



## **Two Year Strategic Plan**

Facilitated by Adorna Carroll 3/17/2016

Adopted by the Board of Directors April 21, 2016

### **I. AREAS OF CONCENTRATION WITH PURPOSE**

#### **Area 1. MLS**

**Purpose:** To provide authorized participants a legally binding means of cooperation and compensation. CMMLS is the ultimate resource tool for accurate and comprehensive property data compilation and dissemination among REALTORS® and appraisers working through a framework of policies and procedures that ensure timeliness and accuracy. CMMLS Board of Directors' leadership will continually endeavor to identify and implement relevant and emerging technologies.

#### **Area 2. Professional Development**

**Purpose:** Members avail themselves of the various opportunities to enhance their skills and professionalism by taking courses offered through the local, state and national Associations of REALTORS® and their Affiliates, Societies and Councils.

#### **Area 3. Advocacy & Government Affairs**

**Purpose:** REALTORS® actively participate in and are involved in local public policy advocacy promoting a strong and healthy real estate industry.

#### **Area 4. Communication (internal and external)**

**Purpose:** The Association provides members and consumers a simplified and direct path to information and education utilizing a platform that maximizes return on investment.

#### **Area 5. Governance, Finance and Operations**

**Purpose:** CMR provides effective governance, operations and financial accountability for our members.

#### **Area 6. Community Outreach**

**Purpose:** REALTORS® actively work to foster strategic partnerships to achieve strong, healthy communities and quality of life.

## **II. AREA DETAILS**

### **Area 1. MLS**

**Purpose:** To provide authorized participants a legally binding means of cooperation and compensation. CMR's MLS is the ultimate resource tool for accurate and comprehensive property data compilation and dissemination among REALTORS® and appraisers working through a framework of policies and procedures that ensure timeliness and accuracy. CMMLS Board of Directors' leadership will continually endeavor to identify and implement relevant and emerging technologies.

**1A.** The MLS vendor used is one that continually enhances the system with new tools and resources provided by that vendor or by third parties that gives users accurate data to assist the public.

**1B** CMMLS and the Northwest Mississippi MLS will continually promote and enhance the MLS's public-facing website, BuyInMississippi.com website and will periodically monitor the website's performance and data accuracy. At a minimum, the website should be attractive, user-friendly, and is upgraded to provide enhanced mapping functionality.

**1C.** BuyInMississippi.com provides a consistent non-dues revenue stream.

**1C1.** The public-facing website (BuyInMississippi.com) has various revenue generators including, but not limited to, Google ads, ads from local/state vendors. A Task Force will be formed to explore non-dues revenue streams to fund appropriate enhancements and tools.

### **AREA 2. PROFESSIONAL DEVELOPMENT and CODE OF ETHICS**

**Purpose:** Members avail themselves of the various opportunities to enhance their skills and professionalism by taking courses offered through the local, state and national Associations of REALTORS® and their Affiliates, Societies and Councils.

**2A.** The Association will provide quality new-member orientation that includes the basics of MLS operations, the benefits and obligations of REALTOR® membership, RPAC, Pathways to Professionalism, and new and continuing member training in the REALTOR® Code of Ethics and its enforcement. (CS I)

**2B** The Association maintains a viable professional standards enforcement process that includes training for the Grievance and Professional Standards Committees and the providing of ombudsmen services.

**2C** The Association provides and/or identifies resources for quality professional development and educational opportunities in classroom and online formats that may or may not include CE credit.

**2C.** The Association will provide educational opportunities in conjunction with general membership meetings.

**2D.** Members engage in leadership opportunities offered through the state and national Associations of REALTORS and through local community organizations.

### **AREA 3. ADVOCACY and GOVERNMENTAL AFFAIRS**

**Purpose:** REALTORS® actively participate in and are involved in local public policy advocacy promoting a strong and healthy real estate industry.

- 3A.** Through the Associations public facing website, REALTORS® communicate and promote a legislative agenda championing the protection of personal property rights and policies affecting our community.
  - 3A1.** The Association maintains a robust public website and/or social media presence that communicates private property issues to the public and includes local Calls For Action.
  - 3A2.** The Association communicates issues timely to the public through current available technologies.
- 3B.** REALTORS® are kept aware of political issues through education and informational processes using both NAR's and MAR's platforms for consistency.
- 3C.** REALTORS® are an effective grassroots lobbying force devoted to the growth and preservation of the real estate industry.
  - 3C1.** Key REALTOR® contacts have been identified through a member database to target groups, legislators and candidates who support private property rights.
  - 3C2.** An Add-on will be created for the CMR website for each company and each agent to include biographical and community involvement information.
  - 3C3.** A list of organizations have been identified to target for REALTOR® involvement and to secure seats at the table (i.e. school boards, boards of supervisors, etc.).
- 3D.** REALTORS® have created an environment of investing in their political survival, relevancy and can verbalize the value of investing in RPAC
  - 3D1.** REALTORS understand and can verbalize their relevancy in the political process.
  - 3D2.** RPAC education starts in New Member Orientation
  - 3D3.** Ongoing RPAC education is provided to all members that includes encouraging members to participate in Calls for Action
  - 3D4.** 53% of CMR members invest their Fair Share in RPAC.
  - 3D5.** The Association consistently strives to maintain its position of having one of the largest RPAC Major Investor programs for an Association of its size in the country.
- 3E.** REALTORS® demonstrate the benefit of responding to Calls for Action by increasing participation from 28% to 51%.
- 3F.** The Association will employ a Government Affairs staff position.
  - 3F1.** A work group will be appointed to create the Governmental Affairs Director's position's job description, objectives and requirements

- 3G** A Task Force will be appointed to investigate and utilize grants for public outreach and community enrichment.

#### **AREA 4. COMMUNICATIONS (Internal and External)**

**Purpose:** The Association provides members and consumers a simplified and direct path to information and education utilizing a platform that maximizes and enhances the professionalism of our industry.

##### **INTERNAL COMMUNICATIONS:**

- 4A.** The Association provides its members a direct path using [centralmsrealtors.org](http://centralmsrealtors.org) and mobile communications to provide current business and market information to strengthen and develop the ability to conduct business.

**4A1.** Promote the value and benefits of the information and education provided by the Association including promoting participation in Calls for Action and the value of investing in RPAC.

**4A2.** Use various communication tools the programs, products and services providing by the Association that includes links to local, state and national information. Communications tools should include, but not be limited to texts, emails, video blogs, websites and a private Face Book group managed by CMR. The private Face Book group will provide information, professional development, educational opportunities and a “wants and Needs” area for members.

##### **EXTERNAL COMMUNICATIONS:**

- 4B.** Communicate the fact that the Association is the authoritative resource for real estate information.

**4B1** Enhance Central Mississippi REALTORS.org with features sought after by consumers.

**4B2** Develop a public relations campaign for the Association to increase awareness of our website to consumers as the source of local real estate information.

**4B3** Communicate the benefits of working with a REALTOR® through consumer testimonials

**4B4** Through the use of NAR’s public relations campaign communicate the benefits of working with a REALTOR®.

**4B5** Educate consumers about issues & opportunities affecting property ownership at the local, state and national levels emphasizing REALTOR® involvement. Promote consumers involvement through voter registration drives, promoting Calls for Action, and providing contact information for elected officials.

**4B6** The Association’s website [centralmsrealtors.org](http://centralmsrealtors.org) is promoted to REALTORS through a multi-media campaign demonstrating the value of a single website and the importance of directing consumers to it.

**4B7** Drive consumers to [BuyInMississippi.com](http://BuyInMississippi.com) through the Association’s website.

- 4C.** Identify multiple sources of revenue that generate revenue for the Association.

- 4C1.** Additional revenue is generated from paid sponsorships and service directory listings.
- 4C2.** BuyInMississippi.com is available for retail sales, service vendors and corporate sales promotions (i.e. Lowe's, Home Depot, Sears, etc.). Create a work group to work with the Communications Director to create advertising fact sheets for additional promotions.

## **AREA 5. GOVERNANCE, FINANCE & OPERATIONS**

**Purpose:** The Association provides effective governance systems, operations and financial accountability for our members with a governance structure that is representative of the membership.

- 5A.** The Association has efficient governing systems.
  - 5A1** New leaders are identified through member participation in YPN, WCR & LMAR.
  - 5A2.** Bylaws, corporate documents, policies and procedures are reviewed annually and updated as needed.
  - 5A3** The nominating committee structure should be reviewed to ensure a slate of officers and directors that are representative of the membership in terms of office size, office type and diversity.
  - 5A4** The Association has access to legal counsel and the services of a CPA firm who performs an annual audit.
- 5B.** The Association occupies a facility suitable for meetings, education, and other member and community uses that is a financial asset.
  - 5B1.** The Building Committee includes commercial brokers, commercial appraisers and at least one member of MCAR who holds a CCIM designation.
  - 5B2.** The Building Committee should take steps to analyze every option for determining the best use for the MLS building, including but not limited to, continuing to market it for sale, leasing it out, and the feasibility of leasing or buying another building while still owning the current one.
  - 5B3.** Staff and Building Committee should write a plan itemizing needs of new space to include all interior and exterior requirements.
  - 5B4.** Current budget to be adjusted to add new line item for dedicated building funds.
- 5C.** The Association's fiscal responsibility provides financial accountability, stability and future growth.
  - 5C1.** A Finance Committee is formed made up of individuals with financial knowledge and expertise who will recommend policy and monitor implementation of financial management, budgets, investments, information systems and physical plants.

**5C2.** Adequate data security systems and policies are in place.

**5D.** A management structure is in place reflective of the Board of Director's vision for the Association.

**5D1.** The Chief\_Executive Officer hires and assigns staff to positions as necessary in accordance with the Strategic Plan.

**5D2.** An organizational chart demonstrates the placement of staff in accordance with the strategic plan.

**5D3.** The Chief\_Executive Officer creates and revises the Employee Manual, job descriptions and employee responsibilities as needed to implement the strategic plan.

## **AREA 6. COMMUNITY OUTREACH**

**Purpose:** REALTORS® actively work to nurture strategic partnerships with the community to achieve strong, healthy communities and quality of life. The Community will look to REALTORS as a trustworthy source of community knowledge as well as real estate knowledge.

**6A.** The community trusts REALTORS® and hold them in high esteem by understanding the value proposition of using a REALTOR in the transaction.

**6A1.** The Community is reminded through various communication tools the value of using a REALTOR® in real estate transactions and that REALTORS are the "Voice of Real Estate"

**6A2.** As a result of participating in community activities, REALTORS® are perceived by the community as professionals.

**6A3.** REALTORS engage consumers in legislative/political issues that impact real estate and related Issues. made aware of REALTOR'S® involvement in local political advocacy, fundraising efforts for charities/organizations, disaster relief programs\_and other local and national programs.

**6A4.** REALTORS engage the community in advocacy efforts that impact real estate and related issues.

**6B.** The community understands the value of REALTORS® in protecting their property rights.

**6B1.** The community is provided pertinent government information through REALTOR® information outlets including social media.

**6B2.** The community is provided information on how to protect their home values.

**6C.** REALTORS® are involved in the community.

**6C1.** Member community involvement will be identified and measured through surveys and questionnaires. REALTORS will be recognized on a continual basis for their community involvement.

**6C1 A.** A membership data base is created that includes the opportunity for members to list their community involvement activities to be identified and measured for Association initiatives.

- 6C2.** REALTORS® who are involved in the community are recognized by the Association.
- 6C3.** REALTORS® are provided “talking points” on issues that involve the community and are encouraged to involve themselves in public appearances at local community organizations to spread the REALTOR® message,
- 6C4.** The new Association facility will include a public media room that can be used for a variety of community activities including press conferences and community meetings.
- 6C5.** A Facebook page will promote REALTORS involved in the Community
- 6C6.** NAR’s Consumer Advocacy Outreach resources are utilized for assistance in programming and funding.