

## Olsen Banker Chamber and Associates : 2008 Strategic Plan

Mission and Vision	Long-term Strategic Priorities	Organization Goals	Performance Measures and Targets	Team Member Goals	Performance Measures and Targets	Team Member Action Items
<p><b>Mission Statement:</b> To be the most dominate real estate company in the local region.</p> <p><b>Vision Statement:</b> Innovation, "We never stop moving for you in the real estate market"</p> <p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Integrity - we stand by our integrity in the real estate industry.</li> <li>• Dedication - the client is receiving perceived value for the services provided to them from our agency, with the clients' best interest at heart. We are committed to 100% customer satisfaction.</li> <li>• Trust - establish a sense of trust with our agency, by developing and enhancing all aspects of our client relations.</li> <li>• Pursuing excellence - pursue excellence and integrity in workmanship and customer relationships.</li> </ul>	<p>1. Revenue Growth: Grow business 5% per year for the next 3 years, for a total percentage growth of 15.75 from today total.</p>	<p>1.1. Revenue growth of Reno offices by 7.87% in the next three years. (Bradley Smith) (6-30-2011)</p>	<p>M: Quarterly T: 4</p>	<p>1.1.1. Recruit 3-5 new sales associates per year. (Bradley Smith) (6-30-2011)</p>	<p>M: Semi-Annual T: 2</p>	
				<p>1.1.2. Evaluate the E-recruiting program (Bradley Smith) (6-30-2011)</p>	<p>M: Quarterly T: 4</p>	
				<p>1.1.3. Retaining producing sales associates (Bradley Smith) (6-30-2011)</p>	<p>M: Semi-Annual T: 2</p>	
		<p>1.2. Revenue growth of Sparks offices by 7.87% in the next three years. (Janice Chapman) (6-30-2011)</p>	<p>M: Quarterly T: 4</p>	<p>1.2.1. Recruit 3-5 new sales associates per year. (Janice Chapman) (6-30-2011)</p>	<p>M: Semi-Annual T: 2</p>	
		<p>1.2.2. Evaluate the E-recruiting program (Janice Chapman) (6-30-2011)</p>		<p>M: Quarterly T: 4</p>		
		<p>1.2.3. Retaining producing sales associates (Janice Chapman) (6-30-2011)</p>		<p>M: Semi-Annual T: 2</p>		
	<p>1.3. Increase advertising by 3% per year, to increase consumer awareness. (6-30-2011)</p>	<p>M: Quarterly T: 4</p>	<p>1.3.1. Expand advertising beyond local newspapers and TV stations (Cori Masters) (6-30-2011)</p>	<p>M: Monthly T: 12</p>		
	<p>1.3.2. Advertise in well-read local publications such as UNR Silver &amp; Blue magazine, Nevada magazine, and Homes magazine (Cori Masters) (6-30-2011)</p>		<p>M: Monthly T: 12</p>			
	<p>2. Profitability: Increase our net operating profit by 3-5% per year by 2011.</p>	<p>2.1. Consolidation and refinement of the entire organization (Darrell Chamber) (10-1-2008)</p>	<p>M: Quarterly T: 4</p>	<p>2.1.1. Staff reduction made possible by real estate software (Darrell Chamber) (6-30-2011)</p>	<p>M: Quarterly</p>	
				<p>2.1.2. Annual rent increases to our tenants at both locations (Darrell Chamber) (6-30-2011)</p>	<p>M: Annually</p>	
		<p>2.2. Reduce the office/general expenses (Marsha Cole) (7-1-2008)</p>	<p>M: Monthly T: 12</p>	<p>2.2.1. Consolidate the purchasing function to one person (Marsha Cole) (6-30-2011)</p>	<p>M: Monthly T: 12</p>	
				<p>2.2.2. Cut back on frivolous and unnecessary spending (Marsha Cole) (6-30-2011)</p>	<p>M: Monthly T: 12</p>	
				<p>2.2.3. Reduce janitorial expenses, by reducing the cleaning from 3 to 2 days a week (Marsha Cole) (6-30-2011)</p>	<p>M: Quarterly T: 4</p>	
		<p>2.3. Develop a concierge program; each concierge will pay \$500 annually. (Cori Masters) (6-30-2011)</p>	<p>M: Monthly T: 12</p>	<p>2.3.1. Contacting individual business to determine their level of interest in Olsen Bankers concierge program (Cori Masters) (10-1-2008)</p>		
		<p>3. Current Customers: Retain and touch our customers.</p>	<p>3.1. Customer for life campaign (Cori Masters) (7-30-2009)</p>	<p>M: Monthly T: 12</p>	<p>3.1.1. Assign the task to the Marketing department (Cori Masters) (6-30-2009)</p>	<p>M: Monthly T: 12</p>
<p>3.1.2. Frequent mailer on a quarterly basis (Cori Masters) (6-30-2009)</p>	<p>M: Quarterly</p>				<p>3.1.2.1. Develop mailing list (Cori Masters)</p> <p>3.1.2.2. Develop and produce a program of periodic mailer/flyers (Cori Masters)</p>	
<p>3.1.3. Annual Bar-B-Que for all former clients, one time give away of a vacation (Cori Masters) (10-1-2008)</p>	<p>M: Annually</p>				<p>3.1.3.1. Develop a plan for the Bar-B-Que (Cori Masters)</p>	

					3.1.3.2. Prepare and mail invitations (Cori Masters)
					3.1.3.3. Determine the vacation prize that will be given away (Cori Masters)
	3.2. Good Customer Value: Increase the available information that is unbiased and readily available to help the customer make the right decision the first time. (Darrell Chamber) (6-30-2011)	M: Annually	3.2.1. Full disclosure given to all buyers (Darrell Chamber) (6-30-2011)	M: Annually	
			3.2.2. Take advantage of the improved technology to offer the best available virtual tours (Jason Lynnes) (6-30-2009)	M: Quarterly	
			3.2.3. Develop a customer satisfaction survey. (Cori Masters) (6-30-2009)	M: Quarterly	3.2.3.1. Post current survey results on our company website. (Cori Masters)
4. Investors: Convince investors on the benefits of dealing with a real estate firm, rather than dealing directly with the banks.	4.1. Advertise investment properties in the newspaper (Cori Masters) (6-30-2009)	M: Quarterly	4.1.1. Compile list from the various banks and finance companies and advertise the selected properties (Cori Masters) (6-30-2009)	M: Monthly	
	4.2. Develop a program of investment seminars in which individual investors would be invited to attend a series of presentations regarding both commercial and residential foreclosures. (Darrell Chamber) (6-30-2009)	M: Annually	4.2.1. Develop a list of all local investors (Cori Masters) (6-30-2009)	M: Monthly T: 12	4.2.1.1. Mail out invites to potential investors. (Cori Masters)
			4.2.2. Develop a program that would determine the seminar program itself, the subject matter, dates and times, instructors, handouts, give aways....etc (Cori Masters) (9-30-2009)	M: Annually	
5. Short Sales: Educate the public on appropriate procedure and legalities	5.1. Develop public seminars for distressed homeowners (Darrell Chamber) (6-30-2009)	M: Annually	5.1.1. Determine the location of seminar (Bradley Smith) (6-30-2009)	M: Annually	
			5.1.2. Advertise in local magazines and newspapers (Bradley Smith) (6-30-2009)	M: Annually	
	5.2. Develop a brochure for general distribution to the public, that would explain the legalities of short-sales (Cori Masters) (6-30-2009)	M: Annually	5.2.1. Contact an attorney to help develop subject matter for brochures (Darrell Chamber) (6-30-2009)	M: Annually	
			5.2.2. Develop the brochure and its content (Cori Masters) (6-30-2009)	M: Annually	
	5.3. Develop material for the buyers of short-sale properties (Darrell Chamber) (6-30-2009)	M: Annually	5.3.1. Develop a brochure that would explain both the process and the legalities from the buyers perspective (Cori Masters) (6-30-2009)	M: Annually	
6. Virtual Tours: Continued improvement with technology	6.1. Continued improvements through software enhancement (Jason Lynnes) (6-30-2011)	M: Quarterly	6.1.1. Make sure that we have the most current software available. (Jason Lynnes) (6-30-2009)	M: Semi-Annual	
			6.1.2. Continue educating agents to ensure that they are familiar with the software. (Jason Lynnes) (6-30-2009)	M: Quarterly	6.1.2.1. Offer quarterly classes on updates for agents. (Jason Lynnes)
	6.2. Expand availability of a greater number of homes being viewed via virtual tours (Jason Lynnes) (6-30-2009)	M: Quarterly	6.2.1. Make sure that the agents take the appropriate pictures upon listing the home (Jason Lynnes) (6-30-2009)	M: Quarterly	
7. Community Involvement: Increased participation in community fund raising events	7.1. Develop a golf tournament that all proceeds go toward a public school in need. (Cori Masters) (6-30-2009)	M: Annually	7.1.1. Schedule the event with the golf course of choice (Cori Masters) (6-30-2009)	M: Annual	
			7.1.2. Send out donation letters to all current vendors (Cori Masters) (6-30-2009)	M: Annually	
			7.1.3. Develop the dinner and raffle programs (Cori Masters) (6-30-2009)	M: Annually	
	7.2. Get involved in holiday fun raising programs		7.2.1. Contact the appropriate parties who spearhead the outreach to the homeless and low income families. (Cori Masters) (6-30-2009)	M: Annually	

				7.2.2. Contact Salvation Army to participate Angel Tree activities (Cori Masters) (6-30-2009)	M: Annual		
	7.3. Participate in food drives			7.3.1. Contact the appropriate parties who spearhead the outreach to the homeless and low income families. Evelyn Mounts is a good example of a person to whom we should contact and offer funding. (Cori Masters) (6-30-2009)	M: Annually		
				7.3.2. Participate in the local food drive at the food bank (Cori Masters) (6-30-2009)	M: Annually		
8. Open House: Monthly open house intended to enhance the image of Olsen Banker	8.1. Invite present and past clients. (Cori Masters) (6-30-2009)	M: Monthly					
	8.2. Invite mortgage bankers and escrow officers who work closely with Olsen Banker (Cori Masters) (6-30-2009)	M: Monthly					
	8.3. Develop list of additional invitees, such as vendors and potential investors (Cori Masters) (6-30-2009)	M: Monthly					
9. People: To work together as a cohesive team by inspiring each other or others to work as a team.	9.1. Education towards mentoring. (Marsha Cole) (6-30-2009)	M: Quarterly T: 4		9.1.1. Assign each junior agent to a senior agent for the purposes of mentoring and professional advice. (Janice Chapman) (6-30-2009)	M: Quarterly T: 4		
				9.1.2. Internal motivational training to work within the mentoring program. (Janice Chapman) (6-30-2009)	M: Quarterly T: 4		
	9.2. Offer off sight training			9.2.1. Research motivational programs with the idea of having agent teams attend as groups. (Janice Chapman) (6-30-2009)	M: Quarterly T: 4		
				9.2.2. Increased participation at Olsen Banker University (Janice Chapman) (6-30-2009)	M: Quarterly		
	9.3. Consider the concept of actually developing teams of agents for a specific sales purpose				9.3.1. Develop teams of agent to "sit floor" for housing developments (Darrell Chamber) (6-30-2009)	M: Monthly	
					9.3.2. Expand participation in the Costco "sit floor" program (Darrell Chamber) (6-30-2009)	M: Monthly T: 12	
10. Agent Retention: Retain high quality and highest producing agents.	10.1. Evaluate current commission splits (Darrell Chamber) (6-30-2009)	M: Annually		10.1.1. Review the current split and make appropriate changes according to previous years sales volume and gross commission income. (Darrell Chamber) (6-30-2009)	M: Annually		
				10.1.2. Develop a bonus program (Darrell Chamber) (6-30-2009)	M: Annual		
	10.2. Evaluate and implement new training procedures and programs. (Bradley Smith) (6-30-2009)	M: Monthly		10.2.1. Implement Zipforms (7-30-2008)		10.2.1.1. Access all forms on-line	
				10.2.2. Develop a program for "continued education" credits (Darrell Chamber) (6-30-2009)	M: Annually		
				10.2.3. Design a newsletter that will communicate any changes and new ideas. (Cori Masters) (6-30-2009)	M: Monthly		
	10.3. Encourage a positive sales environment (Bradley Smith) (6-30-2011)	M: Monthly		10.3.1. Develop sales unit competition among sales associates (7-31-2008)	M: Monthly		
				10.3.2. Holding motivational seminars (Darrell Chamber) (6-30-2011)	M: Annually		
				10.3.3. Provide each sales associate with a company shirt; this is a marketing tool for us and them (Darrell Chamber) (6-30-2009)	M: Monthly		
			10.3.4. Encourage new ideas for sales associates (Darrell Chamber) (6-30-2009)	M: Monthly T: 12			

11. Recruiting: Look at other industries and other professions to attract sales professionals to our company	11.1. Develop a list of professional and personal relationships with sales professional outside the industry. (Cori Masters) (6-30-2009)	M: Monthly T: 12	11.1.1. Further develop the list through external contacts, such as personal friends and acquaintances. (Darrell Chamber) (6-30-2011)	M: Quarterly T: 4	
	11.2. Develop a compensation package to entice these professionals to come to work for us. (Darrell Chamber) (6-30-2011)	M: Annually	11.2.1. Human Resources dept. to develop appropriate compensation package. (Marsha Cole) (6-30-2011)	M: Annually	
			11.2.2. Review and determine all available options to include medical insurance programs, 401K contribution programs..... (Marsha Cole) (6-30-2011)	M: Annually	
	11.3. Organize a program that will contact the individual and offer them the opportunity to join us. (Darrell Chamber) (6-30-2009)	M: Annually T: 1	11.3.1. Develop actual plans to contact the individuals to whom we have chosen to extend an offer. (Cori Masters) (6-30-2009)	M: Quarterly	
			11.3.2. Who will call to request and appointment, and who will attend that meeting from Coldwell Banker. How will the offer actually be presented and by whom? (Cori Masters) (6-30-2009)	M: Quarterly	