



STRATEGIC PLAN

2024 - 2026

OUR MISSION:

MIBOR REALTOR® Association empowers members and strengthens the marketplace through collaboration, advocacy, professionalism, education, and innovation.

MIBOR REALTOR® Association, the professional trade association representing central Indiana's REALTORS®, is dedicated to our members and our communities. Our commitment is centered on equipping our members in their efforts to best serve the consumer through unparalleled cooperation, forward-looking technology, and an unwavering focus on professionalism. By achieving our mission and delivering on our strategic priorities, we actively elevate the real estate journey for consumers, champion the broadest opportunity for homeownership, stand firmly in support of private property rights, and play a pivotal role in sustaining the dynamic growth and vibrancy of our local communities.

Elected by the membership, the leadership of MIBOR REALTOR® Association works through the staff to achieve this vision.

OUR STRATEGIC PRIORITIES:

1. **ENSURE MARKET EFFICIENCY**
2. **STRENGTHEN OUR COMMUNITIES**
3. **PROMOTE PROFESSIONALISM**
4. **CULTIVATE MEMBER RELEVANCE**
5. **BE THE DEFINITIVE SOURCE**

OUR CORPORATE VALUES:

Created by our employees and embraced by our leadership, these Values represent the way we show up as a staff to serve our members. These are the characteristics of our conduct and the qualities by which we measure our performance.

1. **SERVICE** - *Service is Everything! It is our "WHY." We exist to support and empower our members.*
2. **EXCELLENCE** - *Excellence is Expected! We are effective and productive in delivering high quality results.*
3. **INTEGRITY** - *Integrity is Essential! We are fair and ethical, and we follow through on our commitments.*
4. **COLLABORATION** - *Collaboration is Key! We leverage our diverse talents to achieve collective goals.*
5. **FAMILY** - *Family is Valued! We demonstrate this by building meaningful relationships based on respect, compassion, and encouragement.*

ENSURE MARKET EFFICIENCY

Strategic Priority #1

MIBOR REALTOR® Association is committed to ensuring that an efficient real estate market exists in central Indiana. This is vital to the prosperity of our members, the wealth and safety of their clients, and the protection and promotion of homeownership.

Therefore, Leadership has directed MIBOR to focus on the following objectives:

1. As sole shareholder of the MIBOR Service Corporation which owns and operates the MIBOR Broker Listing Cooperative, these two entities are united in a commitment to provide a stable listing service that effectively serves as a trading platform for real estate throughout our service area and provides ancillary products and services to meet the business needs of our members giving them a competitive advantage over non-member licensees. This objective includes goals surrounding:
 - a. The reliability, customization, integration, and uptime requirements of our technology systems.
 - b. Ensuring listing data is accurate, timely, comprehensive, and dependable.
 - c. Providing a means for secure access to listed properties.
 - d. Maximizing our geographic coverage and look for opportunities to minimize over-lapping market dysfunction.
2. Track and positively influence the impact of local regulations on the real estate industry and homeownership. To achieve this objective, MIBOR must:
 - a. Collaborate and advocate with elected officials, administrators, trade associations, and community organizations.
 - b. Engage members in grassroots efforts within their communities.
3. Actively promote and participate in programs that seek to ensure housing supply meets housing demand across the marketplace. This objective includes opportunities to:
 - a. Educate decision makers on consumer preferences for housing and the need for diverse housing types and price points throughout the market area.
 - b. Address the lack of affordable inventory and the disconnect between average incomes and available inventory prices by looking for opportunities to collaborate with BAGI, HAND, INHP, Habitat for Humanity and similar organizations to bring new affordable inventory into the market.
4. Be the leading voice for property rights and real estate issues in central Indiana. We accomplish this objective by:
 - a. Lobbying for property rights and critical housing/real estate issues
 - b. Monitoring broad market trends with an eye for market obstacles and challenges and then collaborating with partners to create strategies to overcome them.
 - c. Working to overcome disparities in home ownership and home value/equity gaps as they relate to race and marginalized communities.
5. Elect candidates for local office who support property rights and the interest of REALTORS® and homeowners. To do so, we build a culture of RPAC investment.

STRENGTHEN OUR COMMUNITIES

Strategic Priority #2

One of MIBOR's strengths is our ability to convene partnerships. We must continue to invest and support the economic and community development efforts in central Indiana that have a major focus on quality of life, talent attraction, place making, creation of jobs, and pro-growth strategies for transportation, land use, and infrastructure. Through this level of engagement, MIBOR strengthens our communities.

Therefore, Leadership has directed MIBOR to focus on the following objectives:

1. Advance economic and community development efforts that are place-based and people focused. We accomplish this through:
 - a. Working with economic and community development organizations that enhance the community and build strong neighborhoods.
 - b. Identifying quality of life factors that attract and retain people to live, work and play in our communities.
 - c. Supporting initiatives that attract and develop talent and/or aid in improving job quality and support Hoosier workers.
2. Advance public policy initiatives toward thriving communities that will attract people and strengthen our quality of place. This objective includes goals surrounding:
 - a. Collaboration and advocacy with elected officials, administrators, trade associations, and community organizations.
 - b. Increased communication to the MIBOR membership and community about Economic Development opportunities and the grants awarded.
 - c. Monitoring public/private redevelopment initiatives for opportunities.
3. Increase opportunities for homeownership and eliminate the racial inequities in homeownership rates. To achieve this objective, we will:
 - a. Identify the barriers to homeownership by collaborating with leaders of marginalized communities to better understand the challenges to homeownership experienced within these groups.
 - b. Develop strategies to overcome the barriers to homeownership by collaborating and advocating with community partners on policies and by supporting community housing partners that are promoting homeownership opportunities.
4. Elect candidates for local elected office who support public policy initiatives toward thriving communities that will attract people and strengthen our quality of place. To accomplish this objective, MIBOR must:
 - a. Build a culture of investment in RPAC within our membership.
 - b. Utilize the RPAC Trustees to identify REALTOR®-friendly candidates.
 - c. Support REALTOR®-friendly candidates with endorsements, financial contributions, voter-file resources, polling, independent expenditure campaigns and other strategic tools.

4. Increase MIBOR community involvement. This objective includes opportunities to:
 - a. Encourage our members, divisions, NextGen and MIBOR staff to volunteer and which helps demonstrate support for their communities and represents the best of what it means to be a REALTOR®
 - b. Encourage members, divisions and others to engage with and be knowledgeable about the Economic and Community Development committee granted projects throughout the region.
 - c. Support the MIBOR REALTOR® Foundation mission and look for opportunities for RPAC and the Foundation to work together toward policymaking when appropriate.

PROMOTE PROFESSIONALISM

Strategic Priority #3

MIBOR REALTORS® hold themselves and each other to the optimum performance the public has a right to expect. They work hard to maintain and improve the standards of their profession and share a common responsibility for its integrity and honor. In addition to upholding the 17 Articles of the REALTOR® Code of Ethics, the leadership has directed MIBOR to:

1. Create a culture where MIBOR members are professional, ethical, cooperative, and accountable. To achieve this objective, MIBOR will
 - a. Ensure members and consumers understand and utilize the process for reporting Ethics and Professionalism concerns and BLC listing service violations and have clear pathways to dispute resolution.
 - b. Attract and retain dedicated and knowledgeable members with diverse and broad representation of perspectives to serve on all Boards, Committees, Workgroups, and Task Forces.
 - c. Provide all members with quality education on professionalism through training, education, and programming. This will include the MPRO Certification Program and Raise the Bar programs in addition to education on the Code of Ethics and the enforcement process with additional emphasis on quality training for volunteers who serve on the Grievance and Professional Standards Committees.
2. Ensure real estate transactions are efficient. Success includes goals surrounding:
 - a. Member education on conflict resolution techniques such as ombudsman and mediation services as well as professional staff to function as a resource to counsel, listen, provide options, and help members find solutions to consider.
 - b. Training members on how the effective use of MIBOR Service Corporation offered systems, apps, and technology solutions to create efficiencies in their transactions.
3. Build a reputation for embracing unity in diversity. This objective is accomplished by:
 - a. Providing members with meaningful and practical education, training platforms, collateral, and councils that promote Fair Housing and equitable housing opportunities and practices to reduce bias.

- b. Promoting and supporting the success of minority homeownership through investment and/or by providing exposure to programs that support homeownership and staying in the home.
- c. Holding members accountable for discriminatory practices.
- d. Encouraging diverse representation within our leadership and membership.

CULTIVATE MEMBER RELEVANCE

Strategic Priority #4

Real estate transactions are complex. The ideal real estate transaction involves the professionalism of a REALTOR®. In many ways new entrants to the real estate industry are challenging the relevancy of the REALTOR® through implications that technology can remove complexity and thus remove the need for the services provided by the broker. We reject that idea and believe that in the interest of an efficient, satisfying transaction, consumers are best served when using a REALTOR®. MIBOR, through our structure, our workforce, and the services we provide, focuses on empowering our members to best meet the needs of their clients.

Therefore, leadership has directed MIBOR to focus on the following objectives:

1. Build an unbeatable brand. This objective is accomplished by:
 - a. Promoting the value of the REALTOR®, MIBOR, MIBOR Members specifically, and the Broker Listing Cooperative to both the home buying and selling public as well as to our membership.
2. Increase diversity of membership and leadership. MIBOR will accomplish this objective through:
 - a. Recruitment of minorities into the profession and into MIBOR Membership with an intention that our membership, leadership and committee make up will be reflective of the diversity of the area we serve.
3. Ensure members have access to the best, most accurate and complete property data. To succeed in this objective, MIBOR must:
 - a. Safeguard against unauthorized access and/or use of our products, systems, and listing data.
 - b. Look for opportunities to provide members with expanded geographic data sets; especially state-wide and/or regional.
4. Drive Change by creating a culture of continuous improvement. This is accomplished through:
 - a. Pursuing products, data sets and/or revenue sources that are based upon member need/wants.
 - b. Constant monitoring of innovation trends that will either boost or disrupt our members and developing appropriate strategies that support our members.
 - c. Using creative and consistent communication to help our members continue to adapt and evolve with the speed of technology while we maintain the human touch in our service.

5. Keep MIBOR members up to date on industry trends and ahead of disruptive change. This objective will be accomplished through:
 - a. Education, innovation, communication and providing the best member experience.
6. Tell Our Story. This objective includes goals surrounding:
 - a. Ceaselessly communicating the value of a REALTOR® and the benefit of MIBOR Membership.
 - b. Supporting and/or investing in programs that tell the story of our community such as Accelerate Indy and others.
 - c. Educating about and promoting the “coolness” of central Indiana and the Indy Region and the engagement of MIBOR REALTORS® and their involvement in our communities.

BE THE DEFINITIVE SOURCE

Strategic Priority #5

MIBOR achieves this Strategic Priority by safeguarding market information, enforcing rules that govern market participation, and arming members with information and talking points that communicate the value REALTORS® bring to the real estate transaction, marketplace, and community. This allows our members to do their jobs with confidence and allows consumers to rely on the accuracy, timeliness and dependability of the information shared by a REALTOR®. The MIBOR BLC® listing service is the platform upon which transactions come together. It creates a dynamic community of professionals; competitors working together to create a healthy, efficient marketplace. It provides business intelligence to fuel decisions across the many communities we serve.

Therefore, leadership has directed MIBOR to focus on the following objectives:

1. Control our own data so we can best serve the needs of our brokers. To succeed in this objective, we must:
 - a. Be prepared to make calculated decisions with a keen focus on where the industry is heading.
 - b. Continue to work toward separating our listing database (back end) from vendor dependence.
 - c. Understand, support, and prioritize the value of the data, protect it, and prepare for new types of transactions driven by changing consumer preferences.
2. Provide members with accurate, timely and reliable content designed to be shared by members with their spheres of influence, clients, and consumers. This objective includes providing members with information on:
 - a. NIMBY/YIMBY work, Housing Studies, NextGen and Foundation Activities, Fair Housing, Economic and Community Development Council investments, and REALTOR® Action Day events.
 - b. The most accurate and timely market trends and implications as well as financing/down payment resources.

3. Use data content and analysis to engage the media and help shape public policy.
Goals for achieving this objective will include:
 - a. Providing media outlets with regular updates on market trends and analysis.
 - b. Conducting market analysis to share with policymakers to help shape decisions on housing issues.
4. Use data content and analysis to support economic and community development efforts. Successful accomplishment of this objective requires us to:
 - a. Provide economic development organizations with critical housing and community data used to market the region.
 - b. Provide community development organizations with important housing data needed for initiatives that help our communities and neighborhoods thrive.

MIBOR REALTOR® Association: Founded in 1912, MIBOR was established by 43 charter members and today serves approximately 10,000 members. Approximately 600 of those members hold Affiliate Membership. MIBOR's service area covers Boone, Brown, Decatur, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Montgomery, Morgan, and Shelby counties. There are approximately 1,000 additional subscribers to the MIBOR Broker Listing Cooperative®, including, but not limited to, REALTORS® in Bartholomew, Jackson, Jennings, and Putnam counties.
