

2025-2027 Strategic Plan

Adopted by the Board of Directors June 12, 2025

Mission Statement:

The mission of the Cumberland County Board of REALTORS® is to advance the professionalism of our members through education and promoting ethical business practices, serve as a resource to the public, and protect private property rights.

Values:

- Decision-making that is fair, unbiased, informed, and beneficial to all concerned
- Transparency through communication
- Respect among leadership and members
- Governing with integrity and professionalism
- Selfless commitment to service
- Ensuring fiscal responsibility

Core Customer:

The Core Customer of CCBOR is all dues paying members and Affiliates.

Strategic Goals:

1. Professionalism and Education

CCBOR members are well educated with a greater working knowledge of the industry, represent the Association in a professional manner, show respect for their peers, engage in fair business practices, and present themselves with a positive image.

2. Association Finances

CCBOR is fiscally responsible, financially solvent and maintains a balanced budget.

3. Membership

CCBOR members are knowledgeable, informed, recognize the value of membership and are involved with the REALTOR® organization.

4. Advocacy

Government officials at all levels are responsive to the REALTOR® community, and members understand the value of investing in RPAC.

5. Consumer Outreach and Community Engagement

CCBOR members are visible and accessible in the community so that consumers are aware of the value of the REALTOR® and benefits of homeownership.

Goal 1: Professionalism and Education

CCBOR members are well educated with a greater working knowledge of the industry, represent the Association in a professional manner, show respect for their peers, engage in fair business practices, and present themselves with a positive image.

Responsible Committee(s): Education Committee / BOD

Objective 1: Host monthly “mastermind” broker forum sessions at CCBOR headquarters. (BOD)

Objective 2: Hold 8 Continuing Ed classes per cycle. (Education Committee)

Objective 3: Create a task force to meet once a year to review and update welcome packages for Brokers, Realtors, and affiliates that to better demonstrate overall value of membership. (Task Force)

Objective 4: Hold new member orientation every six months (or more frequently based on every 20 new members who join) to ensure compliance with Bylaws. (AE)

Objective 5: Host quarterly roundtable forums for professional development programs aimed at enhancing professionalism, for example: Technology, Public Speaking, Professional Image, etc. (BOD)

Goal 2: Association Finances

CCBOR is fiscally responsible, financially solvent and maintains a balanced budget.

Responsible Committee(s): Board of Directors, Finance Committee, Task Forces

Objective 1: Identify ways to create a profit center and have finance committee report back to BOD by May on quarterly basis on investments; (i.e. host a Real Estate School, GRI, not only CE and designations but also real estate licensing course – Education committee);

Objective 2: Create a plan to promote the rental of CCBOR headquarters space (meeting rooms, etc.); advertise to Brokers and others on a regular basis.

Objective 3: Continue to maintain a balanced budget that no longer borrows from reserves. (Finance Committee)

Goal 3: Membership

CCBOR members are knowledgeable, informed, recognize the value of membership and are involved with the REALTOR® organization.

Responsible Committee(s): BOD; Membership Committee

Objective 1: Increase membership involvement in CCBOR, NJR, NAR by creating bullet point list of value/benefits to be included in welcome package (to include list of committees and sign-up forms)

Objective 2: Disseminate information through Tuesday Topics along with weekly ethics questions to increase professional awareness.

Objective 3: Maintain website and update that is more interactive, including ability to text message members and increasing social media presence. (Technology Committee)

Objective 4: Continue Broker Outreach program that includes more personal, direct approach/contact from Directors. (BOD)

Goal 4: Advocacy

Government officials at all levels are responsive to the REALTOR® community, and members understand the value of investing in RPAC.

Responsible Committee(s): RPAC, Government Affairs

Objective 1: **Continue** to include on dues billing a voluntary investment in RPAC in an amount adequate to meet the NAR RPAC established goal. (Annually)

Objective 2: **Provide** and distribute information and communications from NAR and NJR regarding the value of investing in and the benefits received from participation in RPAC at all three levels of the Association.

Objective 3: **Promote** and demonstrate significant participation in NAR, NJR, and local Calls for Action. (As needed)

Objective 4: **Demonstrate** advocacy engagement by utilizing NAR Political Party initiatives or NJR programs such as: Independent Expenditures; Candidate polling/research; Broker Involvement Program; Issues Mobilization; Voter registration initiatives, or other means. (Spring 2025)

Objective 5: **Acknowledge** RPAC investors at every function based on level of investment. Create visual image of goal status. (RPAC Committee, ongoing at events)

Objective 6: Personally invite government officials to CCBOR events semi-annually for membership meetings. (President, AE to contact)

Goal 5: Consumer Outreach and Community Engagement

CCBOR members are visible and accessible in the community so that consumers are aware of the value of the REALTOR® and benefits of homeownership.

Responsible Committee(s): Public Relations, Programs & Special Events

Objective 1: Be the "Voice for Real Estate" - promote market statistics, real estate trends and issues using MLS statistics, NAR research reports, or other resources. This can be accomplished through press releases, media interviews, letters to the editor, social media or other means.

Objective 2: Community Involvement - promote the value proposition of using a REALTOR® and/or engage in community activities which enhance the image of the REALTOR®. (Annually)

Objective 3: Advocacy Efforts – engage the public in legislative/political issues that impact real estate and related issues. (As needed)

Objective 4: Community Investment – organize human resources (i.e. Toys for Tots, Habitat builds, Shoe-in, Millville Community Garden, Code Blue, etc.) or fundraising for the benefit of charitable/community organizations. (Annually)

Objective 5: Explore the viability of identifying and designating Realtor member representatives to attend Chamber of Commerce or other community events. (BOD)

Strategic Planning Session Participants:

Michelle Urgo, President

Michael DePalma, Treasurer

Nick Borrero, Director

Tina Swink, President-Elect

Carlo Drogo, Secretary

Carmen Minguella, Director

Jan Elwell, Vice President

Brian Collini, State Director

Larry DePalma, Director

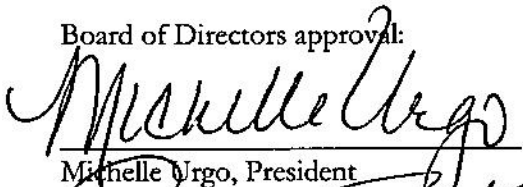
Wendy Saul, Executive Officer

NAR Strategic Plan Certification

This Strategic Plan includes Advocacy and Consumer Outreach components and has been officially adopted by the Board of Directors of the Cumberland County Board of Realtors®. It will be reviewed annually by the Board of Directors and submitted to NAR for approval.

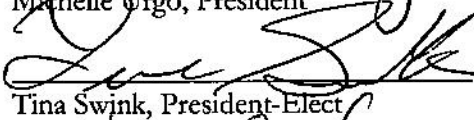
Board of Directors approval:

Date: June 12, 2025



Michelle Urgo, President

Date: June 12, 2025



Tina Swink, President-Elect

Date: June 12, 2025



Wendy Saul, Association Executive

Date: June 12, 2025