors® both professionally and in the communities they serve
- ✓ Promote and maintain non-partisanship in association advocacy activities
- ✓ Improve membership's awareness of GMNBR's role in representing and advocating for Realtors®
- ✓ Foster an inclusive, transparent culture around Realtor® Political Action Committee (RPAC) fundraising and distribution efforts to achieve the highest contribution results

*Since 1969, RPAC has promoted the election of pro-Realtor® candidates across the US. The purpose of RPAC is clear: voluntary contributions made by Realtors® are used to help elect candidates who understand and support their interests. These are not members' dues; this is money given freely by Realtors® in recognition of the importance of the political process. RPAC and other political fundraising are the keys to protecting and promoting the real estate industry.*

## 4. PROFESSIONAL DEVELOPMENT

---



### **PROVIDE OPPORTUNITIES FOR MEMBERS TO MAINTAIN AND GROW THEIR BUSINESS**

- ✓ Provide education opportunities that enhance the professionalism and success of our members
- ✓ Explore and create new delivery methods for education such as an online education library focused on on-demand services and offerings to members as well as alternative (nights and weekends) class times
- ✓ Provide quality continuing education courses
- ✓ Increase attendance to classes and conduct post class surveys for member feedback
- ✓ Focus education opportunities on the content membership is looking for (business development and professional standards)
- ✓ Build a focus on providing education for members at all levels including strategies and leadership workshops
- ✓ Share and promote best practices in Professional Standards and the Realtor® code of ethics by offering legal update communications
- ✓ Ensure that members have access to and an understanding of the steps and procedures for the professional standards, grievance and mediation processes
- ✓ Ensure that members have access to NAR online resources for education and designation courses



## 5. ASSOCIATION DEVELOPMENT

---



### **MAINTAIN A TRANSPARENT AND FISCALLY RESPONSIBLE ASSOCIATION**

- ✓ Establish a 'Pathway to Leadership' program for members interested in serving the association
- ✓ Connect with members, find new communication channels and create meaningful networking opportunities
- ✓ Continue to grow and explore new non-dues revenue possibilities for the association to gain financial standing independent of dues
- ✓ Cultivate and steward all members to ensure maximum utilization of association benefits and member satisfaction
- ✓ Maintain a fiduciary responsibility all association members while upholding strong fiscal practices
- ✓ Foster and promote a culture of inclusivity and diversity throughout all leadership positions, members and programs
- ✓ Regularly review the association's budget and strategic plan and make updates and revisions as appropriate
- ✓ Make governing documents and budget easily accessible for all members
- ✓ Conduct onboarding and exit interviews for staff

# OUR STRATEGIC SCREEN

---



We have developed the following set of criteria to discern whether a strategy, acquisition or initiative is in alignment with who we are as an organization and with our desired impact. For all new strategies we will consider:



## MISSION & STRATEGY

- How does it align with the mission and strategies of the organization?
- How does it demonstrate our impact statement?
- What are the implications if we don't take this strategy?
- What other alternatives might be available to address the issue?
- How will we determine success?



## FINANCIAL CONSIDERATIONS

- What is the financial impact on the organization?
- What does its financial viability and long-term sustainability look like?
- What is the opportunity cost?



## OPERATIONAL CONSIDERATIONS

- What resources (staff, tech, facilities) are available to execute this?
- What impact will this strategy have on existing programs?
- How will this strategy detract from other opportunities?



## PUBLIC RELATIONS & IMAGE

- How might this improve the credibility of GMNBR in the community?
- What impact might this have on key stakeholders? (membership, affiliates, consumers)

## NEXT STEPS

---



### **MONTHLY**

Each month, the GMNBR committee chairs will report progress on initiatives to the Board of Directors.

### **QUARTERLY**

GMNBR President reviews strategic plan and progress on all initiatives

### **BIANNUALLY**

GMNBR will review and update strategic plan as needed



# GMNBR COMMITTEES

---

## **BUDGET & FINANCE COMMITTEE**

*Genevieve Pandolfo (Chair), Jeff Brown (Co-Chair)*

Oversees the financial affairs of the association and prepares a proposed annual budget subject to approval by the Board of Directors. This committee meets several times a year. Financial/budget experience preferred.

## **AFFILIATES COMMITTEE**

*Kelly Kisaday (Liaison)*

Plans and promotes events and programs on behalf of/for the affiliate members. The Affiliates Committee meets on the first Thursday of every month at 9am (at GMNBR).

## **COMMUNICATIONS COMMITTEE**

*Anne Bennett (Chair), Nick Regan (Co-Chair)*

Responsible for communication sources for the GMNBR office to include: website, social media, and e-mail systems. The Communications Committee (& Technology Sub Committee) develops the communication plan for the organization and provides technology support to the office and the various committees of the organization. The Communications Committee meets on the first Monday of every month at 9am (at GMNBR).

## **COMMUNITY SERVICE COMMITTEE**

*Hollie Halverson (Chair), Martha Cossey (Co-Chair)*

The purpose of the Community Services Committee is to plan projects and provide services suited to our industry that betters the local communities, gets Membership actively involved, and enhances the REALTOR image. In addition, plans fund-raising events for contributions and scholarships. The Community Service Committee meets on the second Tuesday of every month at 9am (at GMNBR).

## **EDUCATION COMMITTEE**

*Steve Tetrault (Chair), Carol Jordan (Co-Chair)*

The purpose of the Education Committee is to plan and present educational courses on important issues in our industry, re-certification courses, Code of Ethics courses that meet the National Association of REALTORS® (NAR) requirements, CRS courses and the scheduling of a presenter/instructor at two of the four annual membership meetings. The Education Committee meets on the first Monday of every month at 3pm (at GMNBR).





# GMNBR COMMITTEES

---

## HOSPITALITY COMMITTEE

**Doreen Lindof (Chair), Lauren Kustwan (Co-Chair)**

Oversees the financial affairs of the association and prepares a proposed annual budget subject to approval by the Board of Directors. This committee meets several times a year. Financial/budget experience preferred.

## RPAC/PUBLIC ADVOCACY COMMITTEE

**Gail Athas (Chair), Linda Rosenthal (Co-Chair)**

Plans and promotes events and programs on behalf of/for the affiliate members. The Affiliates committee meets on the first Thursday of every month at 9am (at GMNBR).

## LEGAL COMMITTEE

**Bonnie Guevin (Chair)**

Prerequisite must attend the NHAR Professional Standards Workshop within the past two years. Oversees the complete ethics & arbitration complaint process, and also will provide an outreach program to educate our general membership to better understand the process of making a complaint, mediation, and ethics and arbitration hearings. Consists of the following 3 subcommittees that meet as needed:

- **Grievance Committee (Lydia Foley, Chair):** Prerequisite of attendance at the NHAR Professional Standards Workshop within the past two years. 5 Members appointed by the President that have completed the required training. Responsible for reviewing all ethics complaints or arbitration requests to determine if the case should be sent on to the Professional Standards Committee for a hearing.
- **Professional Standards (Linda Rosenthal, Chair):** Prerequisite of attendance at the NHAR Professional Standards Workshop within the past two years. Hearing panels are chosen from this group of Realtors who have completed the required training.
- **Mediation (Bonnie Guevin, Chair):** Prerequisite: Mediation training by NAR or NHAR. A pool of mediators trained to help parties involved in a business dispute to come to a mutual resolution and eliminate the need for an arbitration hearing.

*If you are interested in serving on a committee, task force, or the Board of Directors for GMNBR, please contact the GMNBR staff at [info@gmnbr.org](mailto:info@gmnbr.org).*