



Two Year Strategic Plan  
Facilitated by Adorna Carroll 2/5/2020  
Adopted by the Board of Directors 02/20/2020  
Revisions 2/2021

## **AREAS OF CONCENTRATION**

### **AREA 1. Professional Development**

Purpose: CMR members avail themselves of various career development opportunities that enhance their professionalism and their business skills.

### **AREA 2. Advocacy and Governmental Affairs**

Purpose: REALTORS® are financially committed to and proactively advocate for private property rights and support strong healthy communities.

### **AREA 3. Communications**

Purpose: CMR provides members and consumers simplified paths to information and education, utilizing platforms that maximize and enhance the professionalism of our industry.

### **AREA 4. Community Outreach**

Purpose: REALTORS® actively work to build and promote strategic partnerships with the community to achieve strong, healthy communities and quality of life.

### **AREA 5. Diversity, Equity, Inclusion**

Purpose: CMR embraces diversity among its membership and actively seeks inclusion of members from various cultures and backgrounds in leadership roles, on committees and task forces and in all areas of Association life.

### **AREA 6 Governance, Finance and Operations**

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

### **AREA 7 MLS**

Purpose: To empower, support, and educate MLS subscribers by providing innovative products and services that enhance their real estate business, and to facilitate cooperation and compensation.

## INDIVIDUAL AREA DETAILS

### **AREA 1. Professional Development**

**Purpose:** CMR members avail themselves of various career development opportunities that enhance their professionalism, business skills and income potential.

1. **New members understand the benefits, obligations and value of being a member in a professional business organization.** CMR provides a high quality new member orientation program on a regular basis that includes, but is not limited to the following components:
  - a. Benefits and obligations of REALTOR® membership and brand
  - b. Brokers/Managers promoting the benefits and value of membership through live or video presentations.
  - c. Difference between REALTOR® membership and MLS Participation
  - d. Governance structure
  - d. RPAC orientation and voter registration
  - e. Legislative advocacy education
  - f. Pathways to Professionalism
  - g. Code of Ethics obligations (includes Pathways to Professionalism)
  - h. Value of doing business with affiliate members
  - i. Introduction to C2EX endorsement
  - j. Upsell New Agent Training Program
  - k. BuyinMississippi.com
  - l. Collect member demographic data – work experience; educational experience; serving on community charities, boards commissions, government/regulatory boards, commissions, elected officials, etc.; alternate languages spoken/written and other information as identified.
  - m. Upsell other programs, products, and services offered through CMR an MAR
  - n. Introduce Fair Housing and Antitrust through NAR’s videos and Windows to the Law.
2. Create programs for new brokers focusing on training for brokers/managers and team leaders
  - a. Create a pool of champions
  - b. Focus all marketing on how to increase bottom line and avoiding risk
  - c. Engage in personal visits to largest brokers
3. CMR and its partners deliver quality professional development and educational opportunities in a variety of presentation formats that provide members with exceptional tools to increase their business and that may also offer some CE.
  - a. Classroom
  - b. Online through MS REALTORS® Institute (MRI)
  - c. Membership meetings

- d. Broker roundtables
  - e. Lunch and learn
  - f. Conferences
  - g. Live-Virtual training
  - h. Videos
  - i. Podcast
4. CMR partners with high quality presenters and subject matter experts to provide professional and educational opportunities.
    - a. MS REALTORS® Institute
    - b. Broker Owners
    - c. Other REALTOR® Associations
    - d. Other Professional Organizations
    - e. Independent Trainers
    - f. Commercial Overlay board for live, live-virtual and subscription services
    - g. Appraisers
  5. By partnering with the MRI, CMR offers a new agent training program for its members taught by their quality instructors.
  6. The association maintains a viable professional standards enforcement process that includes training of the grievance committees and providing of ombudsman services.
  7. Members engage in leadership opportunities offered through the state and national Associations of REALTORS® and through local community organizations.

**AREA 2. Advocacy and Governmental Affairs.**

**Purpose:** REALTORS® are financially committed to and proactively advocate for private property rights and support strong healthy communities.

1. Through CMR’s public facing website [BuyInMississippi.com](http://BuyInMississippi.com), REALTORS® communicate and promote a Local/State and National Realtor Party legislative agenda championing policies affecting our communities and the protection of personal property rights.
  - a. CMR maintains [BuyInMississippi.com](http://BuyInMississippi.com) and social media sites that communicate and bi-laterally link local/state and national private property issues to the public, and that include Calls for Action.
  - b. CMR communicates information and issues to the public through various available technologies (text, social media platforms, etc.) in a timely manner.
2. REALTORS® have an understanding of the political issues that affect the industry and our communities.

- a. CMR gathers all relevant information from both NAR's and MAR's platforms to provide members with consistent and uniform messaging.
3. REALTORS® are an effective grassroots lobbying force devoted to the growth and preservation of private property rights and the growth of the real estate industry.
  - a. Political candidates and local officials are encouraged to interact with our membership to discuss and resolve issues facing our communities.
  - b. Key REALTOR® contacts have been identified through an expertise database to target groups, legislators and candidates who support REALTOR® and community issues.
  - c. The CMR website has data pertaining to company and agents to include biographical information, regulatory, elected official, community, charity organizations and other industry organizational involvement information as well as other educational and work experience background.
  - d. A list of organizations has been identified to target for REALTOR® involvement and to secure seats at the table when decisions are being made that affect the industry.
4. CMR promotes initiatives that encourage voter registration among members and the public, as a way of furthering the REALTOR® Party's "Vote, Act, Invest" goals.
5. CMR members embrace a culture of financially investing in the political processes to champion the importance of private property rights and stronger communities.
  - a. Training in the value of investing in RPAC is emphasized.
    - i. RPAC education starts with new member orientation.
    - ii. Broker training is provided to continue to reach out to existing members.
  - b. CMR is recognized annually by NAR for its RPAC participation.
  - c. CMR annually increases member participation in RPAC investment.
  - d. CMR annually increases the percentage of membership responding to Calls for Action.
6. CMR employs dedicated Governmental Affairs staff who is the liaison between the Association, its members and our local municipalities and who assists in creating opportunities for REALTORS® to affect public policy.

### **AREA 3. Communications**

**Purpose:** CMR provides members and consumers simplified paths to information and education, utilizing a variety of information platforms that maximize and enhance the professionalism of our industry.

1. Internal Communications – CMR articulates its value proposition so that members both understand and appreciate the programs, products, services and benefits offered

- a. CMR provides its members timely, accurate information on current real estate topics and issues that enhance members' ability to grow in the business.
  - b. CMR promotes the core principles of the REALTOR® Party: "Vote, Act, Invest".
  - c. Consistently poll, survey and evaluate members' insights and feedback regarding the programs, products, services and benefits provided by CMR to assess the need and value of its deliverables.
  - d. Communication software – ClickDimensions that interfaces with RAMCO. Creates Simplified paths to coordinate member communications: [BuyInMississippi](#); social media, CMR website; in the loop; email; bulk text; app to something of value on the website
    - i. Consider outsourcing the project to get it done – cost versus value
2. External Communications – Consumers understand the value of Realtors and their commitment to enhancing the quality of life in our communities.
- a. Consumers rely on [BuyInMississippi.com](#) as the authoritative resource for timely, accurate real estate information.
    - i. Through a comprehensive marketing plan, [BuyInMississippi.com](#) provides relevant, timely, and engaging information for consumers.
    - ii. CMR has developed a public relations campaign to increase awareness of [BuyInMississippi.com](#) as the source of local real estate information for consumers.
    - iii. Recruit content writers and contributors to add informational value
      - 1 RSS feeds from Realty Times and House Logic
      - 2 Develop a pool of local and guest writers to provide a greater depth of local/state info
  - b. Utilizing local, state, and national resources, CMR communicates to consumers the benefits of working with a REALTOR®.
  - c. As a result of consumer education provided by CMR, consumers understand and provide advocacy assistance for the issues and opportunities affecting private property ownership at the local, state and national levels.
  - d. CMR reaches consumers through promoting voter registration drives and Calls for Action, and by providing contact information for elected officials.
  - e. CMR promotes paid advertising opportunities available within its communications channels in order to create and maintain a consistent income stream, which can be used to enhance its public presence and branding.
    - i. CMR creates a business and implementation plan for this area
    - ii. Revenue ad placement on [BuyInMississippi.com](#) is generated from paid sponsorships and service directory listings - for retail sales, service vendors, and corporate sales (i.e. Lowe's, Home Depot, retail and service vendors, affiliates, etc.).
  - f. Through the implementation of RAMCO, CMR has an expertise database that is used to harvest categorical data for a variety of purposes.
    - i. [BuyInMississippi.com](#) collects categorical agent and broker information from across the state in categories including, but not limited to:

Advertising, Finance, Politics, Public Speaking, Communications & Marketing, Management, Community Involvement, Leadership, and Education.

- ii. Agents have the ability to “self-populate” profiles on [BuyInMississippi.com](http://BuyInMississippi.com) before their profile is publicly displayed.
  - 1 **Design questions for a drop down box**
  - 2 **At all events, programs and courses, a link to the data profile will be provided for members to self-populate/update member involvement in community/government and background**
- iii. The categorical data stored in the expertise database is used for recruitment to committees, task forces, work groups, etc. Data is also potentially used for acquisition/merger/consolidation with other REALTOR® associations.
- g. CMR employs appropriate dedicated Communications staff to implement the internal and external communication objectives.

#### **AREA 4. Community Outreach**

**Purpose:** Through our philanthropic endeavors, our communities understand the value that REALTORS® deliver and the necessity to partner with them to build and maintain strong, healthy communities and quality of life.

- 1. REALTORS® are the trusted source of market and real estate information.
  - a. Using [BuyinMississippi.com](http://BuyinMississippi.com), the community is made aware of REALTORS’® involvement in fundraising and volunteer efforts for charities, disaster relief and other local and national programs and REALTORS’® participation in community activities that strengthens their image as community advocates.
- 2. CMR communicates to consumers in our communities the value of REALTORS® in protecting property rights.
  - a. A task force periodically reviews the most effective means of communicating our value through channels such as [BuyInMississippi.com](http://BuyInMississippi.com), shareable content, and template-based designs available for use by individual members, i.e. e-cards, newsletters.
  - b. CMR and its member REALTORS® provide pertinent government information to the communities they serve.
  - c. Through [BuyinMississippi.com](http://BuyinMississippi.com), CMR provides content to the community and to REALTORS® to teach consumers the value of a REALTOR® and how to protect their home values.
- 3. REALTORS® stay abreast of the needs of community through involvement in churches, civic organizations, and city and county chambers, then report back to the Association.
  - a. Member who have been involved in the community will be identified and will be recognized on a continual basis determined by a task force.

- b. CMR’s expertise database includes the opportunity for members to list their community involvement activities to be identified and measured for Association initiatives.
- c. 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.
- d. 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. NAR’s Consumer Advocacy Outreach resources are utilized for assistance in programming and funding.

**AREA 5. Diversity, Equity and Inclusion and Fair Housing.**

- a. Every July prior to the annual Nominating Committee meeting, staff sends a *Self Interest Form* to membership encouraging any member to use the form to express their interest in serving on the Board of Directors. All *Self Interest Forms* are provided to the Nominating Committee. The CMR Board of Directors is diverse due to the openness and transparency of the self interest process.
- b. Annually CMR sends a *Call for Committee Volunteers* to membership asking any member to express interest in serving on one or more of CMR’s committees the following year. Members who volunteer for committees or task forces are appointed to them. CMR is not so large that members are turned away due to too many volunteers.
- c. CMR hosts or promotes annually one or more Fair Housing education class.
- d. CMR shares all Fair Housing social media posts generated by MAR and NAR.
- e. The completion of the Fair Haven simulation is promoted annually to membership and is a membership requirement for new applicants.
- f. Annually CMR provides brokers access to NAR’s Fair Housing resources at <https://www.nar.realtor/fair-housing/fair-housing-resources>

**AREA 6 Governance, Finance and Operations**

**Purpose:** CMR provides effective governance systems, operations, and financial accountability with a governance structure that is representative of the membership.

- 1. CMR has efficient and effective governing systems.
- 2. New leaders are identified through member participation in YPN, WCR, LMAR and committees/taskforces.
- 3. In order to better balance board composition with membership demographics, CMR provides for the election of some directors/officers and the direct appointment of others.
- 4. The Treasurer is an appointed position requiring an individual with a finance background who serves a multi-year term and who may or may not be a REALTOR®.
  - a. CMR gathers data from members to identify suitable candidates for Treasurer.

- b. The Treasurer position is not intended as a stepping stone to President-Elect.
  - c. The Board of Directors will consider an appointed First Vice President position as a path to President-elect.
  
- 5. Where possible, CMR structures its volunteer opportunities on a task-based model rather than a committee model to allow more members to be involved with less long-term commitment.
  
- 6. All corporate documents are reviewed annually and updated as needed.
  
- 7. CMR has legal counsel and consults them when issues arise which relate to maintaining legal compliance.
  
- 8. CMR retains the services of an independent CPA firm who performs an annual audit, prepares necessary tax returns, and consults in other matters relating to fiscal and legal compliance.
  
- 9. CMR occupies a state-of-the-art facility which is a welcoming place to new REALTORS® and a source of pride for members and staff, and which meets today's needs and the anticipated needs of the future.
  - a. The Building Committee includes commercial brokers, commercial appraisers and at least one member of MCAR who holds a CCIM designation.
  - b. The Building Committee takes steps to analyze every option for determining the best use for the current MLS building to maximize cash flow.
  - c. CMR works with an architect to design the new facility to provide for current and anticipated future needs, and utilizes other vetted professionals as needed to produce a high-quality, long-lasting facility.
  - d. The CMR building is designed to accommodate meetings, educational offerings, and other member and community uses. The meeting space includes the necessary technology to offer virtual meetings and trainings.
  - e. The current budget incorporates a line item for dedicated building funds.
  - f. CMR hires/collaborates with their CPA firm to finalize legal ownership of the new building in a jointly owned separate entity.
  
- 10. CMR's fiscal responsibility provides financial accountability, stability and future growth.
  - a. The Finance Committee is made up of individuals with financial knowledge and expertise who recommend policy and monitor implementation of financial management, budgets, investments, information systems and physical plants.
  - b. Adequate data security systems and policies are maintained and updated when necessary.
  - c. CMR generates cash flow by renting out the classroom in the new building as often as practical.



- d. CMR is developing and implementing a strategy to generate Non-Dues Revenue by providing education classes, either independently, or in support or partnership with other Boards and organizations.
  - e. CMR appoints a Task Force to research and develop additional sources of non-dues revenue.
  - f. CMR continues to implement secure, high tech payment options to increase the speed and ease with which members can meet their financial obligations to the Association.
11. CMR hires top-notch talent to build a service-focused, professional staff that is reflective of the Board of Directors' vision for the Association.
- a. The Chief Executive Officer hires and assigns responsibilities to staff as necessary to best implement the Strategic Plan.
  - b. An organizational chart demonstrates the placement of staff in accordance with the strategic plan.
  - c. The Chief Executive Officer creates and revises the Employee Manual, job descriptions and employee responsibilities as needed to implement the strategic plan and maintain legal compliance.
  - d. CMR prioritizes professional development for staff and facilitates their attendance at conferences and other educational opportunities that allows them to stay at the forefront of their areas of responsibility.
12. CMR explores opportunities for mergers, acquisitions, and/or consolidations with other Associations as the real estate environment evolves.

#### **AREA 7. MLS**

**CMR provides membership access to MLS United, a regional MLS owned by Central Mississippi REALTORS®, North West MS Association of REALTORS® and the Gulf Coast Association of REALTORS®.**