

July 18, 2019

10:30 am

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

Attending:	Rick Best	Jamie Lynn Crist	Danica Fletcher	Fred Gainey
	Tom Gale	Tony Harrington	Nilesh Jethwa	Mark Johnson
	Kevin McKoy	Georgina Mein	Steve Mitchell	Sherri Pridgen
	Cynthia Remahl	Ea Ruth	David Small	Craig Yarboro
Staff	Jo Anna Edwards	Anne Gardner		

President Sherri Pridgen called the meeting to order at 10:30 AM. President Pridgen requested a moment of silence and Cynthia Remahl led the Pledge of Allegiance.

Cameron Moore, CEO and Shawn Horton, President addressed the directors on behalf of the Wilmington Cape Fear Homebuilders Association.

Chris Livengood reported on behalf of the Sir Tyler Managers. Permits have been filed for 1818 Sir Tyler Drive. No trespassing signs will be posted on the site soon.

On a motion duly made, seconded and carried the consent agenda was approved. (attached)

On a motion duly made, seconded and carried the directors approved Cynthia Remahl to fulfill the 2020 director position vacated by Doug Harrington.

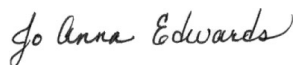
President Sherri Pridgen called for Executive Session at 11:00 am. The board reconvened at 11:15 am.

Caress Clegg, Community Relations Coordinator for New Hanover County Schools encouraged the Directors to attend the REALTORS School Tour scheduled for August 16, 2019 from 8:00 am – 1:00 pm.

The directors reviewed the “draft” 2019-2020 Strategic Plan. By consensus the Directors approved the “draft” 2019-2020 Strategic Plan which captured their intent. Staff will continue to work on the plan and submit revisions at the August meeting. (attached)

There being no further business, the meeting adjourned at 1:00 pm.

Respectfully Submitted,



Jo Anna Edwards, RCE
Corporate Secretary

Strategic Plan 2020

Association Vision

To be the innovative resource and advocate for real estate for our members and the community.

Mission

We are a professional REALTOR alliance working together for our communities and members to protect, advocate, and promote real property ownership and investment.

2020 Vision

We will increase member engagement through effective communication and education tools.
We will increase our use of cutting-edge technology and our members' familiarity with available tools.
We will increase community awareness and create a positive community perception.
We will continue to enhance our alliances with outside associations.
We will be the advocate for real estate.

2020 Strategic Goal #1

Creatively engage members through effective, targeted, and varied communication and education, resulting in a 25% increase in education + event participation per member and a 30% increase in committee participation or application.

Action Steps	Responsibility	Resources Required	Short Term Targets	Successful Completion + Deadline	Status
Create and cultivate a Designated REALTOR® Network	M&CD	Time: Need a group to help select questions.	<p>Survey DRs for communication preferences</p> <p>Survey Completed Q4 2019</p> <p>Quarterly Zoom calls, Briefings, or One Calls for DR education and communication (depending upon survey results)</p> <p>Start quarterly DR-specific communications Q1 2020.</p>		<p>-Survey Monkey – to survey BICS Need to form a group to help select questions.</p> <p>Survey will determine what type of Form of communications to BICS is TDB</p>
Continue to facilitate the growth of educated and informed REALTORS®	NEED INPUT	NEED INPUT	<p>12-15 candidates selected for Leadership Academy</p> <p>Candidates selected Q4 2019.</p>		
With a focus on bringing value to members, begin a texting blast campaign to grow member text opt-ins	M&CD	\$500-1500 per year	<p>Determine benchmark for growth goal.</p> <p>Create text opt-in campaign for all members.</p> <p>Growth goal determined ASAP.</p> <p>Q4 2019.</p>		<p>Texting programs like EZ Texting or One Call Now can be used. This will enable us to collect and create specific groups through keyword to send (billing, events, CTA, Meetings)</p> <p>We have zero texts numbers today. A campaign will start in August to have members opt into the communications service.</p>

					<p>Once users opt in through a third party. A manual update will need to be made to the records in Magic by staff.</p> <p>Cost will depend on usage per month. estimated cost range EZ Texting - \$500-\$1500 per year Call One Now - included in our existing service.</p>
Direct one-on-one outreach campaign to engage members, resulting in new committee members and committee applications.	All committees and CFR Board	NEED INPUT	<p>All CFR committee members will invite potential committee members to the next committee meeting.</p> <p>All Board members will invite potential Board candidates to the next Board meeting.</p> <p>As scheduled.</p> <p>As scheduled - all Board meetings public, save Executive sessions.</p>		<p>-YPN "Open House" is currently planned for Sept. 19th. This is serve as a recruitment & engagement. It will also feature our APC.</p> <p>-APC hosts a Holiday Expo in December for the membership. Between the Open House and Expo these will serve as encouragement for committee participation.</p> <p>-CAC needs help in re-engaging the membership to increase committee participation, contribute ideas, and improve participation in outreach events.</p> <p>GAC: Appointments are made by the President through an application process. Applications open in October for the following year appointments.</p> <p>RPAC: Appointments are made by the President.</p>
Continue offering CE and designation courses	Education Coordinator	Same as 2018, 2019 budget	<p>Continued monitoring to ensure CEs are relevant and updated.</p> <p>Ongoing.</p>		<p>All previous CE classes have been approved. Three permission letters have been granted for new classes. NCREC approval pending. Also researching designation classes to possibly tandem with another association for completion.</p>
Engage affiliates as active members of	Affiliate Committee, CAC	NEED INPUT	Develop year-long sponsorship program		<p>Sponsorship program is established but was revamped by CG July 2019.</p>

<p>Cape Fear REALTORS®</p>			<p>Create affiliate landing page on CFR website.</p> <p>Affiliate committee invited to Breakfast with the Board biannually</p> <p>Program completed Q4 2019, resulting in 2020 sponsorships of > \$30,000.</p> <p>Q2 + Q4 annually.</p>		<p>APC has requested their landing page. We have established the “wants” and details to be included.</p> <p>APC committee council has been invited and will attend the August BOD meeting.</p> <p>APC will act as partnering hosts of the YPN Open House. APC also hosts a holiday Expo which creates a useful resource for membership building relationships with business partners but also offers and family-friendly event members will want to attend.</p> <p>Landing CAC page will be on the new 2019-2020 CFR website</p>
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2020 Strategic Goal #2

Actively seek out cutting-edge technology and increase education and communication to members on usage of technology, resulting in membership satisfaction as shown on member survey.

Action Steps	Responsibility	Resources Required	Short Term Targets	Successful Completion + Deadline	Status
Continue providing risk management information to all members, including all membership types.	YPN, CEO		<p>CEO will submit application with NAR for Tech Edge. Improve communication of Tech Edge agenda.</p> <p>Focused skills-based seminars for members. Staff find national speakers for presentations.</p> <p>Offer risk reduction and hot topic programs locally.</p> <p>August 2019 application submitted. Decision Q1 2020.</p> <p>Speakers confirmed 6 months prior to events.</p> <p>Speakers confirmed 6 months prior to events.</p> <p>Member satisfaction score of 3.5 or higher for events.</p>		Highly recommended, the sooner the better as we currently aren't providing this information to them. Many members claim they still don't know what they're doing.
Assist members in keeping up with ever-evolving technological resources.	MLS Coordinator	more class room time per month	Hands-on trainings available for: FlexMLS, ADVANCED FlexMLS, RPR, RealSelect, RealList, ShowingTime, InforSparks & MarketStats, Zipforms.		-More Classes with Shorter sessions – breaking down basic 100 series, intermediate 200 series and advanced 300 series)

			<p>Implement tiered system with prerequisites for all trainings.</p> <p>Member satisfaction score of 4 or higher. Ongoing.</p> <p>Q1 2020</p>		<p>-Start news update (Tip Tuesday) once a week</p> <p>-Promote How to Videos on website</p> <p>-Create How to video when needed</p>
Continue to survey membership to gauge interest in trainings available.	M&CD	Questions for 2020	<p>Follow up surveys at the end of each training.</p> <p>Annual survey of training participants to gauge interest and needs.</p> <p>Ongoing.</p> <p>Q2 2020</p>		Target Date for 2020 members survey is Jan - Feb 2020
Utilize video to communicate opportunities to members and make training opportunities more accessible.	M&CD	<p>30K – 40K to upfit equipment to Live Stream from Ballroom and the Classroom</p> <p>Tech Mobile equipment to streaming 6K</p>	<p>Board member highlight in Broker Briefing monthly.</p> <p>Tech tip videos in social media, Broker Briefing, and at meetings by Q1 2020.</p> <p>Video teaser of all educational opportunities by Q1 2020.</p> <p>Live stream and archive all trainings and meetings by Q1 2020.</p> <p>Targeted educational videos on social media by Q1 2020.</p> <p>All activities to become ongoing starting in Q1 2020. Goal to increase registrations and participation. Baselines to be set in 2020 and goals to</p>		<p>Video production at CFR is ongoing: Video projects are different and have different workloads.</p> <p>CFR has the capability to assemble videos from: Green Screen, CFR Newsroom, screen capture training, Promo Videos, on location.</p>

			be established for growth in Q4 2020.		
Provide benefits to members through utilization of technology to make agents' lives easier and more efficient.	M&CD YPN committee, CEO	<p>Tech equipment</p> <p>Mirroring equipment for the phone to the large screens</p> <p>Iphone is easy - apple TV - \$140</p> <p>Android - ScreenBeam - 50\$</p> <p>Studio space, Head shots, bios...</p> <p>How many per week, month?</p>	<p>Explore options to create studio space at CFR at allow members to schedule time to shoot bios, etc. Use Tech Edge opportunity to determine member demand.</p> <p>Annual roundtable of tech-savvy REALTORS® by 2020.</p> <p>Q1 2020</p> <p>Q1 2020 and ongoing annually.</p>		<p>Tech rank very high in 2019 members survey. We need to continue to have Broker Forums (1:00 to 1:30 events in morning) that focused on what REALTORS want in tech. (apps, social media, photography, floorplans, drone/Matterport, VR</p> <p>Tech is too broad of a category; we need to look at sub-categories. We need to focus on our members take away, above it was cool. We are learning this with MLS training, Tech is more about Training and learning not just the talking about the whistle and bells of how cool it is. More small group training in ballroom style (small groups around the 6ft round tables) or is classroom that is hands on .</p> <p>Trainers need the capability of mirroring their phone screen when teaching about smart phone apps</p> <p>We need to segment the type of tech important to our members then</p>

		<p>Staff Resource is an issue</p>			<p>determine which will be the best to display in a Round table discussion.</p> <p>No space for studio space at CFR. Offer service at upcoming events.</p> <p>Tech Edge 2020 - Get application in Q3 2019. Grant needed</p> <p>Stream and record all learning events. Track online views and live views as well as the attendees to get a true number of interested viewers (i.e. 100 attended the forms update with tom Gale, 65 view the recording making total count 165)</p> <p>Recording LnL & MB's to be either played at a later time, or live streamed would be helpful for those who cannot attend, as well as those who do and need to refer back to the information.</p> <p>Texting information to YPN has been requested as email boxes becomes cluttered and information is missed.</p> <p>YPN also discussed a "tech day" at CFR. Learn to set up an Instagram/Facebook account, learn what to post, how to use Youtube, how to use drones, take property photos, get a free headshot, etc..</p>
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2020 Strategic Goal #3

Leadership and staff will continue to bridge the gap between Cape Fear REALTORS and outside alliances, resulting in monthly interaction with at least one outside association.

Action Steps	Responsibility	Resources Required	Short Term Targets	Successful Completion + Deadline	Status
Facilitate opportunities for informal leadership interaction.	CFR Executive Committee	NEED INPUT	Monthly informal leadership-to-leadership coffees scheduled (quarterly per association) Q1 2020 and ongoing.		
Involve outside associations in CFR events to promote synergy.	CEO	NEED INPUT	Set 2020 calendar and invite outside association leadership to CFR special events. Q4 2019		
Develop annual opportunity for associations to work together to achieve goals.	Board President, CEO	NEED INPUT	Schedule event and invite all associations - goal of comparing calendars, developing relationships, and increasing participation in outside association events. October 2019 and annually		
Increase participation in outside association events to develop relationships.	CEO, M&CD, GAD, Board President	\$???? Depends of events sponsorship	Leadership participation in outside association events. Focus on developing relationships with homebuilders. Q4 2019 and ongoing		Cross sponsor events. GAD will provide leadership with list of external organizations' upcoming events for coalition building opportunities.

2020 Strategic Goal #4

Enhance outside community awareness of advocacy efforts and the REALTOR brand with quarterly presentations to public officials, two signature events, and at least one public-facing event.

Action Steps	Responsibility	Resources Required	Short Term Targets	Successful Completion + Deadline	Status
Increase participation in REALTOR® Action Day.	CAD	NEED INPUT	<p>Coordinate RAD efforts with large firms, focusing on impact that can be seen publicly.</p> <p>Explore actions in outlying counties - Duplin, Sampson, and Scotland.</p> <p>300 participants in Q1 2020.</p> <p>Q1 2020</p>		<p>If an event as large as RAD was and aims to be again, a campaign should begin January 1 to have a large scale community event early/mid April.</p> <p>Established events should be planned well ahead of time. Majority of funding should be in place by Jan 1.</p> <p>An intentional call-to-action should be determined to receive support and volunteers</p> <p>Set specific dates that are significant to our surrounding counties for their RAD.</p>
Research and utilize paid marketing opportunities.	M&CD	Larger Budget TBD	<p>Seek balanced audience in billboard, radio and TV opportunities.</p> <p>Create RAD commercial for 30 days pre-and-post RAD.</p> <p>Explore news partnership for paid marketing and earned coverage of RAD.</p> <p>Q1 2020</p> <p>Q1 2020</p>		<p>I work on a limited budget that only has limited reach. If a Balanced Audience is needed, this means more channels = more money that is needed.</p>

			Q1 2020		
Increase participation in community service activities and participation in community events.	CAC, YPN	25K	Booths at Azalea Festival and Riverfest, and explore other opportunities for members to connect with the public. Increase awareness of members of community service opportunities with the goal of shifting membership culture to increased community engagement. Azalea Festival Q1 2020 Riverfest Q4 2019		The Azalea Festival is the largest event in Wilmington attended by all. Any partnership with this event will go far for our brand. There needs to be an understanding of what kinds of events the CAC is responsible for, as well as YPN so there is no overlap or confusion of what each represent. A volunteer calendar would also be helpful, so members are able to plan ahead. These contributions need to be mapped out so there isn't scrambling around throughout the year to maintain engagement.
Improve branding of Terraces on Sir Tyler by making facility improvements.	Sir Tyler Management and CEO	NEED INPUT	Ensure that landscaping, technology, and general repairs are made as needed. Ongoing.		
Create biannual education event for the buying/selling public.	CAC	NEED INPUT	Develop biannual education panel for buyers and sellers of the public. Speakers are not allowed to promote their business, only inform the public, with the goal of building the value of CFR to the community. Q1 2020		Work with the HBA to create a large event for public to meet the local builders and Realtors. Have speakers and sessions on real estate educating the public. Consider replacing the Signature Series with this event. Sig. Series cost 10k with less than 100 in attendance, for membership only.
Continue two signature REALTOR® events.	CAC	NEED INPUT	RAD (see action steps above) Public Square		Survey for members in 2019 shows that we must choose the right topic for a signature series or any type of major events. All day events might be a thing of the past.

			Q1 2020 Q4 2019		<p>Day events are things of the past. Look at shorter events 1:30 –2:30 hrs. ...more of them throughout year</p> <p>Public Square is a public outreach event put on by CFR in partnership with UNCW, CFCC, Wilmington. This is the Largest CFR event. Staff resource is a major issue</p> <p>Currently, Signature Series and The Public Square are these in addition to RAD. Sig. Series has passed, it was paid for by sponsorships from 2018. Public Square has yet to be funded for this year. Perhaps an unpopular opinion, as it stands these events are not effective or financially sound investments. Possibly rethink and strategize their importance and need.</p>
Engage elected officials on a regular basis to develop relationships.	CFR Board, GAD, CEO, GAC	NEED INPUT	Schedule quarterly informal meetings with elected officials and CFR leadership (no media). Q1 2020 and ongoing.		<p>Elected Officials Breakfasts (EOB) will be hosted with open invitation to elected officials. This was a recommendation from REALTOR, CFR Past President, and current Chair of the County Commission Jonathan Barfield.</p> <p>Each EOB can be specific to a town or elected body (NHC, ILM, CB, KB, WB) so that the discussions may be localized.</p> <p><i>*Will require new budget line item.</i></p>

2020 Strategic Goal #5

Speak with one voice to promote and educate our members, community, and public officials resulting in legislation and policy that reflects REALTOR® priorities.





Action Steps	Responsibility	Resources Required	Short Term Targets	Successful Completion + Deadline	Status
Identify and address key legislative and regulatory issues.	LPCs, GAD, M&CD SPCs (Tony to facilitate)	Annual Report - \$2800 Staff resource 80hrs – 100Hr Affordable Housing Report	Issue priorities developed with member input, NCR input, GAC work session, and BOD approval prior to 2019YE. Distribute issue priorities to elected leaders and develop Whitepapers and pros and cons on complex issues for background and explanation. Write personal letters to leaders as needed. Utilize Broker Briefing, the Legislative Luncheon, and Candidate Mix and Mingle as methods to promote and educate on key issues. Distribute RPR Economic Area Reports with On Common Ground magazine to regional leaders at six month intervals. Annual Housing Report/Forecast with the Cape Fear Wilmington HBA. Contract with consultant to develop report. Distribute to Media at announcement event with BOD's in		The GAC will continue to monitor legislative issues, and serve as the recommending body for CFR positions on public policy. The PPS is addressed every GAC meeting and any new focuses will be added at their instruction. Pork n Politics 2019 is scheduled for 10/16. The June Legislative Luncheon was successful. Broker Briefing includes an Advocacy section with news and updates. There is an auto-send in place for On Common Ground to elected officials; the list will be updated with NAR after the 2019 municipal cycle, and a new cover letter will be included.

			<p>attendance by Q1 2020 annually.</p> <p>Issue priorities 2020 complete by 12/14/2019.</p> <p>Track distribution of Whitepapers and pros and cons, ongoing as needed.</p> <p>Legislative Luncheon - 150 attendees Q1 2020; Mix and Mingle - 250 attendees Q4 2020</p> <p>RPR Economic Area Reports distributed twice annually by YE.</p> <p>Report announced and 250 distributed by Q1 2020.</p>		
Develop awareness and value-added campaign to members.	GAD, M&CD	See text budget in item above	<p>DR Network communications quarterly.</p> <p>Member unsubscribes outreach.</p> <p>Once Call Now to members when CFA arises.</p> <p>Rebuild text opt-ins (see Goal #1)</p> <p>Q1 2020</p> <p>Q1 2020</p> <p>As needed</p> <p>Goal of at least 20% response rate for all CFAs.</p>		<i>*Will require new budget line item.</i>

<p>Increase value proposition of NCRPAC to members.</p>	<p>NCRPAC committee, GAD, M&CD, Regional Trustee</p>	<p>NEED INPUT</p>	<p>DR communications to challenge to invest.</p> <p>Increased NCRPAC presence at all member events.</p> <p>Stand-alone NC REALTOR® PAC event with strong impact messaging.</p> <p>Recognition banners at events and on slides at all events.</p> <p>Meet and exceed investment and participation goals set by NCAR.</p> <p>Ongoing.</p> <p>Ongoing.</p> <p>Q3 2019.</p> <p>Ongoing.</p> <p>Exceed goals by 50% above 2019 by Q4 2020.</p>		<p>A strong look at what NCRPAC is communicating to our members. It has not been working with low participation. A majority of the funds comes from or auto billing and filling of by a small group of NCRAC supporters. A new campaign that connecting the WHAT to the WHY that focuses on how it impacts our REALTORS lives and needs. I.e. flood insurance ...</p> <p>The tracking and measuring of the participation growth of membership investment to NCRPAC above the auto pay donations will need to be measured and managed with goals.</p> <p>Event has been planned; fundraising efforts to pay for the non-budgeted event continue.</p> <p>Retractable banner is in the REALTOR Store; digital banner is displayed in the lobby kiosk.</p>
<p>Increase advocacy engagement by increasing elected leaders and media awareness that CFR is the <i>Voice for Real Estate</i></p>	<p>GAD, M&CD</p>	<p>Increase media advertising budget. TBD.</p> <p>Need content and person to frequently</p>	<p>Balanced advertising for greater media exposure.</p> <p>Quarterly meetings with elected officials (see Goal #4).</p> <p>Increase press release distribution.</p>		

		<p>write white papers and press releases for advocacy issues.</p>	<p>Produce high quality reports of value to elected officials.</p> <p>Staff to attend as many council, commission, and agenda briefings as possible.</p> <p>Seek increased opportunities for earned media.</p> <p>Monthly or quarterly billboard messaging.</p> <p>Explore shared GAD for outlier counties.</p> <p>100% coverage as resource for real estate statistics in 2020 and increase in coverage annually.</p> <p>Ongoing</p> <p>2020.</p>		
Organize Global Economic Development Council.	GAD	NEED INPUT	<p>Host Global Council Forum annually.</p> <p>Q1 2020 and ongoing.</p>		CFR Global "Roll-Out" event scheduled for 9/10 and will feature Executive Director of the ILM Airport and NAR Global staff.

Guidelines for Using Your Strategic Plan

- Management/Leadership approval of any target date change is required before modifying any dates
- If the target date changes, do NOT merely replace the original date... 'strikethrough' the original date but retain it on the chart for visual awareness
 - Impact to downstream dependent events must be reviewed for collateral impact
- Status color coding legend:
 - RED  completion of Action Step is significantly behind schedule & will likely miss Target Date
 - YELLOW  completion of Action Step is somewhat behind schedule & could miss Target Date
 - GREEN  completion of Action Step is on schedule & will make Target Date
 - BLUE  Action Step is COMPLETED and the associated Success Measure has been obtained
 - Note: To show shading over the bolded date in MS WORD: 1) enter the date, 2) highlight the date, 3) right click 4) click on *Borders and Shading*, 5) select the appropriate color, 6) make sure it shows apply to "text", *Enter*.

It is not unusual of failed projects for:

- Target Date(s) to be delayed and then calling the Action Step GREEN
- Plans to be 90% complete...forever...and not achieve the end date. A realistic assessment, demonstrated by specific work-in-process success is essential.
- Plans to be GREEN at each review and only called RED when the Target Date is imminent. An organizational attitude must exist to "call it like it is". A last minute RED is often indicative of deeper problems.
- Actions Steps being too broad, or...Success Measure too vague, or...Target Date(s) too long, or...Reviews are too infrequent so that "behind schedule" is evident too late to take corrective action.
- Merely declaring a Yellow or RED status is organizationally unacceptable & personally a BAD MARK rather than to allow "in-time" full team brainstorming on how resources can be added or other action can be taken to get back on schedule.