



Strategic Scorecard / 09 September 2008

Vision

The Virginia Association of REALTORS® is the essential business resource and advocate for Virginia's real estate professionals.

	Blank - Not Yet Due
√	On Target
	Caution
✗	Won't Reach Target

Goal	Item	Objective	Action	Advocacy Group/SIG (Primary =Blue/ Secondary=Green)						
					Feb	Apr	Jul	Sep	Dec	
A. Members adhere to the highest levels of professionalism and ethics.	I.	Foster a real estate business culture that honors, adheres to, and enforces the Code of Ethics.	a.	Implement training programs to develop quality agents and brokers who honor the Code of Ethics.	RMAG	√	√	√	√	
			b.	Launch internal member-focused communications/training initiative to tie Code obligations to profitability and credibility.	Living the Code WG		√	√	√	
	II.	Equip members to understand the changes in and meet the demands of the current marketplace.	a.	Support ongoing enhancements to License Law and regulatory oversight to assure that licensees are competent to serve consumers.	RMAG/PDAG	√	√	√	√	
			b.	Provide members timely opportunities to understand and adapt to emerging trends and issues, via publications, webcast, courses, etc.	RMAG	√	√	√	√	
			c.	Provide risk management tools, info, resources and training to brokers.	RMAG/MC	√	√	√	√	
			d.	Provide resources to equip Rookie members for business success .	PDAG	√	√	√	√	
			e.	Provide members tools that enable them to target their services to different cultures and generations.	PDAG/IMAG	√	√	√	√	
			f.	Customize and target delivery of association services in ways that recognize evolving business models and industry trends and practices.	IMAG	√	√	√	√	

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A. Members adhere to the highest levels of professionalism and ethics.			g. Serve as clearinghouse of info information on long-term financial/retirement/succession planning for real estate licencees.	IMAG	√	√	√	√		
			h. Promote and encourage specialty education opportunities and involvement in specialty chapters.	Specialties	√	√	√	√		
			i. Serve as information clearinghouse for brokers on ancillary relationships to enhance broker profitability.	RMAG						
			j. Provide tools and resources for training competent, effective real estate managers.	VMC		√	√	√		
			k. Educate members about their obligations under state and federal laws and regulations (RESPA, Do Not Call, etc.)	RMAG	√	√	√	√		
	III.	Strengthen regulatory enforcement of License Law.		Advocate for sufficient funding for REB to strengthen its enforcement ability.	PPAG	No further action required.				
	IV.	Provide a variety of opportunities and entry points for connection and engagement in the REALTOR® organization.	a.	Host high-caliber Association meetings, conventions, and forums targeted to diverse member groups.	PDAG					
			b.	Solicit member input/perspective in crafting/evaluating VAR's programs and issue positions.	IMAG	√	√	√	√	
			c.	Encourage involvement of members in association groups and events as a means to enhance their career prospects and retain members.	EXEC	√	√	√	√	
	V.	Encourage and promote member leadership in community, business, and REALTOR® organizations, as a means to enhance professions credibility and competence.			IMAG					
	VI.	Serve as a resource and educator on real estate technology for members.			IMAG					

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B. Consumers look to REALTORS® as invaluable to the real estate transaction.	I.	Equip members to meet the needs of the informed and empowered consumer.	a.	Launch series of member communications emphasizing the value of responsiveness, common courtesies, customization of contact to match consumer's expectations, etc.	IMAG/RMAG	√	√	√	√
			b.	Provide tools for helping consumers understand the complexity of the transaction process and the specific tasks a REALTOR® performs.	IMAG	√	√	√	√
			c.	Continually enunciate, feature, communicate and model for members what it means to be a professional.	IMAG	√	√	√	√
			d.	Educate members about affordable housing resources, products, business strategies, etc. that they may incorporate into their business model.	IMAG/ Housing Opps	√	√	√	√
	II.	Maintain a suite of Virginia-specific standard real estate forms and contracts, with a robust delivery platform, as an essential risk management and customer service tool.				√	√	√	√
	III.	Encourage and educate REALTORS® regarding the importance of achieving and maintaining elevated levels of service to their clients.	a.	Educate members in those practices that diminish service levels and develop alternatives to those practices.	RMAG	√	√	√	√
			b.	Implement programs that stress the importance of "putting service first" as the key to public acceptance of the REALTOR® as central to the home-buying and selling experience.	RMAG	√	√	√	√
	IV.	Promote the value of REALTORS® to the public	a.	Through communications, media outreach, and political advocacy, position VAR as the voice for all property owners in Virginia.	IMAG/PPAG	√			

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B. Consumers look to REALTORS® as invaluable to the real estate transaction.			b.	Investigate creation of Virginia Homeowners Alliance to create grassroots tool for informing public opinion.	IMAG/PPAG					
			c.	Educate the public about the costs of poor local planning and anti-growth, anti-housing policies.	IMAG/PPAG					
	V.	Elevate the real estate profession in the public consciousness	a.	Position real estate as a credible profession.	IMAG	√	√	√	√	
			b.	Enunciate the REALTOR® organization's role in creating and maintaining a viable real estate marketplace.	IMAG	√	√	√	√	
C. REALTORS® and the REALTOR® organization are seen as the primary drivers of real estate related legislation, regulation, and policy.	I.	Position VAR to be the most influential, effective organization in Virginia on real estate, property rights, housing opportunity and quality of life issues.	a.	Launch coordinated external communications campaign to shape public opinion on quality of life issues.	IMAG/PPAG	√				
			b.	Leverage legislative relationships through consistent candidate selection and funding.	PPAG/RPAC	√	√	√	√	
			c.	Serve as resource to and coordinator among local Associations in addressing local issues that affect private property rights or housing affordability/ availability.	PPAG	√	√	√	√	
			d.	Assert VAR participation/leadership in any statewide dialogue on real estate related issues.	PPAG/IMAG	√	√	√		
			e.	Lead in creation of statewide housing policies with appropriate regional components.	PPAG/WG	√	√	√	√	
			f.	Advocate policy change for addressing regulatory barriers to doing business across state lines.	WG	√	√			
			g.	Expand monitoring and representation to include regulatory agencies impacting real estate.	PPAG	√	√	√	√	
			h.	Demonstrate proactive leadership in transportation and growth policy debate.	PPAG	√	√	√	√	

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C. REALTORS® and the REALTOR® organization are seen as the primary drivers of real estate related legislation, regulation, and policy.	II.	Create among members a greater awareness and understanding of the business impact of VAR legislative policy.	a.	Actively encourage REALTOR® involvement in state and local political process.	RPAC/PPAG	√	√	√	√	
			b.	Train local leaders to be effective advocates.	PPAG	√	√	√	√	
			c.	Improve participation in RPAC by enhancing member understanding of RPAC's role and effectiveness.	RPAC	√	√	√	√	
			d.	Organize, as appropriate, active member involvement in campaigns of endorsed candidates.	RPAC	√	√	√	√	
	III.	Nurture media relationship/establish VAR as credible voice on housing/land use issues.			PPAG/IMAG		√	√	√	
D. VAR operates in an efficient, effective manner that enhances the value of REALTORS®' VAR membership.	I.	Actively nurture connection with members.	a.	Maintain strong VAR relationship with leading brokers and agents.	EXEC	√	√	√	√	
			b.	Actively develop future state and local association leaders.	EXEC	√	√	√	√	
			c.	Encourage diversity in volunteer roles.	EXEC					
	II.	Nurture staff proficiency through ongoing professional development.			EXEC	√	√	√	√	
	III.	Maintain efficient sustainable business model with multiple funding sources and adequate operating reserves.								
				a.	Evaluate current pricing structures and policies.	EXEC				
				b.	Expand sources of non-dues revenue.	EXEC		√	√	√
c.				Maintain ongoing performance of VAR reserves investments.	EXEC		√			

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D. VAR operates in an efficient, effective manner that enhances the value of REALTORS®' VAR membership.			d. Assess VAR core services vs. fee paid services.	EXEC					
	IV.	Strengthen member retention strategies.							
			a. Identify member needs, interests, and values via surveys, focus groups, etc.	IMAG	√	√	√	√	
			b. Focus communications and programs on profitability and professionalism.	IMAG	√	√	√	√	
	V.	Maintain vibrant, effective relationships and collaborations with local associations.							
			a. Continue program of local association visits by VAR staff and leaders.	EXEC	√	√	√	√	
			b. Maintain schedule of AE meetings and services.	AEC	√	√	√	√	
			c. Promote Issues mobilization fund as a public policy tool for local associations.	PPAG	√	√	√	√	
			d. Maintain revenue sharing on GRI and specialty education.	PDAG	√	√	√	√	
			e. Identify additional opportunities for partnering with local associations on programs, products, and services.	EXEC	√	√	√		
		f. Process CE credits for those local Associations that do not have a school.	PDAG	√	√	√	√		
		g. Enhance current AE mentoring program to assist and orient newer AEs with professional development.	EXEC	√	√	√	√		