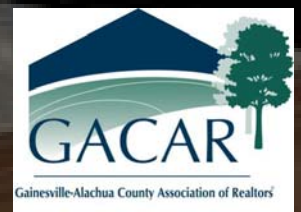


Gainesville-Alachua County Association of REALTORS[®], Inc.
Strategic Plan



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Strategic Planning Principles

The Gainesville-Alachua County Association of REALTORS® (the Association) Leadership Team, Strategic Planning Committee (SPC), Executive Vice President and senior staff, have agreed on a set of core principles to guide the Association's strategic planning process. These principles form the basis for the strategic objectives to follow:

- The strategic plan should be a living document and the process continuous – reviewed and updated regularly from its current version rather than being re-built each year.
- The plan should directly influence operational decisions and be a lens through which those decisions are considered, thus having some influence over budgeting and operations of the Association. The plan should focus on defining strategic objectives, rather than dictating operational details and initiatives, which is the role of the Executive Vice President and Leadership Team.
- The strategic planning process needs to be a partnership among the SPC, the Leadership Team, and all other committees and the Association's staff.
- Careful monitoring and measurement of progress against the strategic objectives are essential to the process, and will be set up and conducted by the staff and reported regularly to the Leadership Team. Metrics will be designed to measure the viability of the plan's objectives and overall progress towards them as an organization (leadership, committees and staff).
- The process should encourage long-term thinking, creativity and careful consideration of "over the horizon" issues.

Values, Mission and Vision

Values

Values are the organization's guiding principles that are strongly embraced throughout the organization, that guide the organization and that are timeless.

To emphasize the right to own, use and transfer real property

Private enterprise, free market and collective action

The highest standard of professional ethics, conduct and business practices

Maximize housing opportunities

The success and profitability of our members

Purpose (Mission)

The purpose or mission is the Association's reason for existence.

To be the business and public policy advocate for members of the Gainesville-Alachua County Association of REALTORS®.

Strategic Goal (Vision)

The vision is a long-term view or long-term goal that guides the Association's efforts.

The Gainesville-Alachua County Association of REALTORS®, the Voice of Real Estate in Alachua County, is dedicated to elevating the excellence, promoting the advancement and ensuring the public trust of the real estate profession while providing our members with the resources, technology, educational opportunities and leadership necessary to conduct an ethical, professional and profitable business.

Internal Objectives

Objective 1

Provide our MLS Participants/Subscribers with a usable and helpful MLS system, and support of that system.

- A. Provide resources to protect the integrity of the MLS and comparable data.
- B. Investigate products/services to enhance the MLS system.

Objective 2

Provide our members with the latest technology tools

- A. Research and distribute information to members on the latest technology and resources, (i.e. smart phones, digital cameras, etc.).
- B. Develop a fully functional intranet site, providing a means for members to register and pay for programs and events on-line, pay for dues, etc.
- C. Provide courses on software applications to facilitate members business development, (i.e. contact management, email, etc.).
- D. Establish a process to continually update and integrate the latest forms into the MLS operating system.
- E. Enforce MLS Rules and Regulations.

Objective 3

Provide a high level of educational opportunities.

- A. Offer designations courses (i.e., GRI, CRS, ABR) on an annual basis to meet the needs of all its members (residential, commercial, property management, etc).
- B. Enhance and update the new member Orientation program, to include a contract preparation course, a review of the Multiple Listing Service (MLS) Rules & Regulations, professional development, and member benefits of all three levels of the Association .
- C. Continue to offer ethics classes on a periodic basis, keeping this course up-to date in accordance with National Association of Realtors (NAR)'s Code of Ethics.
- D. Offer general education programs, again taking into account the needs of our various and diverse group of members (i.e, residential sales, brokers, administrative, commercial, property managers, appraisers, etc), including but not limited to lecture type programs, roundtable discussions, etc on topics such as reducing risk, Errors and Omissions (E&O) insurance, legal updates, business development, affordable housing, government affairs, forms, etc.
- E. Provide members with issues presented to the Grievance committee (omitting any and all names) and outcomes of Professional Standards hearings. Publish Findings of Facts from Professional Standards cases.
- F. Provide educational and networking opportunities to inform the members about the growing International sector through foreign outreach activities and a targeted education program.
- G. Educate and encourage members to be registered voters and actively participate in the political and voting process.

Objective 4

Increase membership participation in the Association's programs and leadership opportunities.

- A. Establish an ambassador's program which embraces our new members as well as our existing members
- B. Continue an on-going Leadership Development Program to provide implementation of our Strategic Plan and succession candidates for our leadership.
- C. Select Vice Chairman for each committee willing to serve for 2 years to maintain continuity.
- D. Develop a skills inventory survey for new members; the results used to solicit member participation on committees/task forces in need of their particular skills
- E. Host quarterly broker roundtable discussions to identify trends, promote the Association's image and resolve membership issues.
- F. Host social events at least twice a year and incorporate recruitment for active association participation.
- G. Encourage member participation and future leadership among younger members by establishing a young professionals organization.
- H. Strive for new innovative ways to raise money for RPAC and encourage members to reach the \$99 club.
- I. Board of Directors and Committee Chairs are encouraged to recruit at least one new committee member per year.
- J. Have committee sign up on website and available all year to put in committee requests for the following year. Kick off with a Committee Open House in June and have all committee assignments out by October of every year.
- K. All Committee Chairs and Vice Chairs will create a Committee Action Plan no later than July 31st of each year after receiving historical data if available from staff, and after consultation with President Elect and Staff.
- L. The proposed agenda for GACAR and MLS Board meetings will be posted on the website and the final agenda will be posted 3 days prior to the GACAR or MLS Board meeting.
- M. Hold a "Town Hall" meeting once a quarter conducted by the GACAR and MLS Presidents and all board members are recommended to attend. This will be open to participants, members, and affiliates.

Objective 5

Provide staff with the necessary resources (staff, facilities, and finances) and measurement tools to ensure the effective implementation and continuous execution of the Strategic Plan. Staff shall provide periodic reports to the Board of Directors on the status of the Association and the activities of the committees to help measure the implementation of Strategic Plan.

External Objectives

Objective 1

Promote the importance of protecting private property rights and help shape public policy on housing related issues.

- A. Work with Affiliate members, local governments and housing organizations to promote an annual "Home Ownership" week.
- B. Continue to further relationships with the Builders Association of North Central Florida (BANCF) and the Gainesville Chamber of Commerce (Chamber) through joint meetings and communication.
- C. Solicit and support membership participation in government advisory panels and public office positions; work with the BANCF and the Chamber in this regard as well.
- D. Send a periodic electronic communication to our members updating them on local, state and federal legislative/legal issues.

Objective 2

Promote the image of the Association so that it is viewed as the voice of real estate in our community.

- A. Actively communicate the Association's vision and objectives to our members.
- B. Establish a public relations/marketing committee to develop and implement an ongoing marketing campaign and continually develop and promote a fully functional website with committee registration, event sign up, etc.
- C. Sponsor at least one community project annually, seeking participation from all members.
- D. Advertise our community involvement to our members and the public.
- E. Develop a marketing piece detailing the Association's benefits/services.
- F. Hold at least two public seminars annually, seeking participation from Affiliate members.
- G. Establish and maintain a public image campaign which communicates the value of using a local REALTOR and local Affiliates.
- H. Spotlight committees by encouraging committee chairs to write brief periodic articles for our Association communications, and measure their success based from their assigned strategic goals and/or deliver announcements on committee activities at membership functions.
- I. Establish relationships with organizations to develop viable statistical data and provide research for our members through the BOD and then to the public.
- J. Educate our members about the Grievance and Professional Standards Process

Appendix 1

NAR's Strategic Planning Environment

The real estate business is becoming increasingly complex and competitive. Technological advancements, evolving business models, and ever more sophisticated clients make the practice of real estate more challenging than ever.

The Internet is transforming the real estate transaction. Over three-quarters of homebuyers search for a home online and one in four find the home they ultimately purchase on the Internet. Technologies such as sophisticated mapping capabilities and interactive video allow consumers to gather more information about properties and neighborhoods even before contacting a REALTOR®. NAR must anticipate the challenges and opportunities that technology offers and provide the products and services to members that allow REALTORS® to advantageously leverage these changes.

REALTORS® address these market challenges by offering a wide range of real estate transaction services. These expanded offerings add value to member businesses. NAR must continue to educate its members about new services they can offer and the benefits of these services, and condition the environment to support members who offer them.

In the policy area, decisions made by national, state and local legislators and regulators can have a material impact on the real estate business. At the national level for example, banks are trying to alter the legislative environment so that they can offer real estate services. NAR's voice must be present at these policy debates to fight problematic laws and regulations in the courts, if necessary, should they be enacted. Although NAR has increased its involvement at these levels, the association also will take action to encourage and empower members to engage directly.

Underlying the changes in technology and public policy challenges are the evolving demographics of real estate ownership. With real estate ownership dramatically increasing in multi-cultural market segments, diverse representation of these segments within NAR is increasingly important to our effectiveness. NAR membership and leadership must better reflect that diversity. NAR can achieve broader representation by conceiving and implementing programs that reasonably lead to a membership and leadership reflecting America's growing diversity.

NAR will continue to reach out to property owners as a natural ally in the defense of property rights. By working with real property owners, NAR will leverage the strength of this relationship to advocate policies that preserve the rights of all property owners and that facilitate an open, transparent and orderly transfer of property.

Appendix 2

Objective Assignments

<p>International</p> <p>Internal: 3F, 4I, 4K</p> <p>External: 2H</p>	<p>Young Professionals</p> <p>Internal: 4G, 4I, 4K</p> <p>External: 2H</p>	<p>Property Management</p> <p>Internal: 3D, 4I, 4K</p> <p>External: 2H</p>
<p>Affiliate</p> <p>Internal: 4I, 4K</p> <p>External: 1A, 2F</p>	<p>Affordable Housing</p> <p>Internal: 4I, 4K</p> <p>External: 2F, 2H</p>	<p>Ambassador</p> <p>Internal: 4A, 4I, 4K</p> <p>External: 2H</p>
<p>GACAR Board of Directors</p> <p>Internal: 4I, 4J, 4K, 4L, 4M, 5</p> <p>External: 2A, 2H, 2I</p>	<p>Broker Roundtable</p> <p>Internal: 4E, 4I, 4K</p> <p>External: 2H</p>	<p>Building</p> <p>Internal: 4I, 4K, 5</p> <p>External: 2H</p>
<p>Commercial/Investment</p> <p>Internal: 3A, 3D, 4I, 4K</p> <p>External: 2H</p>	<p>Activities</p> <p>Internal: 4F, 4I, 4J, 4K</p> <p>External: 2C, 2F, 2H</p>	<p>Finance</p> <p>Internal: 4I, 4K, 5A</p> <p>External: 2H</p>
<p>Forms</p> <p>Internal: 4I, 4K</p> <p>External: 2H</p>	<p>Government Affairs</p> <p>Internal: 3G, 4H, 4I, 4K</p> <p>External: 1A, 1B, 1C, 1D, 2H</p>	<p>Grievance</p> <p>Internal: 3E, 4I, 4K</p> <p>External: 2H, 2J</p>
<p>Leadership Development</p> <p>Internal: 4B, 4I, 4K</p> <p>External: 2H</p>	<p>Marketing/Public Relations</p> <p>Internal: 4I, 4K</p> <p>External: 2B, 2C, 2D, 2E, 2G</p>	<p>MLS Board of Directors</p> <p>Internal: 1A, 1B, 2E, 4I, 4J, 4K, 4L, 4M</p> <p>External: 2H</p>
<p>Orientation</p> <p>Internal: 3B, 3C, 4A, 4I, 4K</p> <p>External:</p>	<p>President-Elect</p> <p>Internal: 4C, 4I, 4K</p> <p>External: 2B, 2H</p>	<p>Professional Development</p> <p>Internal: 2C, 3A, 3C, 3D, 4I, 4K</p> <p>External: 2H</p>
<p>Professional Standards</p> <p>Internal: 3E, 4I, 4K</p> <p>External: 2H, 2J</p>	<p>Reciprocal</p> <p>Internal: 4I, 4K</p> <p>External: 2H</p>	<p>RPAC</p> <p>Internal: 4I, 4K</p> <p>External: 2H</p>
<p>Staff</p> <p>Internal: 2B, 2D, 4D, 2E, 3E, 4J, 4K, 4L, 5</p> <p>External: 2A, 2E, 2H</p>	<p>Strategic Planning</p> <p>Internal: 4I, 4K</p> <p>External: 2H</p>	<p>Technology</p> <p>Internal: 2A, 4I, 4K</p> <p>External: 2H</p>

Appendix 3

Glossary of Terms

ABR.....	Accredited Buyer Representative
BANCF	Builders Association of North Central Florida
CRS.....	Council of Residential Specialists
E & O Insurance	Errors and Omissions Insurance
FAR	Florida Association of REALTORS®
GACAR.....	Gainesville-Alachua County Association of REALTORS®
GRI	Graduate Realtor Institute
MLS.....	Multiple Listing Service
NAR	National Association of REALTORS®
SPC.....	Strategic Planning Committee