

**Columbia Board of REALTORS
Strategic Plan (Draft)
September 28, 2006**

Mission Statement

It is the mission of the Columbia Board of REALTORS to be the leading advocate of the real estate industry in our communities, to provide members with education and resources that will enable them to conduct business successfully, to promote and enforce ethical standards, to strengthen the REALTOR image, and to encourage real property ownership.

Prioritized Goals

Goal 1: Enhance the REALTOR image.

Strategy A: Educate the REALTOR member concerning the value of the services they provide.

Strategy B: Promote the value of the REALTOR to the public.

Strategy C: Consider the creation of a “trusted advisor” program available to all brokers and agents and promoted its meaning to the consumer.

Strategy D: Work with MAR to raise pre-licensing requirements for new agents.

Strategy E: Develop a program to educate the public on the economic and social value of the real estate industry.

Strategy F: Make REALTOR positions on important issues known in the community.

Goal 2: Make CBOR more proactive in local governmental affairs

Strategy A: Shape the issues, enhance awareness and encourage active member participation in community issues.

Strategy B: Explore hiring a Government Affairs Director (GAD) and investigate possible sources of shared funding including MAR.

Strategy C: Poll members on major issues.

Strategy D: Initiate panel discussions and host press conferences on local issues.

Strategy E: Implement NAR's "Get Active" program and adding accurate home addresses to the member data base for the purpose of identifying wards.

Strategy F: Recognize members who serve on local commissions & councils and run for elected office. Post available openings and encourage members to serve.

Strategy G: Form coalitions with other associations that share our interests.

Goal 3: Address organizational issues in order to shift more responsibility to staff and less micro management by the Board.

Strategy A: Develop a process to identify, recruit and train new leaders, including an annual orientation for all Directors and committee leadership.

Strategy B: Train future leaders to be visionaries rather than managers.

Strategy C: Provide staff with appropriate resources for professional development.

Strategy D: Investigate association management models such as the “Carver Model.”

Goal 4: Enhance the ability of the member and CBOR to effectively implement business technology

Strategy A: Find ways to conduct virtual meetings.

Strategy B: Appoint workgroup to organize a “Technology Fair” and include product demonstrations and Tech Fair discounts.

Strategy C: Utilize CDs and DVDs to introduce business enhancing tech tools to the members.

Strategy D: Form meetings with keynote speakers to present and discuss future technology trends and their application to the real estate industry.

Strategy E: Expand “hands on” technology training at the Board office.

Strategy F: Evaluate the Board’s technology budget.

Goal 5: Secure our position as the REALTOR education hub of Missouri

Strategy A: Expand new member orientation with the endorsement and support of our brokers.

Strategy B: Investigate adding “Provisional Membership” to the CBOR by-laws as a bridge for new agents while they are meeting CBOR membership requirements.

Strategy C: Develop a curriculum for our orientation instructors to follow and our brokers to endorse.

Strategy D: Investigate the creation of on-line classes (example: “How to measure a house”).

Strategy E: Offer continuing education on the use of the MLS system and the tools it offers.

Strategy F: Hire the best instructors available.

Strategy G: Aggressively promote all CBOR classes.

Strategy H: Continue providing free CE offerings to CBOR members and offer discounts on programs needing more member awareness.

Goal 6: Develop a program to educate members regarding “big picture” issues that have the potential to impact their businesses

Strategy A: Include an “issue of the week” section in the weekly “Source”.

Strategy B: Encourage CBOR staff to visit office sales meetings and discuss industry issues and key CBOR initiatives.

Strategy C: Conduct an annual futures forum.

Strategy D: Tap into NAR as a source for keynote speakers.

Strategy E: Educate members as to what is available on realtor.org

Strategy F: Develop a scholarship program and qualifications to send members to NAR events and measure the results.

Strategy G: Consider developing an “Ambassadors” program.

Goal 7: Improve CBOR’s avenues of communications with members

Strategy A: Educate members on the value of using “Blogs”.

Strategy B: Start an association “Blog”.

Strategy C: Encourage members to employ the use of new technology and prepare them to anticipate and understand future technology.

Strategy D: Identify members differing communication needs and serve them the way they wish to be served..

Strategy E: Formalize communication with DR’s, to include individual communication and meetings.

Strategy F: Create a comprehensive member profile for each member.

Strategy G: Offer substance in the Annual Meeting agenda to encourage member attendance.

Goal 8: Ensure CBOR's long term financial stability

Strategy A: Ask the Finance Committee to develop a three year budget.

Strategy B: Review opportunities for additional sources of non-dues income.

Strategy C: Develop affinity programs that benefit the members.

Goal 9: Increase CBOR membership

Strategy A: Attract offices from outlying areas to join CBOR.

Strategy B: Encourage a dialogue by inviting officers from other boards to CBOR events.

Strategy C: Evaluate reciprocity agreements to increase membership.

Strategy D: Widely promote CBOR membership benefits.

Strategy E: Expand service offerings to attract commercial brokers, appraisers, and property managers.

Strategy F: Enhance CBOR's Affiliate Program.

Goal 10: Determine the future of our HOPE Foundation

Strategy A: Direct the HOPE Board to develop a strategic plan.

Strategy B: Encourage HOPE to create an endowment.

Strategy C: Develop strategies to utilize available funds.

Goal 11: Promote cultural diversity and awareness within our membership, our leadership and our community.

Strategy A: Develop and maintain a list of business savvy foreign language consultants.

Strategy B: Educate members on how to address diversity.

Strategy C: Promote attendance at local diversity meetings/events.

Goal 12: Provide adequate office facilities

Strategy A: Develop guidelines and form a Workgroup to study the future facility needs of the Board and investigate opportunities to purchase, renovate, lease or build an enhanced facility.

Strategy B: Consider co-op building.

Strategy C: Explore a “virtual” office environment and weigh its pros and cons against the current bricks & mortar facility.