

11.16.22 **DRAFT ONLY: NOT FOR DISTRIBUTION**

STRATEGIC ASSESSMENT and PLANNING

**Summary Report of Assessment
Findings and Preliminary Set of
Identified Strategic Priorities**

December 2022

SSA
Consultants

Louisiana Real Estate Commission



STRATEGIC PLANNING PROCESS: WORK COMPLETED

- ✓ Reviewed background material.
- ✓ Completed four interviews focused on SWOT and Strategic Vision.
- ✓ Compiled and analyzed interview notes and background materials to identify input themes.
- ✓ Designed and administered survey instrument to gather input from Commission members and other key stakeholders.
- ✓ Developed report of survey results.
- ✓ Facilitated strategic planning session with LREC Board and staff leaders.
- ✓ Developed draft strategic document with LREC staff leaders.

STRATEGIC
PLANNING
PROCESS:
WORK
REMAINING

1. Present draft strategic document to LREC Board.
2. Finalize strategic document with input from LREC Board.

When finalized and adopted, this strategic document can serve as a guide for more detailed LREC plans and actions, and as a benchmark for measuring strategic progress.

STRATEGIC FINDINGS

Strengths

Weaknesses/Challenges

Opportunities

STRENGTHS

- Young and energetic staff.
- Mix of new and experienced Board members.
- Added an in-house IT Director position.
- Dedicated funding – license applicant/licensee fees.
- Strong financial reserves.
- Licensees are broadly satisfied with LREC services and customer focus.

WEAKNESSES/ CHALLENGES

- LREAB financial weakness burdens LREC.
 - Staff time, expenses, feds giving money for appraisal programs, self-insurance funds with ORM, etc.
- Regulatory challenge to keep up with industry business model changes and technology impacts.
- Licensure deregulation movements.
- Staffing challenges.
 - Many staff members were hired at relatively low salaries. Leaving for other state entity jobs allows them to get higher pay.
 - Difficulty getting appropriate job classifications from Civil Service.
 - Fixes potentially create pay compression issues.

OPPORTUNITIES

- Create greater value for our licensees – best practices, tips, education (not to compete with NAR). Differences between LR and LREC.
- Educational opportunities for new brokers – digital toolbox, compliance, etc. Be the “one stop shop” for all 25k licensees. Educate, reduce violations, help attract and retain licensees.
- CE reduction for agents over 70 years of age? Combination of years of experience, time, etc. to determine what classes or number of hours are needed.
- Periods of economic downturn. High interest rates. Creates opportunities for buyers/investors to come in and take over properties.
- In the past, schools were running the commission. The dynamic is different now between the schools and commission.
- Housing stock – seeing more days on market.

STRATEGIC PRIORITIES

Strengthen Licensee Education Services

Improve Outreach and Communications

Refine Organizational Design and Operational Functions

Strategic Priority No. 1

STRENGTHEN LICENSEE EDUCATION SERVICES

Initiative 1.1: Licensee Education Design

- Progress Milestones

- **Adopt Education Requirements Update**

Includes 45-hour post-licensing course review and 12-hour CE review.

- Target Start Date:
- Target Completion Date: ???????
- Responsibility Assignments:

- **Build a New Education Offerings Menu**

Includes CE course development for LREC to offer courses and possible online CE offerings.

- Target Start Date:
- Target Completion Date: ???????
- Responsibility Assignments:

- **Develop/Offer Property Management Toolkit**

Includes how-to videos and checklists for property management.

- Target Start Date:
- Target Completion Date: ???????
- Responsibility Assignments:

Strategic Priority No. 1

STRENGTHEN LICENSEE EDUCATION SERVICES

Initiative 1.2: Digital Library

- Progress Milestones

- **Develop Master Plan for Development and Ongoing Operation of a Digital Library**

Includes informational videos on topics such as administrative forms, mandatory forms, and website use.

- Target Start Date:
- Target Completion Date: ???????
- Responsibility Assignments:

- **Create and Adopt a Budget for Development and Ongoing Operations**

Includes research into costs for video development and website publications.

- Target Start Date:
- Target Completion Date: ???????
- Responsibility Assignments:

Strategic Priority No. 2

IMPROVE OUTREACH AND COMMUNICATIONS

Initiative 2.1: Applicants and Licensees

- Progress Milestones

- **Website Refresh that Improves Capability and Functionality**

Includes navigation improvements and layout updates.

- Target Start Date:
- Target Completion Date: ??????
- Responsibility Assignments:

- **Develop Master Plan for Digital Media Outreach and Communications**

Includes newsletters, social media, and text messaging.

- Target Start Date:
- Target Completion Date: ??????
- Responsibility Assignments:

Strategic Priority No. 2

IMPROVE OUTREACH AND COMMUNICATIONS

Initiative 2.2: Industry Groups and Policymakers

- Progress Milestones

- **Develop Plan for Pro-active Approach to Legislative/Legal Issues**

Includes building and maintaining relationships with legislative oversight committees and industry associations while monitoring policy related activities.

- Target Start Date:
- Target Completion Date: ??????
- Responsibility Assignments:

- **Design Framework for Collaboration with LR**

Includes industry related topics, activities, and initiatives.

- Target Start Date:
- Target Completion Date: ??????
- Responsibility Assignments:

Strategic Priority No. 3

REFINE ORGANIZATIONAL DESIGN AND OPERATIONAL FUNCTIONS

Initiative 3.1: Commissioners – Member Development and Work Design

- Progress Milestones

- **Design Onboarding Program for New Commissioners**

Includes an in-person training activity on topics related to open meetings, administrative process, and LREC history, mission, and calendar.

- Target Start Date:
- Target Completion Date: ???????
- Responsibility Assignments:

- **Assess/Redesign Committee Structures and Operations**

Includes discussion on executive committee and streamlining of LREC's committees' structure.

- Target Start Date:
- Target Completion Date: ???????
- Responsibility Assignments:

- **Improve Hearing Room Capabilities**

Includes improving audio-visual communications and technology.

- Target Start Date:
- Target Completion Date: ???????
- Responsibility Assignments:

Strategic Priority No. 3

REFINE ORGANIZATIONAL DESIGN AND OPERATIONAL FUNCTIONS

Initiative 3.2: Staff Development and Organizational Design

- Progress Milestones

- **Complete Desk Audit of Positions**

Includes discussions with Civil Service on current position structure in the agency.

- Target Start Date:
- Target Completion Date: ???????
- Responsibility Assignments:

- **Conduct Comparative Compensation Study**

Includes contracting with SSA Consultants for compensation study.

- Target Start Date:
- Target Completion Date: ???????
- Responsibility Assignments:

- **Present Position Classification Requests to Civil Service**

Includes any position changes that were a result of the complete desk audit and compensation study.

- Target Start Date:
- Target Completion Date: ???????
- Responsibility Assignments: