

## Proposed Strategic Scorecard / September 2008

### Mission:

We advocate for the benefit of Virginia real estate professionals and their consumers.

### Vision:

We are recognized by REALTORS®, consumers and policy makers as the trusted resource and advocate for Virginia real estate.



	<b>Blank - Not Yet Due</b>
√	<b>On Target</b>
	<b>Policy Board Action</b>
✗	<b>Won't Reach Target</b>

Business Goal		Strategic Goal		Objective		Action	Account ability	Feb	Apr	Jul	Sep	Dec
<b>1. Successfully advocate for Virginia's real estate professionals and their consumers.</b>	S1.	Increase VAR's effectiveness in influencing policies and regulation that impact their members' consumers, the real estate profession and property transactions.	O1.	Promote an ambitious legislative agenda.	A1.	Develop and deliver annual standing policy positions/ legislative agenda.	PPAG > PB					
				Strengthen relationships with business leaders, policy makers and the media.	A1.	Initiate REALTOR® key contact program with business leaders and organizations.	Staff > PPAG					
					A2.	Utilize RPAC to increase REALTORS®' influence with policy makers.	RPAC Trustees					
					A3.	Encourage REALTORS® to take leadership roles in local business groups.	LT, VLA_A					
	O2.	Provide credible, accurate and relevant information to the members, media, business leaders, policy makers and the public.	A1.	Implement feasibility study for providing raw sales data, interpretation and analysis, including:  collection of raw data analysis/interpretation of data involvement with local associations, MLSs and NAR costs distribution methods target audiences additional internal resources income generation possibilities	Presidential WG							
			A4.	Partner with local associations on media outreach/relationship-building.	Staff							
	S2.	Increase public awareness of REALTORS® as knowledgeable, trustworthy professionals who hold themselves to the highest standards of practice.	O1.	Strengthen relationships with business leaders, policy makers and the media.	A1.	Initiate REALTOR® key contact program with business leaders and organizations.	Staff > PPAG					
					A2.	Utilize RPAC to increase REALTORS®' influence with policy makers.	RPAC					
					A3.	Encourage REALTORS® to take leadership roles in local business groups.	LT, VLA_A					

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1. Successfully advocate for Virginia's real estate professionals and their consumers.					A4.	Partner with local associations on media outreach/relationship-building.	Staff					
			O2.	Provide credible, accurate and relevant data to the media, business leaders, policy makers and the public.	A1.	(See Strategic Goal 1, Objective 3, Action Plan 1)	Presidential WG					
			O3.	Provide resources to members to inform consumers.								
2. Provide useful resources for REALTORS® in the practice of their profession.	S1.	Improve VAR's ability to identify trends and technologies that affect REALTORS®.	O1.	Identify and communicate emerging economic, demographic and business trends that affect members and their needs.	A1.	Conduct assessment of member needs for trends analysis from VAR.	IMAG					
					A2.	Develop a business trends forum.	IMAG					
					A3.	Identify and develop partnerships with existing economic and demographic resources.	IMAG/PPAG					
			O2.	Identify and communicate emerging tools and technologies.		IMAG/Staff						
			O3.	Continually measure our effectiveness.	A1.	Conduct an upfront benchmark survey, with periodic follow-up surveys (including tracking website clicks).	IMAG					
					A2.	Utilize AE2AE, Pres2Pres, PE2PE, as well as meetings and communications to discuss and assess effectiveness.	IMAG					
	S2.	Improve VAR's effectiveness in identifying and meeting diverse member needs.	O1.	Identify member demographics and their needs and wants.								
			O2.	Create and deliver programs and services to meet the needs of a diverse membership.								
	S3.	Increase the level of professionalism of VAR members.	O1.	Increase our members' knowledge of and adherence to the Code of Ethics.								

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2. Provide useful resources for REALTORS® in the practice of their profession.			O2.	Implement programs to help members manage risk.	A1.	Investigate increased efficiencies for legal hotline.	Staff >RMAG					
					A2.	Create systems for measuring and cataloging legal hotline issues.	L&P Staff > RMAG					
					A3.	Develop and package series of white papers on pertinent real estate issues for use by brokers.	L&P Staff > RMAG					
					A4.	Provide members on-going analysis of regulatory/disciplinary trends from VREB.	L&P Staff > RMAG					
					A5.	Annually convene and brief local associations and real estate firm legal counsels.	L&P Staff					
					A6.	Investigate providing electronic forms software to members (included in dues)	CEO > LT > PB					
					A7.	Build consensus behind statewide standard sales contract.	Standard Forms WG > RMAG > PB					
3. Effectively manage the association.	S1.	Improve service delivery between VAR and local associations.	O1.	Define VAR's role in delivering services to members. Create partnerships with local associations for delivering services.	A1.	Appoint a joint Work Group of local and state leadership and staff to define the roles of the three levels of the organization.	Presidential WG					
					A2.	Determine tiers of services that could be offered to local associations, what they might look like and their associated costs.	Staff					
					A3.	All new programs and future initiatives will be reviewed and vetted using criteria, standards and policies set by above two processes.	Staff					
	S2.	Establish a laser-like focus on VAR's core competencies.	O1.	Determine and prioritize core competencies.	A1.	Appoint Work Group to investigate, determine and recommend core competencies (which items are covered by dues versus which are fee-based).	LT					
					A2.	Structure organization to maximize delivery of core services.	CEO					
					A3.	Align budget to core services.	CEO > PB					
					A4.	Continually evaluate VAR's focus, alignment and effectiveness.	PB					

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<b>3. Effectively manage the association.</b>	S3.	Lead, model and utilize new technologies in association management.	O1.	Develop systems for incorporating innovation in all association processes.									
	S4.	Build member trust and connection with VAR.	O1.	Evaluate VAR governance structures to ensure broader representation and to create greater transparency in governance.	A1.	Complete audit of existing governance system and the work of the newly appointed 2008 Governance Work Group.	LT > PB > DB						
			O2.	Expand and create systems of outreach and communications between VAR and local volunteer leaders and staff.	A1.	Create an administrative process to review new VAR programs, services and initiative to determine potential impacts on local associations.	Staff > PB						
						A2.	Expand AE2AE to create President2President, PresElect2PresElect. Develop process to review every issue to determine who should receive notification.	Staff > LT					
						A3.	Create program of outreach to local association staff (specialist to specialist)	CEO and Staff					
						A4.	Create program for VAR staff specialists to visit with members (with advance notice to local AEs)	CEO and staff					
						A5.	Create program whereby each Advocacy Group holds annual meeting/ open house with local counterpart committee.	CEO and staff					
						A6.	Create group e-mail addresses for local Presidents, Presidents-Elect and AEs (or other groups)	IS Manager > LT					
	O3.	Monitor the implementation and update the strategic plan.	A1.	Integrate with Balanced Scorecard.	PB								