

September 14, 2017

Board of Director Minutes
Cape Fear REALTORS®
1826 Sir Tyler Drive

Attending:	Hank Adams	Jamie Crist	Fred Gainey	Gloria Green
	Tony Harrington	Don Harris	Lynn Harris	Neal Johnson
	Tim Milam	Sherri Pridgen	Lori Speight	Jennifer Terflinger
Absent:	P. J. Doherty	Debbie Lariviere	Randy McCall	Trey Wallace
Guests:	Doug Harrington	Ea Ruth		
Staff:	Jerry Panz			

President Neal Johnson called the meeting to order at 8:32 AM. All members received notice of the meeting. Gloria Green gave the invocation and Fred Gainey led the Pledge of Allegiance. Richard Lytle from On Q Financial who is a Business Partner spoke about the services that they offer. Neal welcomed new Board member Jennifer Terflinger who is the appointee from the Duplin-Sampson Council. Jamie Crist was elected to fill the vacancy created by the resignation of Densay Sengsoulavong. He also welcomed Doug Harrington and Ea Ruth whose three-year terms will begin on January 1, 2018.

CEO Jerry Panz gave an update on: the market penetration for RealSatisfied; the upcoming member training on MartketStats; and, a NCRMLS update. The Board then went into an executive session to discuss possible violations of a membership duty by a Board member. All visitors and several directors were excused.

The meeting reconvened at 10 AM.

On a motion duly made, seconded and carried, Cheyanne LoBue was elected as a three-year term director to the Wilmington REALTORS® Foundation.

On a motion duly made, seconded and carried, the Board approved providing NAR Convention registrations and a two night hotel stay for: Chris Livengood, Tony Harrington, Hank Adams, Gloria Green (**Note:** These registrations had been booked previously for the CEO search. When the timeframe was moved to September, the reason for the prior approval changed. The airline tickets were booked and nonrefundable.)

On a motion duly made, seconded and carried the board changed the time frame for annual voting to 10 days.

The Board wants to continue meeting with industry experts on a quarterly basis.

A motion was made, seconded and carried to amend the Governmental Affairs Committee as follows:

There shall be a **fifteen** ~~ten~~-member Governmental Affairs Committee that shall advise the Governmental Affairs staff and make reports to the Directors for action. This committee will identify issue priorities, for approval by the Board of Directors, and maintain a pro-active government affairs program by tapping into My REALTOR® Party resources utilizing Local Political Contacts and mobilizing Membership through education and activism, including issue and candidate events. Support of local initiatives, issues, relating to government, regulatory or political affairs will be sent to the Government Affairs Committee for initial review, whenever possible. The members shall be appointed as follows:

1. 5 RCA members appointed by the RCASENC Board of Directors and
2. **10** ~~5~~ CFR member appointed by the Executive Committee or CFR Board of Directors

3. There may be one additional ~~an optional eleventh~~ member appointed by the CFR Board of Directors chosen from among the Business Partners.

By Consent, the following were approved:

- 1) The Consent Agenda (pages 3-6)
- 2) The 2018-2019 Strategic Plan (attached)
- 3) The 2018 budget as recommended by the Finance Committee.
- 4) The following REALTORS® as directors to the Wilmington REALTORS® Foundation each of whom have terms beginning 1/1/2018 and ending on 12/31/20):
 - a) Fred Gainey
 - b) Nora Ruehle
- 5) The 2018 Annual Meeting Calendar: January 18, February 15, March 22, June 21, September 13, December 13
- 6) A new award that will be announced at the December membership meeting.
- 7) Renewing the Tee sponsorship at the Wilmington Municipal Golf Course subject to a name change for the current sign.
- 8) The date for Board Orientation: November 16
- 9) Approving \$39,000 from reserves to aggressively promote the value that REALTORS® provide to consumers.
- 10) The minutes of this meeting.

There being no further business, the meeting adjourned at 11:52 PM.

Submitted,

Jerry Panz, CAE, RCE
Secretary

Consent Agenda

September 14, 2017

Approved by email:

- 1) Allowing the Foundation to invoice \$25 to every member with the stipulation that any invoice not paid by the end of the month would be written-off (by email 06-15-2017).
- 2) Electing the person who receives the least number of votes during the 2017 election to fill the vacancy created by the resignation of Densay Sengsoulavong and that their name be announced at the Annual Meeting and Election. (email sent 8/1/2017)

Acknowledgment of:

- 1) Sir Tyler Manager Minutes (sent 06/01/2017)
- 2) Biographies of NC REALTORS® applicants for awards (sent 06/05/2017)
- 3) NAR Sales Tax issue, 2015 Tax return signature issue from Chuck Earney, ShowingTime report for May, RealtorDotCom report for May (sent 06/13/2017)
- 4) Foundation request (sent 06/15/2017)
- 5) Core Standards completion from NAR, April MLS and CFR Financials Statements (sent 06/26/2017)
- 6) Approving application of a member who had filed bankruptcy within the last three years (sent 07/06/2017)
- 7) May 2017 MLS, Sir Tyler, LLC and CFR Financial Statements (sent 07/03/2017)
- 8) June 2017 MLS, Sir Tyler, LLC and CFR Financial Statements and NAR Advocacy update (sent 07/21/2017)
- 9) For the NC REALTORS® Convention in September, the Executive Committee voted to substitute Gloria Green as the NCAR Director in place of Hank Adams.
- 10) July 2017 MLS, Sir Tyler, LLC and CFR Financial Statements (sent 08/23/2017)
- 11) Surveys on Flex Training and Morning Buzz-ZipForms (sent 08/23/2017)
- 12) CEO Update on NAR Leadership Conference and copy of August *Insight* magazine article featuring Cape Fear REALTORS® BIP efforts (sent 08/25/2017)

Approval of:

- 1) The MLS President (CFR President-Elect) shall attend the NAR Leadership meeting. The CFR President **and the MLS President** shall attend the NAR Mid-Year **and Convention** meetings. The CFR President and the MLS President shall attend the NCR Leadership meeting (Vision Quest).
- 2) **Installation Banquet: Complimentary Tickets:** All board members **(CFR, CFRMLS, Foundation, Sir Tyler, LLC,**) whose service is ending or beginning **including spouse or guest including the council presidents** (See BofD Minutes 12-18-08 & 12-17-2015)
~~CFR-president and MLS President spouse or companion~~
 - a) CFR President's
 - i) Children;
 - ii) 8 guests
- 3) **Minor changes to the Candidate Selection Task Force:**
 - a) **Remove:** ~~A representative from the Ambassador Program~~ (**Rationale:** This program was eliminated)
 - b) **Clarifying:**
 - i) Two At-Large **residential** members, **appointed by the President**
 - ii) Regional members as determined by the Board based upon the number of positions open in each municipality **and/or county**

- 4) **Name Change:** ~~Your Young~~ Professionals Network and changing it from a Council to a Division.
(Housekeeping: With the mergers in 2015 a new subdivision policy was adopted. YPN should have been designated a Division at that time. All references to council will be removed and replaced as necessary.)
- 5) **2018 Compliance Officer:** Bob McKoy (1-year term)
- 6) **2018 Audit Committee Appointments:** John Hinrichs 2018-2020; Sherri Pickard 2018-2019
- 7) **Recruiting/Certifying Committee Appointments:** Julie Dameron, Doug Harrington (Board appointee) Kevin McKoy, Jim Quinn, and chair, Jody Wainio
- 8) **Governmental Affairs Committee:** Keith Suttle (Intracoastal), Damien Buchanan (Coastal Properties), Garret Cox (Century 21 Sweyer), Monica Rolquin (Landmark Southeby's), Donna Grady-Chair (Keller Williams), Chris Huff-Business Partner
- 9) **Creating a new Hardware Infrastructure Reserve:** Closing the Server/Software Reserve and moving all cash into Infrastructure Reserve; then fully funding the reserve. **Rationale:** with the moving of most services to the Cloud, there is no longer a need for Server/Software Reserve. Infrastructure Reserve is for switches to control Internet and phone traffic and probably wiring changes.
- 10) Accepting the application of a prospective member who had filed bankruptcy within the last three years.
RATIONALE: The prospective member is required to pay electronically and the maximum exposure for the corporation would be 60 days as termination occurs then for nonpayment.
- 11) Clerical change to Article XI, Section 4(c): All Officers shall complete the Orientation for the Board of Directors prior to being installed as ~~an Officer~~ **Director**.
- 12) **Actions of the Executive Committee:**
 - a) Selecting Gloria Green or P. J. Doherty (in this order) as a 2018 Director of NC REALTORS® Director (NOTE: The Policy names the following 2018 members as serving because of their position on the CFR Board: Fred Gainey (President), Hank Adams (President-Elect), Duplin-Sampson appointee, Sherri Pridgen (Vice President), Neal Johnson (Past President).
 - b) The recommendation is not to add another Director to the Board for 2018
- 13) **Revisions to the Citation Policy. Rationale:** Currently, the Policy requires that a Citation Panel be convened to review the referral from a Grievance Panel—even if the Articles and the Standards of Practice, if any, cited in the complaint are not part of the Citation Panel. The Citation Panel then has to state—*The article cited does not fit the Policy*. This further delays the process. This change would place the responsibility on the NAR trained Professional Standards Administrator to make the perfunctory determination.

Initial Review by Grievance ~~Committee~~ Panel, Professional Standards Administrator and Citation Panel

- I. When a panel of the Grievance and Professional Standards Committee (“GPSC”) receives a written ethics complaint, it will review the complaint consistent with Sections 19 and 20 of the current NAR *Code of Ethics and Arbitration Manual*. The Panel may add or delete articles or respondents at this stage in the proceedings. The staff shall redact the identities of the parties where necessary to insure anonymity.
- II. If the Panel determines that the complaint should be forwarded for a hearing, a Professional Standards Administrator shall ~~the Panel will first forward the complaint to a CFR Citation Panel to~~ determine if it includes allegations covered by the Citation Schedule, i.e., if it is a “citable offense”.
 - A. If the complaint does not include alleged violations included in the Citation Schedule, or it includes some covered by the Citation Schedule and some that are not, the complaint shall

be referred to the GPSC for hearing consistent with the policies and procedures set forth in the *Code of Ethics and Arbitration Manual* for ethics hearings.

- B. If the complaint includes *only* allegations of violations included in the Citation Schedule, the Citation Panel shall issue a citation pursuant to Section III (below) and impose discipline consistent with the CFR's Citation Schedule. In the event the members of the Citation Panel determine the conduct described in the complaint is sufficiently egregious to warrant a hearing rather than a citation, the complaint shall be referred to the GPSC for hearing consistent with the policies and procedures set forth in the *Code of Ethics and Arbitration Manual* for ethics hearings.

12) Minutes of the August 18, 2017 conference call:

August 18, 2018 10 AM

Minutes of the Board of Directors
Conference Call

It was moved and seconded to accept the Governance Task Force's amendment recommendation to Article XI of the Bylaws and to notice it to the members as follows:

Section 1. Officers The elected officers of CFR shall be a President, a President Elect (who shall also serve as President of the Cape Fear REALTORS® MLS, Inc.), a Vice President (who shall Chair the Finance Committee). The Chief ~~Staff~~ Executive **Officer ("CEO")** shall serve as the Secretary ~~(non-voting)~~. Those elected shall serve one-year terms. (Amended 03-18-04).

Section 2. Duties of Officers The duties of the officers shall be such as their titles, by general usage, would indicate and such as may be assigned to them by the Board of Directors and as specified in the Policy and Procedures Manual.

- a. **It is the duty of the President and the CEO to communicate together to the members.**
- b. **The President-Elect shall automatically succeed to the office of the President.**
- c. The Vice President shall automatically succeed to the office of the President-Elect. If the office of the President-Elect becomes vacant, the Vice President may become the President-Elect and perform the duties of both offices and, thereby, no vacancy is created for the office of the Vice President.
- d. It shall be the duty of the **CEO Secretary** to keep the records of CFR and to carry on all necessary correspondence with the NATIONAL ASSOCIATION OF REALTORS® and the NC REALTORS®. [NOTE: Section 7 is moved to this section] ~~Section 7. CEO Chief Staff Executive.~~ The **CEO** shall be a **Chief Staff Executive**, appointed by the Board of Directors, and shall ~~be~~
 1. Be the chief administrative officer of CFR;
 2. **Be the CFR spokesperson for all advocacy, governance and policy issues;**
 3. Have the authority to hire, supervise, evaluate and terminate all other staff, if any; and,
 4. Perform such other duties as prescribed by the Board of Directors.

NOTE: Globally replace *chief staff officer* with **Chief Executive Officer or CEO** in every instance in the Bylaws.

A motion was made, seconded and carried to unstrike ~~(non-voting)~~ so that it reads: The Chief ~~Staff~~ Executive **Officer ("CEO")** shall serve as the Secretary (non-voting). Those elected shall serve one-year terms.

The motion as amended passed.

There being no further business, the meeting adjourned at 10:51 am.

Submitted,

Jerry Panz, CAE, RCE
Secretary

End of Consent Agenda

Cape Fear REALTORS®

2018 Strategic Plan

Vision

The vision is a statement of what ideally the organization wants to be or what it wants to create for its members; it clearly prioritizes the values that the organization wants to realize in the future. The vision of the Cape Fear REALTORS® is:

To be the innovative resource and advocate for real estate.

Mission

The Mission Statement specifies the fundamental reasons for the existence of the Cape Fear REALTORS®, establishes the scope of organization activities and provides overall direction. CFR's mission is:

We are a powerful REALTOR® alliance working to protect and promote real property ownership and investment. We advocate by:

- **Speaking** with one voice to:
 - advance issues, public policies and candidates that will build strong communities;
 - promote a vibrant business environment
 - protect the quality of life in our communities.
- **Promoting** the value that a stable, sound and dynamic real estate market brings to our communities.
- **Educating** elected officials on how their decisions impact real property owners.

LEGEND: Purple Text = Required NAR Core Standards; Green Text = New Programming

Strategic Plan/Goal/Objectives	Assigned To	Action Plan & Budget Consideration	How Measured
GOAL 1: Cape Fear REALTORS® will be the Advocate for Real Estate.			
<p>Goal 1, Objective 1A: Increasing participation in NAR, NCAR and CFR Calls for Action (CFA)</p>	<p>Govt. Affairs Committee; Local Political Coordinators; Candidate Selection Task Force</p> <p>Staff: GAD, PAD, DM</p>	<p>Leadership, LPC's and staff will encourage members to respond to CFA's through the "Just Click It" campaign through office visits and ongoing communications. Staff will monitor participation using the NAR REALTOR® Action Center.</p> <p>New members will be incentivized in "Kick-start" to sign up for REALTOR® Action Center CFA texts, and to register to vote.</p>	<p>Increased CFA response rate by 1% from 24%</p> <p>Track program agenda; Create metrics to get baseline</p>
<p>Goal 1, Objective 1B: Advocacy Engagement: Identify and address key legislative, regulatory issues.</p>	<p>LPC's</p> <p>Staff: GAD, PAD, DM</p> <p>HBA and Woody Hall (Consultant)</p>	<p>Issue Priorities developed with member input, NCAR input, GAC work-session, and BOD approval prior to years-end.</p> <p>Distribute Issue Priorities to elected leaders and develop White Papers and Pros & Cons on complex issues for background and explanation. Write personal letters to leaders as needed.</p> <p>Utilize Broker Briefing, the Legislative Luncheon and Candidate Mix & Mingle as methods to promote and educate about key issues.</p> <p>Distribute RPR Economic Area Reports with On Common Ground magazine to regional leaders at six month intervals.</p> <p>Annual Housing Report/Forecast with the Cape Fear-Wilmington HBA. Contract with Economist Woody Hall to develop report. Distribute to Media at announcement event with BOD's in attendance.</p> <p>Activities:</p> <ul style="list-style-type: none"> Annual Housing Report/Forecast 	<p>Issue Priorities 2018 complete by 12/14/17</p> <p>Tracking distribution of White Papers and Pros & Cons</p> <p>Review published issues</p> <p>Distribute 2X annually</p> <p>Report announced by distributed by June 1, 2018</p> <p>250 copies distributed</p>

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Strategic Plan/Goal/Objectives	Assigned To	Action Plan & Budget Consideration	How Measured
		<ul style="list-style-type: none"> Legislative Luncheon – Friday May 4, 2018 The Public Square - Issue forum (w/UNCW & CFCC) – TBD Candidate Mix & Mingle – Wednesday, October 17, 2018 <p>Messaging:</p> <ul style="list-style-type: none"> Deploy use of Land Use Initiative 1-3 times Utilize My REALTOR® Party resources and Association communication tools and venues to promote issues. Conduct Candidate Independent Expenditure Races if needed. Submit member comments or testimony on legislation. <p>Collaborating and Expanding Footprint:</p> <ul style="list-style-type: none"> Invest in the NC REALTORS® Shared Gad program if possible or hire part-time employee to cover the counties of Duplin, Sampson and Scotland counties <p>Develop a sustainable program for identifying volunteer opportunities to monitor municipalities within these counties.</p>	<p>150 attendees/4 LegisDel 500 attendees 250 attendees</p> <p>Count R® LU Memo's</p>
<p>Goal 1, Objective 1C: Deploy an effective RPAC Program.</p>	<p>RPAC Ambassadors; Candidate Selection Task Force</p> <p>Staff: COO, PAD, DM</p>	<p>RPAC Plan Outline:</p> <ul style="list-style-type: none"> “Above the Line” Inclusion of RPAC investment on Dues invoice. Send NAR and NCAR information and communications regarding value of investing in RPAC Goal to exceed NAR financial goal. Target members to become a Major Donor Promotion of RPAC at Legislative Luncheon. Recognition of \$100+ Donors at Mix & Mingle. Recognition in rolling PowerPoint prior to events. <p>Candidate Selection Task Force: CSTF will receive completed questionnaires and offer interviews to candidates running for targeted races.</p>	<p>RPAC Plan by Jan 15, 2018 Dues Billing \$30</p> <p>2018 Goal: \$TBD</p> <p>Booth at Legislative Lunch</p> <p>Completed interviews and RPAC award decision.</p>

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Strategic Plan/Goal/Objectives	Assigned To	Action Plan & Budget Consideration	How Measured
<p>Goal 1, Objective 1D: To enhance the quality of life in our communities through member involvement.</p>	<p>Staff: COO, PAD, DM</p>	<p>Community Involvement</p> <ul style="list-style-type: none"> GAC Field Trip – To a community asset to learn more about the region. Beach Towns Meeting – GAC attendance at one meeting to connect with local lawmakers and learn about coastal concerns. <p>Consumer Outreach: The Public Square -- Issue Forums for members and the public in partnership with UNCW and CFCC.</p>	<p>Track meeting</p> <p>Track meeting</p> <p>350+ attendees National speakers attend</p>
<p>Goal 1, Objective 1E: Increase Advocacy Engagement by increasing elected leaders and the media’s awareness that CFR is the Voice for Real Estate</p>	<p>Community Affairs Committee, RCASENC; Staff: EVP, CEO, COO, DM</p>	<ul style="list-style-type: none"> Staff will annually meet with media editorial boards to discuss real estate issues Enhance relationships with media contacts Enhancing quarterly press releases utilizing Dr. Woody Hall. Training members on the meaning use of statistical data 	<p>2 editorial boards with COO & DM</p> <p>Count meetings</p>
<p>Goal 1, Objective 1F Enhance the quality of life in our communities through member involvement by promoting the value proposition of using a REALTOR® and engaging in community activities which enhance the image of the REALTOR®</p>	<p>Staff: PAD, COO, DM, CEO</p>	<ul style="list-style-type: none"> Organize periodic can drives for Mother Hubbard’s Cupboard, and execute fund-match with BOD for Christmas Special Delivery, including purchase of appliances for MHC as needed. <p>The CFR website will provide the consumer education necessary to educate and inform the real property owners.</p> <p>MAY WANT TO ADD MARKETING PLAN HERE</p>	<p>Provide \$7,500 in cash and donated goods</p>
<p>Goal 1, Objective 1G: Community investment – Organizing human resources (i.e., assisting in a Habitat for Humanity build, etc.) or fundraising for the benefit of charitable/community organizations.</p>	<p>Staff: COO, PAD, DM</p>	<ul style="list-style-type: none"> REALTOR Action Day 2018 Request grants for two Place Making Grants Community Partnerships <ul style="list-style-type: none"> Lower Cape Fear Stewardship Development Coalition Participate in both Chamber and WDI events The Public Square co-hosted with UNCW, CFCC. NC REALTORS®, Mayor of Wilmington 	<p>600 members mobilized</p> <p>\$10,000 grants provided</p> <p>\$500 in-kind room use</p>

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Strategic Plan/Goal/Objectives	Assigned To	Action Plan & Budget Consideration	How Measured
Goal 1, Objective 1H: Support and sponsor affordable housing initiatives within communities.	Affordable Housing Task Force, CEO, COO, DM, PAD	Identifying strategic value of A/F involvement (include as a question in the Member Survey) and if continued, ID efforts with measurable results that actually increase A/F stocks. Preliminary Strategies: Cape Fear Housing Coalition and Ad Hoc Committee on Housing Affordability (Note: Gloria Green & Jody Wainio appointed by NH County to Ad Hoc Committee as CFR Representative)	Monitor Meetings Participation Participation
Goal 1, Objective 1I: Promote the value of a REALTOR®	Staff: DM, CEO	CFR.com public site is used.	No measurement
Goal 1, Objective 1J: Unification: NAR Core Competency	Staff: DM, CEO	CFR will promote to members their participation in all NAR conducted effort to assess member understanding of the overall value provided by Associations at all three levels of the REALTOR® organization. <ul style="list-style-type: none"> Using the online Orientation modules, continue promoting the value of the NAR, NCAR and CFR to the members Working with NCAR on limited function referral organizations and soliciting licensees who are not REALTORS® to join the association. 	Technology: Staff shall prepare a report on how CFR is meeting NAR requirements. New member surveys of the online Orientation will be shared with the Board.
GOAL 2: Cape Fear REALTORS® will educate members on trends, technology and client expectations by providing unparalleled opportunities for professional, ethical development.			
Goal 2: Objective 2A: Continue providing risk management information to all members.	Staff: CIO, CEO	Young Professionals Network will be responsible for Morning Buzz and Lunch and Learn: Offer risk reduction and Hot Topic program(s) locally.	Surveys to attendees with goal of 3.5 satisfaction score
	Staff: CEO	Tech Edge: CEO will submit application with NAR and report to the Board of Directors on whether CFR is chosen.	Submit report
	Staff: CEO	Signature Series: Focused skills-based seminars for brokers. Staff will find national or international speakers for presentation in February.	Surveys to attendees with goal of 3.5 satisfaction score
Goal 2, Objective 2B: Continue offering CE and designation courses.	Staff: CED, DM	See CE Worksheet in Budget: Goal, earn not less than \$40,000	Survey/evaluations emailed to the attendees after each class.

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Strategic Plan/Goal/Objectives	Assigned To	Action Plan & Budget Consideration	How Measured
		Provide timely notification of Biennial Code of Ethics Training requirement. Promote new course: Navigating the Transaction Minefield.	
Goal 2, Objective 2C: Provide quality online Orientation and promote REALTOR® Safety	Staff: CEO, DM	<p>Online Orientation class will be updated</p> <p>New members will receive safety training in online Orientation module and materials in Kickstart; existing members will be sent safety tips and offices will be urged to review NAR safety materials.</p>	Surveys will be evaluated to improve member satisfaction.
Goal 2, Objective 2D: Enhance members understanding of tools that will help them serve their clients and customers	Staff: CIO	<p>Maintaining an orderly and competitive marketplace by providing quality information services, training to support REALTORS® so they may better serve their clients and customers.</p> <p>Providing hands-on training for:</p> <ul style="list-style-type: none"> ✓ FlexMLS ✓ RPR ✓ RealSelect ✓ RealList ✓ ShowingTime ✓ InfoSparks & MarketStats 	Satisfaction score will be 4 or greater.
Goal 2, Objective 2E: Quarterly review the Strategic Plan and focus on future trends rather than operational issues.	Executive Committee and Board Staff: CEO and COO	<p>The Executive Committee will monitor implementation of the Strategic Plan quarterly and make its report to the Board of Directors.</p> <p>The Board will engage with industry experts and discuss probable impact of trends affecting real estate</p>	Board will complete a survey before October 31 and will discuss their own performance at the December meeting.
Goal 2, Objective 2F: All members of the Board of Directors must attend leadership development education and training.		Members of all Board of Directors will attend an attorney and staff led leadership development program as requested under NAR Core Standards and required by Bylaws.	
GOAL 3: Utilizing a dynamic workforce of volunteers and professional staff to enhance the image of the work REALTORS® provide and to ensure financial stability for all entities.			
Goal 3, Objective 3A: Encourage Leadership Academy members to volunteer.	Staff: CEO, CIO	Leadership will consider and actively recruiting Leadership Academy Graduates	CEO will file a report with the Board of Directors showing use of Graduates.

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Strategic Plan/Goal/Objectives	Assigned To	Action Plan & Budget Consideration	How Measured
Goal 3, Objective 3B: Continue involvement of members in NCAR and NAR leadership and activities	Staff: CEO	CEO will encourage all NCAR Directors to fill a volunteer role with NCAR and work directly with NCAR CEO to fill vacancies.	
Goal 3, Objective 3C: All members will be made aware of opportunities to volunteer	Staff: DM, COO, PAD	Continuing utilizing New Member Reception to collect interest in serving. President, appropriate staff, chairs and vice chairs will be informed of the requests.	
Goal 3, Objective 3D: Increase member involvement in CFR activities, events and volunteer leadership.	Staff: CEO, AA PAD, COO	Seek out and utilize talent in the membership for projects. NOTE: Staff loads previous careers in database for retrieval for leadership to review. Staff will send email to membership asking them to update profile information when Magic software upgrade permits member access. Staff will develop plan to utilize task forces in conjunction with committees to maximize member involvement. Continue proactive work with Business Partners via the Value Plus Program and BP Directory.	Survey responses will have a composite score no less than 4 for each program. Where rating is less, develop a plan to address the issue(s). \$28,000 revenue goal BP Directory distributed by March 1, 2018
Goal 4: Assisting the Foundation, Subsidiaries, the Councils and Divisions in reaching their full potential.			
Goal 4, Objective 4A: Supporting and leveraging the work of the Wilmington REALTORS® Foundation in enhancing the image of the value REALTORS® bring to their communities.	Staff: CEO, RCASENC EVP	Continue support so that all costs associated with running the Foundation are paid for out of entities owned or controlled by Cape Fear REALTORS® Assist Foundation with raising a one-million-dollar endowment.	Annual Social Responsibility Report will be produced and distributed to members, elected leaders and the media.
Goal 4, Objective 4B: Enhance the Councils and Divisions Appraisal Division Property Management Division Duplin-Sampson Council RCASENC Scotland County Council Young Professionals Network	Staff: CEO, CED	Continue supplying direct services to all subdivisions within CRF	Minutes and surveys will be shared with the Board.

D.A.N.G.E.R Report Issues

Section	Issue that Rose Above 3.5	Possible Actions & How Measured
A1 Masses of Marginal Agents Destroy Reputation	This spoke to the broad range of professionalism represented by real estate agents and the fact that many of them are inexperienced, inactive and don't meet anything but the lowest standards, at best. They have a major negative impact on the perception of the profession and make the transaction process riskier or more frustrating for professional agents.	Urging Use of Citation Policy: Massive education on why the Policy was adopted. Develop a drip campaign for the Past President's to use within their own sphere of influence but invite broker-owners to engage a past president to directly deliver the message at a sales meeting. Final Rating 3.9
A2-Commissions Spiral Downward	Pressure from consumers to feel like they are "getting a deal" means potential sacrifices on commissions. As that pressure continues and increases, supported by consumers feeling empowered by technology and Do It Yourself options, it becomes harder to succeed financially as a real estate professional or brokerage.	Promote Value: Aggressively positioning the value of what REALTORS® provide is the best way to protect income. A creative, highly-visible, sustained consumer campaign using advertising, public relations and social media could be of value. Staff will develop and execute a radio and print media campaign. Final Rating 3.6
B3: Brokers Lose Control of Data	This seems to be a growing concern as a result of data being requested from more sources and inaccurate/outdated information creating distractions and confusion. NAR's Upstream, AMP and RPR are even part of the equation that needs to be clarified.	Making reference to source and accuracy of data in public and member communications. (Highlighting inaccuracy of other sources and confirming accuracy of what CFR provides – and has provided reliably for years). Address with B8 strategy. Final Rating 3.9
		Provide a background document to area media sources explaining the significance of the issue and affirming their use of your data. Address with B8 strategy using subject matter experts. Final Rating 3.8
B4: A Consumer Brand Crashes the Party	Historically, introducing a new brand from outside the residential real estate brokerage marketplace has been difficult, and considered by many as very unlikely due to	Making sure that the appropriate authorities (real estate commission, etc.) are engaged and that all necessary laws and regulations are being met. Request more information from NCAR on how appointments are made to the NCREC to insure more engagement in this endeavor. Final Rating 4.1

Section	Issue that Rose Above 3.5	Possible Actions & How Measured
	<p>the fragmented, hyper local, and highly personal nature of the industry. With growing consolidation in the industry and the increased addition of systems and technology, the previously held limitations on building a brand no longer apply.</p> <p>This becomes more of a possibility almost daily with some brands already having taken steps in this direction.</p>	<p>Watch for “Do-It-Yourself” disasters and make sure they are documented. They can serve as great “hooks” for media stories on what negative things can happen when you don’t use a real estate profession to help with what may be the largest purchase/investment you make. Having a reservoir of examples will serve you well. Incorporate this into drip campaign under B8 strategy. Final Rating 4.1</p> <p>Working with the NCREC to be sure that any new business models meet state laws and regulations. Final Rating 4.2</p>
<p>B5: New Business Models Go Mainstream</p>	<p>New business models have been introduced at various times and they have found their place in the profession. The role of NCREC is again a key here. But, the association has a significant role, as well.</p>	<p>New models that meet NCREC requirements and those brokers who are licensed and affiliate with those offices are potential members. The Association will welcome them and provide professional development to help build their success. Develop a success series using existing tools for technology products when addressing B7. Final Rating 3.8</p> <p>Work with NCAR to anticipate new business models and make sure that both consumers and real estate professionals are served – not harmed – by whatever the new models might be. Address with B7. Final Rating 3.9</p> <p>Develop a broker communication resource (newsletter and webpage, direct conversations, etc.) to highlight access to financial tools provided by NAR and/or NCAR. Final Rating 3.8</p> <p>Reminding both members and the public that personal relationships matter and are most effective in the successful completion of a transaction. Digital communication is helpful, but it works best in the context of relationship. For members, that can be a message in a newsletter. For consumers, some related articles in the media might work best. 2018 Signature Series will provide a speaker to discuss how to better develop clients for life. Final Rating 3.8</p>
<p>B8: FSBO Develops into a Do-It-Yourself Model</p>	<p>With all the “Do-It-Yourself” television programs it seems that everyone wants to handle things for themselves. It is nice when that works out well, but there are many situations where it creates more problems</p>	<p>Highlight the value of REALTORS®. Contrast the professionalism of what REALTORS do. Would you act as your own lawyer or would you hire a professional? If you have a tax issue would you represent yourself at the IRS meeting or hire a CPA? Why not help assure that your home purchase is financially well-considered and the transaction professionally managed to make it the positive experience for you? The Board will approve and staff</p>

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	<p>and results in some very unfortunate situations. And, it often requires much more time than what is represented on television.</p>	<p>will execute a higher level of media engagement using subject matter experts. Final Rating 3.6</p> <hr/> <p>Make sure that the purpose of regulation of the profession is highlighted. There is a reason that the NCREC exists. It involves helping protect consumers from mistakes of both omission and commission that can create legal or financial stress. Public relations could be key in this initiative. Write a NAR grant to obtain money to develop an animation video. If successful, staff will hire a professional to work on the script and type of animation. NOTE: NAR will require that the video be made available to all Associations. Final Rating 3.7</p> <hr/> <p>Being sure that information is gathered now and position papers created and provided to legislators at every level of government. The intent would be to make the case for why this avenue would not be good for the community. Its impact on potential revenue from property taxes would possibly be negative as it could slow or even stop some transactions. While it may not be something on the agenda for legislators today, it may be helpful to let them know now that it is being watched. Actions in other parts of the country can spark ideas there, so protection is important. Monitor local and statewide groups who want to reallocate sales and hospitality taxes for other purposes. Final Rating 4.0</p>
<p>C7 – Insufficient New Blood</p>	<p>The average age of REALTORS® is now in the mid-50's or higher. However, the future of the profession rests with a younger set of members engaging in leadership and governance. That is not happening organically and needs to be cultivated or the foundation of the association will erode and its impact become diluted and reduced.</p>	<p>The leadership development program noted in section C7 above is related to this. Having a better relationship with potential future leaders would allow the nominating process to present the highest quality candidates to the membership for election. Combine with C7 above. Final Rating 4.3</p>

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D1 – Leadership Not in Unison with Fast-Paced World	Who is leading an association is a major factor. Volunteer and staff leadership needs to be energetic and progressive. Leaders who are out of touch with either the profession or significant societal trends only serve to restrict the impact and success of the members and association.	CFR is participating in a newly-formed regional MLS that should be productive for the foreseeable future. The Association's leadership and staff are focused on retiring the debt so the non-dues income from the building will increase member retention and spur growth. CEO will work with CPA to develop face-to-face meeting with members on actual debt and how it will be retired. Final Rating 3.9

Legend

ASM..... Association Services Administrator	DCE Continuing Education Director
PAD..... Public Affairs Director	M&CD Marketing and Communications Director
CEO..... Chief Executive Officer	CIO Chief Information Officer
COO Chief Operating Officer	DM..... Director of Marketing
M&ED Meeting & Events Director	MSA Membership Services Administrator
RCASENC EVP RCA-SENC, Executive Vice President	