



Mississippi REALTORS® Strategic Plan
as adopted by the Board of Directors
April 2, 2015

The plan covers the areas of:

- Governmental Affairs
- Community Relations
- Professional Development
- Communications
- Governance



Mississippi REALTORS® Strategic Plan (In Brief)

Governmental Affairs

PURPOSE: MAR collaborates and maximizes relationships between members, state public officials and communities across the state to foster an understanding of real estate and business issues for the protection of private property rights.

Strategic Objective A: Education - MAR educates members, consumers and elected officials on REALTOR® government affairs, issues and activities.

Strategic Objective B: Involvement - Engage members in the REALTOR® Party and give recognition to RPAC/political advocacy successes.

Strategic Objective C: Fundraising - MAR promotes a culture of investing in RPAC

Strategic Objective D: Relationships - Members cultivate relationships to promote our political agenda.

Strategic Objective E: Advocacy - MAR communicates our pro-real estate and pro-business agenda throughout our state.

Community Relations

PURPOSE: Mississippi REALTORS® recognize, encourage and promote REALTOR® involvement in our communities

Strategic Objective A: REALTORS® are recognized as preferred professional partners and real estate experts in our communities and exemplify the REALTOR® Code of Ethics.

Strategic Objective B: MAR utilizes an accurate, ongoing system for tracking member community involvement

Strategic Objective C: MAR provides a proven path for guiding members on how to make a difference in their local community.

Strategic Objective D: MAR celebrates the accomplishments of members' involvement in their community.

Professional Development

PURPOSE: MAR delivers high quality professional development opportunities and skill-building courses so its members may increase their expertise and provide superior service to their clients. This personal and financial investment by our members in additional training yields enhanced professionalism and subsequently the greater confidence of consumers.

Strategic Objective A: The Mississippi REALTOR® Institute (MRI) and its instructors provide unparalleled training and educational opportunities through classroom and web-based instruction. The school is the most sought-after source for real estate education.

Strategic Objective B: Mississippi REALTORS® embrace a culture of professional growth and self-development and access MRI's excellent, relevant education targeted to specific topics and groups. This MRI advanced education ensures Mississippi REALTORS® are providing superior service to the consumer.

Strategic Objective C: REALTORS® are knowledgeable of the Code of Ethics, appreciate its impact on their professional image and expect enforcement through the professional standards process.

Communications

PURPOSE: Members and the public recognize that Mississippi REALTORS® are property professionals and community champions.

Strategic Objective A: External – The value of the REALTOR® as the advocate for private property rights is understood by the public who appreciates REALTORS®' impact on Mississippi communities.

Strategic Objective B: Internal – MAR delivers relevant, timely, accurate and reliable information to elevate the quality of the member's business.

Strategic Objective C: Venue – Members have easy access to any information communicated by MAR in their preferred medium.

Strategic Objective D: Database – MAR uses a broad-reaching member assessment tool to identify and leverage member strengths, talents, interests, and community involvement to communicate REALTOR® value.

Governance

PURPOSE: To protect the credibility, integrity and viability of the association.

Strategic Objective A: Facility – MAR's building facilitates a productive work environment and is positioned to respond to the needs of its members and the community.

Strategic Objective B: Operations – MAR business documents comply with all governing bodies.

Strategic Objective C: Staff – MAR employs professionally competent and proficient staff to implement the strategic plan.

Strategic Objective D: Fiscal Responsibility – MAR ensures the fiscal integrity of the association by employing sound accounting practices and providing funding for implementation of the strategic plan.

Strategic Objective E: Leadership – MAR's leaders are members who are engaged in the real estate business and are prepared to anticipate the challenges facing the industry



Mississippi REALTORS® Strategic Plan (Expanded)

Governmental Affairs

PURPOSE: MAR collaborates and maximizes relationships between members, state public officials and communities across the state to foster an understanding of real estate and business issues for the protection of private property rights.

Strategic Objective A: Education - MAR educates members, consumers and elected officials on REALTOR® government affairs, issues and activities.

- Education of Members
 - Communicate the importance of RPAC, member involvement, advocacy and the political issues that affect the real estate industry and property rights.
 - Post current information about RPAC, advocacy and political issues on the MAR Web site, on Facebook and in emails.
 - Train new leadership for RPAC and political advocacy during the annual MAR Leadership Team Retreat and the Local Board Management Conference
 - Hold new member RPAC and political advocacy training
 - Add RPAC/political advocacy component to Post License course.
 - Provide RPAC/political advocacy information for local board orientations.
 - Develop a continuing education course for MRI that discusses political advocacy issues and private property rights
 - Provide periodic information to MARPAC Trustees to assist them in their work as Liaisons to local boards.
 - Provide NAR and MAR information and communications to local boards regarding the value of investing and benefits received from members' participation in RPAC.
- Education of Consumers
 - Educate the public in legislative/political issues that impact real estate
 - Produce and distribute PSAs on a state-level issue when appropriate
- Education of Elected Officials
 - Educate elected officials on our capabilities as an association and a PAC in order to recognize the value of partnering with REALTORS® to advance pro-business issues.
 - Advocate to elected officials the REALTOR® position on issues to further their understanding
 - Make elected officials aware of the funds we have available to support candidates who promote our issues.
 - Promote our intense public outreach potential to elected officials.
 - Invite elected officials to attend state and/or local major investor events
 - Collaborate with MARPAC Trustees and NAR to offer NAR's Candidate Training Program to interested potential candidates

Strategic Objective B: Involvement - Engage members in the REALTOR® Party and give recognition to RPAC/political advocacy successes.

- Involvement of Members
 - Promotes members' participation in Calls for Action
 - Achieve a high response rate to member Calls for Action
 - Encourage members to forward Calls for Action to their consumer contacts
 - Hold meetings with brokers to educate them on Advocacy issues and encourage them to share the information with their agents
 - Provide and distribute information and communications from NAR regarding the value of investing in and the benefits received from members' participation in the PAC.
 - Distribute information from NAR lobbyists to update MAR members on federal issues
 - Help elect members to public office
 - Host a Candidate Training Program targeting MAR members
 - Recognize REALTOR® elected officials
 - Encourage members to actively volunteer in the election process
- Recognition
 - Promote Fair Share and major donors through emails and/or social media highlighting individual and local board/MLS achievements
 - Highlight and promote the issues we supported/defeated
 - Promote local board recognition of RPAC giving
 - Explore the use of ribbons or other methods of identifying major investors at local and state REALTOR® events
 - Promote the MARPAC Hall of Fame
- Consumer Outreach/Engagement – Engage the public in legislative/political issues that impact real estate and related issues

Strategic Objective C: Fundraising - MAR promotes a culture of investing in RPAC

- Promote RPAC fair share investment by all members
- Promote RPAC major donor investment
- Use tools/funds available from NAR and promote those tools/funds to the local boards
- Encourage local boards, local board staff and MAR staff to become major donors

Strategic Objective D: Relationships - Members cultivate relationships to promote our political agenda.

- Identify members who have quality relationships with elected officials
 - Create a form to collect information about member relationships with elected officials and distribute the form through multiple channels (i.e. email, Web site, at new member orientations, convention)
- Develop and maintain a database for key contacts/members involved in industries and outside organizations
- Partner with like-minded professional association partners (i.e. Bankers, Home Builders, etc.) on issues to form a coalition to advance our position on pro-business issues.

Strategic Objective E: Advocacy - MAR communicates our pro-real estate and pro-business agenda throughout our state.

- Develop an annual legislative agenda
- Work with regulatory bodies and other like-minded organizations (i.e. Mississippi Economic Council) to promote our legislative agenda
- Provide talking points on our legislative issues

Community Relations

PURPOSE: Mississippi REALTORS® recognize, encourage and promote REALTOR® involvement in our communities

Strategic Objective A: REALTORS® are recognized as preferred professional partners and real estate experts in our communities and exemplify the REALTOR® Code of Ethics.

- Use available NAR resources for multi-media campaign to promote the REALTOR® Code of Ethics and REALTOR® Community Involvement
- Educate consumers on the differences between REALTORS® and non-REALTOR® licensees
- Create and implement a comprehensive and ongoing marketing strategy to promote the REALTOR® brand and REALTOR® membership value
- Develop content and messaging for members to utilize in speaking to community organizations, schools, career days, etc.

Strategic Objective B: MAR utilizes an accurate, ongoing system for tracking member community involvement

- Develop and maintain a database to track member involvement and a method for gathering relevant information
 - Develop a checklist listing possible community involvement and achievement options for members to use to report their activities
 - Distribute regularly the checklist to brokers and AEs
 - Distribute periodically the checklist to the general membership
 - Use a live link for members to input/update their relevant information on the MAR database
- Provide Webinars, videos and/or regional workshops to educate REALTORS® on community involvement opportunities and success stories.

Strategic Objective C: MAR provides a proven path for guiding members on how to make a difference in their local community.

- Create tools to distribute to AEs and members
 - Formulate a marketing piece to demonstrate value to the member of getting involved and invested in their community
 - Collaborate with AEs and local leadership to identify and promote community service opportunities
 - Explore grants available from NAR and distribute information to local boards

Strategic Objective D: MAR celebrates the accomplishments of members' involvement in their community.

- Recognize and promote member accomplishments locally and state-wide
 - Develop a template for members and AEs to submit member and local board accomplishments and service
 - Utilize member-submitted templates to publish on Web site, social media and other mediums
 - Encourage local associations to submit press releases and seek out publicity opportunities
 - Compile and produce annually a publication highlighting local boards' community service
- Promote the message "REALTORS® are Property Professionals and Community Champions"
- Promote and encourage involvement in a REALTOR® Community Service Day
 - Use MAR Web site, social media and other mediums to maximize exposure
- Collaborate with local boards to recognize their community champions with an annual award

Professional Development

PURPOSE: MAR delivers high quality professional development opportunities and skill-building courses so its members may increase their expertise and provide superior service to their clients. This personal and financial investment by our members in additional training yields enhanced professionalism and subsequently the greater confidence of consumers.

Strategic Objective A: The Mississippi REALTOR® Institute (MRI) and its instructors provide unparalleled training and educational opportunities through classroom and web-based instruction. The school is the most sought-after source for real estate education.

- Secure the best talent possible to deliver field-relevant material in an engaging and informative manner.
 - Continuously evaluate the process of instructor selection and development to ensure the application and training process routinely yields high quality instructors/trainers who adhere to a set of high standards.
 - Continuously and consistently evaluate instructor/trainer performance and course content and makes changes when necessary
 - Periodically evaluate the instructor compensation level to ensure recruitment of high-quality instructors.
- Utilize a variety of delivery methods including state-wide classroom, online and virtual classroom.
- Partner with local and state boards and companies/sponsors/affiliates for courses, platforms, and delivery
- Develop a video advertisement/demo to promote to members and local boards the new online education platform including a “how-to” list and a clip of the class
- Develop a real world (role playing, actual contracts, etc.) post-license or contract law class for licensees touching on real activities and not concepts alone.
- Include in the marketing plan monthly contact with brokers, agents and AEs and emphasize the return on your investment members can experience when they use MRI for their education.
- Seek opportunities to expand the reach of www.realtorinstitute.org beyond Mississippi.

Strategic Objective B: Mississippi REALTORS® embrace a culture of professional growth and self-development and access MRI’s excellent, relevant education targeted to specific topics and groups. This MRI advanced education ensures Mississippi REALTORS® are providing superior service to the consumer.

- Provide superior pre- and post-license education
- Provide new member orientation/rookie REALTOR® education on topics relevant to beginning a real estate career
- Offer continuing education targeted to seasoned agents and brokers on field-relevant topics
- Promote the importance of advanced real estate education by offering designation courses
- Seek joint opportunities between MAR and MRI to spotlight the value and benefit of designations to the membership.
 - Develop media release templates for use by the local boards to announce new designees and to promote advanced real estate education and designations.
- Develop courses in management and business practices (i.e. time management, agent recruitment and retention, etc.).
- Develop a new “Advanced Mississippi REALTOR®” designation program.
- Seek partnerships with brokers, local boards, other states, vendors and sponsors to present relevant material to licensees
- Take advantage of opportunities to upsell to designation courses and other advanced courses from required continuing education

Strategic Objective C: REALTORS® are knowledgeable of the Code of Ethics, appreciate its impact on their professional image and expect enforcement through the professional standards process.

- Offer a variety of Professional Standards services to local boards through a Cooperative Agreement including mediation, ombudsmen and arbitration and ethics hearings.
- Provide annual Professional Standards training to local board Grievance Committee members, local board officers and members of the MAR Professional Standards Committee.
- Provide Code of Ethics training to all members through the Mississippi REALTOR® Institute
- Evaluate additional professional standards processes (i.e. citation program, expedited timelines, etc.) and determine their applicability to our members.
- Evaluate the potential benefit and feasibility of publication (to members) of the results of ethics hearings.

Communications

PURPOSE: Members and the public recognize that Mississippi REALTORS® are property professionals and community champions.

Strategic Objective A: External – The value of the REALTOR® as the advocate for private property rights is understood by the public who appreciates REALTORS®' impact on Mississippi communities.

- Explore employing a professional marketing firm to assess internal marketing efforts and develop an internal communications and marketing plan.
- Develop a long-term, comprehensive public relations plan that emphasizes key messages on a consistent basis.
- Research and identify potential audiences for key messages.
- Develop appropriate messages and create a mechanism for updating messages systematically based on the internal communications and marketing plan.
- Budget the funds needed to support a comprehensive marketing plan.
- Create a marketing/public relations plan to promote legislative victories and goals to the public and tie these victories to the defense of private property rights.
- Operate an online REALTOR® store which sells items such as shirts, caps, pens, etc. with the Mississippi REALTOR® brand.

Strategic Objective B: Internal – MAR delivers relevant, timely, accurate and reliable information to elevate the quality of the member's business.

- Serve as the provider of tools necessary to maximize member development
- Develop methods to determine what tools are relevant and necessary to achieve success.
- Explore employing a professional marketing firm to assess internal communications efforts and develop an internal communications plan.
- Create videos to be utilized by brokers at sales meetings and broadcast on MAR's YouTube channel. Video topics include current issues updates, political updates and NAR/MAR information.
- Distribute statewide economic development statistics on our Web site and/or through a members-only link.
- Provide a referral network tool on the MAR Web site.

Strategic Objective C: Venue – Members have easy access to any information communicated by MAR in their preferred medium.

- Create a mechanism to systematically establish each member's preferred method of communication delivery including a prompt email to new members.
- Develop/provide the mechanisms that are identified as the preferred delivery method.
- Deliver the relevant information consistently, and reliably through the determined mediums.
- Expand members-only section of the Web site to aid in facilitating this objective.
- Create videos to be utilized by brokers at sales meetings and broadcast on MAR's YouTube channel. Video topics include current issues updates, political updates and NAR/MAR information.

Strategic Objective D: Database – MAR uses a broad-reaching member assessment tool to identify and leverage member strengths, talents, interests, and community involvement to communicate REALTOR® value.

- Determine what we need to know about our members and develop an assessment tool (queries, categories of information desired).
- Determine how to obtain information from MAR members.
- Develop a system to deliver assessment through state and local channels and gather the responses.

- Process and store information in an appropriate repository where it can be analyzed and applied.
- Explore employing a professional marketing firm to assess our current external marketing efforts and develop an external communications and marketing plan.

Governance

PURPOSE: To protect the credibility, integrity and viability of the association.

Strategic Objective A: Facility – MAR’s building facilitates a productive work environment and is positioned to respond to the needs of its members and the community.

- Anticipate capital needs
 - Assess current conditions of the facility and their appropriateness to fill current and anticipated needs
 - Develop a plan to address facility maintenance and any deficiencies that are identified
- Provide flexibility to meet unanticipated needs by budgeting for a contingency fund
- Continue to expand Facility Rental to members and outside groups
 - Advertise the facility in appropriate publications
 - Update facility rental policies/contract as needed

Strategic Objective B: Operations – MAR business documents comply with all governing bodies.

- Bring governing documents up-to-date and ensure compliance with all applicable regulations
 - Review and modify documents as needed
- Develop, implement and report a Strategic Plan that is continuously reviewed and updated
- Retain competent legal counsel

Strategic Objective C: Staff – MAR employs professionally competent and proficient staff to implement the strategic plan.

- Promote effective communication between CEO and leadership
 - Annually determine the most effective forms of communication with the leadership team
- MAR budgets funds to invest in the training and development of staff. The CEO communicates the type of training, availability, cost and timeline.
- Evaluate the performance of the CEO
 - Implement succession planning for CEO and staff positions
 - Evaluate and update MAR Policies & Procedures manual and MAR Employee Policy Manual

Strategic Objective D: Fiscal Responsibility – MAR ensures the fiscal integrity of the association by employing sound accounting practices and providing funding for implementation of the strategic plan.

- Fund the association’s operations
 - Maintain accurate financial records in preparation for annual review by CPA
 - Generate diverse, sustainable income streams (i.e. facility rentals, vendor alliances, MRI, membership dues)
 - Contact other associations for ideas of potential options for non-dues revenue.
 - Recruit and retain members
 - Ensure MRI is a profitable and sustainable source of non-dues revenue.
- Determine and establish necessary reserves, restricted and operating funds
 - Set goals and establish risk guidelines for each type of account
 - Develop a multi-year budget that accounts for implementation of the strategic plan
- Evaluate relevance of programs and services
 - Develop and implement measurement tools/methods to assess programs and services

Strategic Objective E: Leadership – MAR’s leaders are members who are engaged in the real estate business and are prepared to anticipate the challenges facing the industry

- Represent the diversity of MAR’s membership in its leaders
- Identify and cultivate future leaders
- Develop a leadership succession plan
- Utilize the experience of past leaders and encourage their continued participation
- Train the President Elect and First Vice President for their future roles, educating them on what needs to be done, the timeline to accomplish tasks and the procedures currently in place for those tasks.