



# Emerald Coast Association of REALTORS®

Strategic Plan 2024 - 2026

## Vision

Emerald Coast Association of REALTORS® is the leading advocate for the real estate industry, its members, and the communities they serve.

## Mission

The mission of the Emerald Coast Association of REALTORS® is to assist the members in achieving an exemplary level of professionalism, integrity, and fair business practice and to enhance the REALTOR® image to the public by providing its members with the best available education, products, and services they need to succeed. To protect private property rights, influence legislation, and to be recognized as involved citizens of the community.

## Strategic Priorities

Professionalism | Engagement | Advocacy | Outreach | Leadership

### Strategic Priority 1: Professionalism

Emerald Coast Association of REALTORS® will elevate professionalism through education, ethics, and diversity.

#### Professionalism: Year 1

**Goal 1: Access to Education - Ensure ECAR is providing relevant and highly sought-after educational offerings for our members monthly.**

Strategies	Assigned to	Timeline	Budget	Notes
1.1.1 - Review all course offerings and analyze their relevance based on attendance and feedback by members.	Staff	Ongoing		
<ul style="list-style-type: none"> <li>Analyze current offerings' relevancy through analysis of post-session surveys immediately following courses.</li> </ul>	Staff	Quarterly		Meet with AE quarterly and discuss survey results and determine if classes meet relevancy and sought after
1.1.2 - Survey the membership to identify productivity, tenure, and educational areas of need and determine new courses/topics, if any, that need to be added to our professional development schedule.	Staff	Survey out by May 1st to establish baseline		Go with one annual survey to cover several areas and continue to survey at conclusion of members meetings and broker events. Send survey results to PD and task them with bringing forward ideas/opportunities (for brokers and members)
1.1.3 - Promote the value proposition of professionalism in our association by equipping the membership with tools to increase profitability and productivity.				



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♦ Offer a series of basic tools to assist members in running their business, including business planning, fiscal education, and the core values of real estate in addition to other services deemed relevant from the member survey.	PD Committee			Send survey results to PD and task Committee, along with staff, to see if anything needs to be added in already scheduled courses. Is there a gap?
♦ Develop an educational course roadmap to ensure the right courses are being offered at the right time.				PD to develop what is needed or as needed...for the roadmap
♦ Create a broker education path to include forums, panels, and higher-level leadership connections.	PD Committee	Quarterly event		PD to help host one event quarterly
→ Survey brokers to determine their needs and relevant, engaging material.	Staff			Survey at in-person events based on events above/what do we want to develop
♦ Create agent education paths specific to varying levels of experience and production to include forums, panels, and higher-level leadership connections.	PD Committee			Year 2 initiative
→ Utilize Florida REALTORS® leadership team and staff visits to make them available for broker and agent-level meetings and interactions.	PD Committee			Frequency to be determined by PD. PD to evaluate the utilization of FR Leadership
♦ Explore the need for Certified Commercial Investment Member (CCIM), Counselors of Real Estate (CRE), and Property Management pathways.	PD Committee			Give to PD as soonest meeting to discuss
1.1.4 - Build a promotion calendar utilizing social media, email, newsletter, etc. to share current and new courses, business tools available, and roadmaps for brokers and agents to increase engagement and attendance, therefore increasing overall professionalism.	Staff	Done and Ongoing		Ongoing weekly Education Email blast

### Goal 2: Professional Standards - Promote and provide various platforms for the completion of the mandatory Code of Ethics training quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
1.2.1 - Identify professional development opportunities available, including Commitment to Excellence (C2EX), Think It Through Video Series, and Code of Ethics (COE).	PD Committee	Quarterly		Promote each area once/quarter with remaining quarter to be NAR's Fairhaven
♦ Create promotional campaigns surrounding the benefits of each program.	Staff			
♦ Deploy promotional campaigns across social channels, email, website, etc.	Staff			



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1.2.2 - Decrease the number of professional standards violations annually.	Staff			Meagan working on Annual Ethics Activity Report for Q2
<ul style="list-style-type: none"> <li>Evaluate violation statistics to determine areas that need attention and/or education.</li> </ul>	Staff/PD Committee	Q2		Twice/year starting in June. Review types with chairs of Ombudsman, Prof Stand, Grievance, presenting common violations to the PD Committee
<ul style="list-style-type: none"> <li>Develop a plan to reduce the number of violations and increase awareness of the Code of Ethics among association members.</li> </ul>		1/year		
→ Hold mock COE hearing	Staff/Prof Standards Committee			Utilizing NAR Case interpretation. Sample Scripts from NAR/Sylvia/Staff

### Goal 3: Diversity, Equity, and Inclusion - Promote and Enhance Diversity, Equity, and Inclusion.

Strategies	Assigned to	Timeline	Budget	Notes
1.3.1 - Welcome and engage all members, and support member education efforts for their customers.	Fair Housing Committee & Coordinated with PD	Bi-Annual		Twice/year
<ul style="list-style-type: none"> <li>Promote if the National Association of REALTORS® Fairhaven program</li> </ul>	Staff			Include in Buzz once/year as part of the quarterly rotation from section 1.2.1

### Strategic Priority 2: Engagement

Emerald Coast Association of REALTORS® will engage members by providing opportunities, benefits, and services.

#### Engagement: Year 1

### Goal 1: Awareness of Benefits and Services - Review adoption and utilization of products, tools, and services being offered by ECAR annually.

Strategies	Assigned to	Timeline	Budget	Notes
2.1.1 - Aggregate member data from the survey conducted in section 1.1.2 to understand tenure and productivity to provide a customized member experience.	Staff	1/year		See section 1.1.2 on timings of surveys
2.1.2 - Develop a plan to promote products, tools, and services based on member tenure and productivity.	Staff			
<ul style="list-style-type: none"> <li>Update a "Members Benefits Handbook"</li> </ul>	Staff	Done/Ongoing		Already created. Update as needed or with changes to benefits.



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<ul style="list-style-type: none"> <li>Promote/highlight one member benefit once/month through social media</li> </ul>	Staff	Monthly		Promote one member benefit once per month throughout the year through social media
2.1.3 - Create a broker-specific engagement plan to raise awareness of products, tools, and services offered by ECAR.				
<ul style="list-style-type: none"> <li>Schedule broker office visits to share resources available to them, such as business planning, risk mitigation, financial wellness, and upcoming networking/learning opportunities.</li> </ul>	BOD	1/month		BOD will go to one broker/month in their respective areas. Pres-Elect and VP to help lead. Will take Strat Plan Rack Card and Member Benefits Guide to promote.
<ul style="list-style-type: none"> <li>Host quarterly "Coffee and Conversation" sessions at the association, bringing in industry and business-related professionals to share insights valuable to brokers and their businesses, such as certified financial planners, attorneys, certified public accountants, etc.</li> </ul>	PD Committee	1/Quarter		See 1.1.3 notes - PD to host one every quarter
<ul style="list-style-type: none"> <li>Identify and promote programs available for brokers offered by the National Association of REALTORS®.</li> </ul>	Staff/PD Committee	Ongoing		See NAR webpage on Brokers and promote throughout the year

### Goal 2: Board and Member Engagement - Enhance relationships and engagement between the Board of Directors and members.

Strategies	Assigned to	Timeline	Budget	Notes
2.2.1 - Establish and implement board member expectations regarding regular attendance and member engagement.	BOD	Ongoing		See policy. No additional requirements.
<ul style="list-style-type: none"> <li>Determine and set attendance standards for Board of Director meetings and ECAR events.</li> </ul>	BOD			
<ul style="list-style-type: none"> <li>Foster and strengthen relationships between Board of Directors and members through regular face-to-face interactions and communication methods.</li> </ul>	BOD			
<ul style="list-style-type: none"> <li>→ Board of Directors to connect with members at ECAR events and write personal note cards at Board of Director meetings.</li> </ul>	BOD			

### Goal 3: Events and Networking Opportunities - Host events that engage members and align with the mission and vision of the Emerald Coast Association of REALTORS®.

Strategies	Assigned to	Timeline	Budget	Notes
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2.3.1 - Survey members on past events and the benefits they have provided members, as well as types of events members would enjoy participating in at ECAR.	Staff, AE, & President	Q1/Q2		See 1.1.2 - one member survey plus onsite survey's after member meetings and broker events
<ul style="list-style-type: none"> <li>◆ Ideas include Broker Breakfast, Member Meetings, Young Professionals Network, Commercial Forum, Broker-Targeted Training, etc.</li> </ul>				
2.3.2 - Create an "Event and Networking Matrix" and criteria to identify and categorize events and networking opportunities that align with the mission and vision of ECAR.	Staff, AE, & President			
<ul style="list-style-type: none"> <li>◆ Determine a set criteria for identifying events and networking opportunities to host and/or participate in.</li> </ul>				From Survey results from 1.1.2, AE to meet with Staff and present any changes to President.
<ul style="list-style-type: none"> <li>◆ Utilize survey data to determine events desired by members.</li> </ul>				" "
<ul style="list-style-type: none"> <li>◆ Analyze past events, their attendance, feedback, and their alignment with the mission and vision.</li> </ul>		Ongoing		" "
<ul style="list-style-type: none"> <li>◆ Determine past events to continue hosting and new events to consider adding based on set criteria.</li> </ul>				" "
2.3.3 - Plan and host events that have been identified as aligning with the Event and Networking Matrix.	Staff, AE, & President	Ongoing		Analyze each event; meet Members where they are if possible; utilize both ECAR offices for education.
<ul style="list-style-type: none"> <li>◆ Track member attendance at events.</li> </ul>				
<ul style="list-style-type: none"> <li>◆ Survey attendees immediately following events for feedback.</li> </ul>				
<ul style="list-style-type: none"> <li>◆ Ensure geographic diversification by holding events, classes, committee meetings, etc. throughout the various ECAR MLS areas.</li> </ul>				
2.3.4 - Disseminate member benefits and educational opportunities at all events to increase awareness and engagement.	Staff, AE, & President	Ongoing		QR Codes; Include upcoming events; Rack Cards; Member Benefit Booklet

### Goal 4: Awards and Recognition - Recognize excellence in the profession through awards throughout the year.

Strategies	Assigned to	Timeline	Budget	Notes
2.4.1 - Utilize press opportunities through sharing award recipients and ceremony information via social media, email, website, and local news agencies.	Staff	Ongoing		RPAC hall of fame announced via buzz, social and press release 2.20
2.4.2 - Awards Committee to revamp and revise the awards as needed and recognition programs to ensure proper and thorough management.	Awards Committee	Q3 Q3		See Policy - will be a new policy being approved.



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♦ Identify the relevancy of current awards and research other award options that would benefit members.	Awards Committee	Q2 - Q3		" "
♦ Determine criteria and review process for specific awards and programs.	Awards Committee	Q2 - Q3		" "
♦ Deploy award and recognition programs to membership.	Awards Committee	Ongoing		" "

### Goal 5: Strategic Alliances - Collaborate with strategic community partners and maintain the value proposition for affiliates quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
2.5.1 - Update the list of current community partners and brainstorm areas of need to identify and target new partnership opportunities.	Staff/Chair of Specific Event	Q2		
♦ Review the plan for initiating new partnerships and the follow-up process put into place to continue engagement of current partners to determine if any changes need to be made.	Staff/Chair of Specific Event			
♦ Designate members as "partner ambassadors" to connect with and regularly communicate with identified community partners.				
♦ Host Annual Affiliate Appreciation Event	Staff	Annually		
2.5.2 - Analyze current outreach methods for ECAR affiliates and community partners and explore new opportunities for affiliate promotion.	Staff	Q3		Have ready to roll out for 2025
2.5.3 - Participate in the local government by ensuring a REALTOR® (specifically a Public Policy Area Representative and/or Local Key Contact) is present at city and county meetings to bring information back to ECAR members on what is happening locally.	Public Policy	Monthly		Reports Monthly. Discuss attending meetings with Chair and Vice Chair. Amend report to notate were you at meeting in person or watched online. Try to establish actual "key contact".

### Strategic Priority 3: Advocacy

Emerald Coast Association of REALTORS® will advance public policies and candidates that build strong communities, protect property interests, and promote a vibrant business environment.

### Goal 1: RPAC - Effectively communicate the value and importance of RPAC to our members and stakeholders monthly.

Strategies	Assigned to	Timeline	Budget	Notes
3.1.1 - Develop campaigns showcasing the value, importance, and impact of RPAC, historical value in our region, and local wins.	RPAC Committee/Staff/ Public Policy	Ongoing		Rolled out "GAD Watch" 2.29 that will be done quarterly



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<ul style="list-style-type: none"> <li>◆ Triple Crown: What is it? Why is it important? How do we communicate value?</li> </ul>	RPAC Committee/Staff			Messaging. Regular and routine messaging.
<ul style="list-style-type: none"> <li>◆ Historical Value: What is RPAC actually doing to help our communities?</li> </ul>	RPAC Committee/Staff/ Public Policy			Messaging. Regular and routine messaging.
<ul style="list-style-type: none"> <li>◆ Local Wins: Develop an action plan to share local wins as they happen.</li> </ul>	Public Policy/Staff			Messaging. Regular and routine messaging (with a focus on the benefit of RPAC on these wins)
<ul style="list-style-type: none"> <li>◆ Corporate Allies: Raise awareness that Non-REALTOR® members, affiliate members, and others can participate in RPAC and the benefit for the community that participation entails.</li> </ul>	RPAC Committee/Staff			Messaging for Affiliates
3.1.2 - Utilize social media, email, and texts to members sharing campaigns and the importance of RPAC to encourage participation.	Staff & RPAC	Monthly		RPAC to Develop & Staff to Implement / GAD Report
<ul style="list-style-type: none"> <li>◆ Include Calls to Action, FAQs, RPAC Success Stories, etc.</li> </ul>				
<ul style="list-style-type: none"> <li>◆ GAD Report</li> </ul>	Staff/GAD	Quarterly		Rolled out 2.29
3.1.3 - Elevate current RPAC promotion during Orientation to provide for a clearer picture of the importance of each member's investment.	Staff			Present in each orientation class
<ul style="list-style-type: none"> <li>◆ Create a follow-up process post-Orientation to share the value that RPAC brings to each member's business and the community to further encourage participation.</li> </ul>	RPAC Committee/Staff	Quarterly		
3.1.4 - Encourage broker involvement in RPAC and promotion among their agents and office(s).	Staff & RPAC Chair			Ask RPAC how to achieve
<ul style="list-style-type: none"> <li>◆ Schedule office visits to share the importance and value RPAC brings to its members and encourage broker and member participation.</li> </ul>	Staff/BOD Members			See 2.1.3. The BOD will attempt to do this and will revisit if it becomes too hard to achieve. Include Rack Card.
<ul style="list-style-type: none"> <li>◆ Send newsletters showcasing the local, state, and national wins for public policy.</li> </ul>	Staff	Quarterly		1st edition already drafted and will be sent out in early March
3.1.5 - Increase member investment in RPAC at all levels.	RPAC Committee/Staff			Our Goals are the FR Goals set for us. We track giving against our Goals.
<ul style="list-style-type: none"> <li>◆ \$154,031.03</li> </ul>				This is the 2024 RPAC Contribution Goal (2023 Goal was \$126,788). The action items for 3.1.5 are the RPAC fundraising events and measure the success of those events compared to the goal.



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◆ 37% - Participation / Investors		Ongoing		2024 Participation Goal. On the day the number was pulled, we reflected 4,553 primary members, so this totals 1,685 Members giving at least \$20.
◆ 32 Major Investors				2024 Major Investor Goal up from 2023 Goal of 28.
◆ President's Circle				No set NAR President's Circle Goal for us. ECAR had 2 in 2023 down from 5 in 2022.
◆ RPAC Bump-up in Giving		Q3		Run report in Q3. Identify Members close to the next level up and encourage those Members to increase to the next level.

### Goal 2: Local Government Relations - Strengthen the working relationships with government officials and the association at all levels quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
3.2.1 - Develop and deploy candidate screening to identify candidates who support private property rights.	Staff/GAD/Screening Committee	Ongoing		Based on elections shortly after qualifying
3.2.2 - Further develop Public Policy Area Representatives and Local Key Contact Program to build relationships to ensure ECAR is the voice of real estate in the region.	Staff/GAD	Ongoing		See 2.5.3
◆ Identify Area Representatives that have working relationships with current elected officials to become Key Contacts for those elected officials and identify/engage new Key Contacts as needed.	Public Policy Committee			See 2.5.3. Divide by City/City Council and engage them. Develop points of contact for each City.
3.2.3 - Develop a comprehensive "Get out the Vote" strategy/campaign.		Election Year		Campaign promoting now
◆ Build out an information and communication program for members on the importance of voting and why they should encourage others to turn out to vote.	Staff/GAD	Election Year		Campaign promoting now
◆ Gather and analyze data surrounding voter turnout.	Staff/GAD	Election Year		Working with NAR/FR
◆ Engage volunteers for campaigning and build a database to continue engagement with the volunteers leading up to future election cycles.	Public Policy/Staff	Election Year		

### Goal 3: Collaboration with Allied Organizations - Collaborate with local businesses and affiliates to build alliances that promote REALTORS®, the brand, and private property rights biannually.

Strategies	Assigned to	Timeline	Budget	Notes
3.3.1 - Develop and host legislative and candidate forums to be the leading source of information for the community.	Staff/GAD/Public Policy	Q2 & Q4		Legislative Wrap Up & Candidate Forums. Work with FWB Chamber.



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## Strategic Priority 4: Outreach

Emerald Coast Association of REALTORS® will improve awareness of REALTORS®, the brand, and community giving.

### Goal 1: Brand Awareness - Create brand awareness for ECAR to be the voice of real estate for members and the community through social media, print material, and events (in-person and digital) monthly.

Strategies	Assigned to	Timeline	Budget	Notes
4.1.1 - Share information regularly across all platforms on updates to the real estate market, news of things to come, and historical data for the area.	Staff & President	Monthly		Buzz, Social Media Channels, Emails, See "Engagement" - Strategy Primary #2
4.1.2 - Increase member and public awareness of the ECAR member brand.	Staff & President	Ongoing		
<ul style="list-style-type: none"> <li>Develop an #ECARCARES campaign surrounding ECAR, who we are, what we believe in, how we serve, etc. and highlighting our commitment to the community to be deployed via digital marketing including social media, email and newsletters, printed materials such as rack cards and flyers, and at events.</li> </ul>	Staff & President			Charitable Foundation when created for #ECARCARES. Ask Katrina theme she is working with at the moment. Use "That's Who We R" Campaign and incorporate that.
<ul style="list-style-type: none"> <li>Deploy #ECARCARES campaign to build awareness surrounding ECAR and further position the association as the voice of real estate in the region.</li> </ul>	Staff			
<ul style="list-style-type: none"> <li>Promote recognition of members and the association with sharing to other member's social media as proud members of ECAR, who supports local, state, national efforts.</li> </ul>	Staff			

### Goal 2: Meeting Members Where They ® - Utilize social media, ECAR website, and events to increase access to information for members and increase engagement monthly.

Strategies	Assigned to	Timeline	Budget	Notes
4.2.1 - Consider hiring a part-time advertising agency dedicated to supporting the in-house Marketing and Communications Director in the deployment of campaigns and outreach efforts.	Staff/AE	Q1 2024		
<ul style="list-style-type: none"> <li>Analyze budget and determine feasibility of hiring a part-time agency.</li> </ul>	AE/Finance/BOD	Q2		Finance and Board
4.2.2 - Enhance the utilization of marketing tools already available to ECAR.	Staff	Ongoing		
<ul style="list-style-type: none"> <li>Create a Marketing Tools Matrix to identify marketing tools available, how they are currently utilized, if they are the best tool available for our team, etc.</li> </ul>		Q2		Any new technology
<ul style="list-style-type: none"> <li>Develop an action plan to better utilize the tools available and implement the plan.</li> </ul>		Q2		Resources, new technology, contract services



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4.2.3 - Create posts/videos/reels of events, classes, and happenings.	Staff	Ongoing		Featuring Members - if possible
<ul style="list-style-type: none"> <li>Encourage brokers and agents to share information to their personal pages to be a valued real estate resource to their followers.</li> <li>Determine baseline data of event attendance, social media engagements, and website visits from 2023.</li> </ul>	Staff			Encourage the sharing of information.
4.2.4 - Ensure a BOD member is present at ECAR events to engage with and provide information to association members, further enhancing the relationship between the BOD and members.	BOD	Ongoing		See 2.2.1 - Board and Member Engagement

### Goal 3: Community Impact - Build professional alliances with businesses, chambers, other REALTOR® organizations, and local and state government entities quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
4.3.1 - Promote fiscal and financial education to our members	PD Committee	Ongoing		Evaluate goals for year / Place on PD Agenda to discuss and bring back how to accomplish.
4.3.2 - Increase connections and partnerships with organizations such as the Building Industry Association and Women's Council.				
<ul style="list-style-type: none"> <li>Determine partnership opportunities between ECAR and other organizations to bring benefits to our brokers, members, and partner community organizations, e.g. educational opportunities, discounts, etc.</li> </ul>	Staff			Staff creates connection with outside organization - ways to get involved/sponsor, etc.
<ul style="list-style-type: none"> <li>Co-host events or programs to bring collaboration between ECAR and the surrounding community.</li> </ul>	Staff/President/Chairs	Ongoing		RE Bar, Candidate Forum; NAR/FR Speakers, etc.; Establish existing schedule and amend annually; After Action Report to determine success of events.

### Strategic Priority 5: Leadership

Emerald Coast Association of REALTORS® will continue to value the importance of developing leaders at all levels of the association.

### Goal 1: Leadership - Enhance Leadership Development Program to identify, grow, and develop members to lead and serve at a local, state, and national level, within and outside the REALTOR® association quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
5.1.1 - Promote and enhance the current Leadership Development Program to members.	Staff/LDP/BOD	Q2 - Q3		



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<ul style="list-style-type: none"> <li>◆ Create and deploy a plan to increase knowledge and awareness of the existing Leadership Development Program and the benefits it provides members.</li> </ul>	Staff/LDP Chair	Ongoing as events happen		Messaging to include key leadership skills/traits. Measureable objectives.
<ul style="list-style-type: none"> <li>◆ Explore enhancing portions of the Leadership Development Program with a focus on identifying and growing leaders and how to advance in varying leadership roles and levels of leadership.</li> </ul>	LDP Chair/Vice Chair/AE/Staff/PD Cttee	Q3		Set/establish milestone
5.1.2 - Identify and monitor open seats (elected and appointed) within our service area.	GAD & Chair of Public Policy	Ongoing		
5.1.3 - Create a Past Presidents Council to be called upon as needed by the Board of Directors, Leadership Development Program, Committees, and Task Forces.	President			Chair will be Immediate Past President. Ask FR how they structure theirs. Past Presidents Advisory Council
<ul style="list-style-type: none"> <li>◆ Past Presidents will be utilized to help develop leaders and share historical best practices and lessons learned.</li> </ul>				

### Goal 2: Governance - Equip all members in governance roles within the association with the necessary resources to make informed decisions throughout the year.

Strategies	Assigned to	Timeline	Budget	Notes
5.2.1 - Hold annual effective governance trainings including Robert's Rules of Order and meeting management.	President/Pres Elect	Q4 - Q1		BOD, Chairs, and Vice Chairs

### Goal 3: Innovative Tools - Provide cutting-edge technology to enhance the independent and collective skills of members to advance all members of ECAR annually.

Strategies	Assigned to	Timeline	Budget	Notes
5.3.1 - Subscribe to REALTOR® news outlets to monitor new options available and research success of products across other associations.	President/Pres Elect/AE	Ongoing		President and AE Forums; FR Presidents Forums; Subscribed to these outlets and receiving emails and amend travel budget as needed
5.3.2 - Utilize FR and NAR Emerging Trends and Technologies Committee for possible new technology.	Staff	Ongoing		If meetings come up, can assign a Member to attend or view.



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### Vision

Emerald Coast Association of REALTORS® is the leading advocate for the real estate industry, its members, and the communities they serve.

### Mission

The mission of the Emerald Coast Association of REALTORS® is to assist the members in achieving an exemplary level of professionalism, integrity, and fair business practice and to enhance the REALTOR® image to the public by providing its members with the best available education, products, and services they need to succeed. To protect private property rights, influence legislation, and to be recognized as involved citizens of the community.

### Strategic Priorities

Professionalism | Engagement | Advocacy | Outreach | Leadership

#### Strategic Priority 1: Professionalism

Emerald Coast Association of REALTORS® will elevate professionalism through education, ethics, and diversity.

#### Professionalism: Year 2

#### Goal 1: Access to Education - Ensure ECAR is providing relevant and highly-sought after educational offerings for our members monthly.

Strategies	Assigned to	Timeline	Budget	Notes
Continue the development of the educational roadmap through analysis of feedback and evaluation of the performance of the previous forums and panels.		2025		
<ul style="list-style-type: none"> <li>Introduce quarterly focus groups comprising members of different productivity levels to gather insights on emerging industry trends. Utilize this feedback to diversify and enhance course offerings, ensuring continued relevance to varying member needs.</li> </ul>		2025		
<ul style="list-style-type: none"> <li>Further increase the education for members as it pertains to opportunities that engage with higher levels of leadership within and outside of the association.</li> </ul>		2025		
Collaborate with industry experts to develop advanced courses focusing on emerging topics such as proptech integration, sustainable real estate practices, and global market trends. Launch these courses to complement the existing curriculum, providing members with cutting-edge knowledge.		2025		

#### Goal 2: Professional Standards - Promote and provide various platforms for the completion of the mandatory Code of Ethics training quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
Increase educational opportunities as they pertain to Code of Ethics and professionalism to continue to reduce the number of professional standards violations.		2025		



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<ul style="list-style-type: none"> <li>Implement interactive, scenario-based Code of Ethics training sessions to enhance member engagement and understanding. Utilize technology such as gamified learning modules to create immersive experiences that promote a deeper understanding of ethical standards.</li> </ul>		2025		
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Establish a mentorship program where experienced members mentor newer members on ethical practices. Encourage a culture of accountability and mutual support, fostering a community committed to upholding professional standards.		2025		
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**Goal 3: Diversity, Equity, and Inclusion - Survey and inventory ECAR demographics to better meet members where they are and determine their needs biannually.**

Strategies	Assigned to	Timeline	Budget	Notes
Deploy regular surveys to members to ensure education that is relevant to the needs of our members and how they interact with and engage with one another and their customers.		2025		

**Strategic Priority 2: Engagement**

Emerald Coast Association of REALTORS® will engage members by providing opportunities, benefits, and services.

**Engagement: Year 2**

**Goal 1: Awareness of Benefits and Services - Review adoption and utilization of products, tools, and services being offered by ECAR annually.**

Strategies	Assigned to	Timeline	Budget	Notes
Develop and implement a personalized member engagement platform leveraging technology to deliver tailored content based on individual preferences, ensuring members receive information about products, tools, and services that align with their specific needs.		2025		
Establish a mentorship program within the association, pairing experienced members with newcomers to guide them on effectively utilizing ECAR resources. This fosters a sense of community and ensures new members are aware of and benefit from available services.		2025		

**Goal 2: Board and Member Engagement - Enhance relationships and engagement between Board of Directors and members.**

Strategies	Assigned to	Timeline	Budget	Notes
Introduce an annual "Board and Member Meet & Greet" event, providing an informal setting for members to connect with Board members. This event fosters stronger relationships and allows members to voice their opinions and concerns.		2025		

**Goal 3: Events and Networking Opportunities - Host events that engage members and align with the mission and vision of Emerald Coast Association of REALTORS®.**

Strategies	Assigned to	Timeline	Budget	Notes
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# Emerald Coast Association of REALTORS®

## Strategic Plan 2024-2026

Create a rotating schedule for events and classes, ensuring they are hosted in different MLS areas each year. This geographic diversification maximizes member accessibility and strengthens community bonds across the association.

2025

### Goal 4: Awards and Recognition - Recognize excellence in the profession through awards throughout the year.

Strategies	Assigned to	Timeline	Budget	Notes
Introduce a "Member Spotlight" program on the association's website and social media platforms. Regularly feature outstanding members, their achievements, and contributions to the real estate community to enhance visibility and inspire others.		2025		

### Goal 5: Strategic Alliances - Collaborate with strategic community partners and maintain the value proposition for affiliates quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
Consider hosting an annual "Affiliate Showcase" event where ECAR affiliates can exhibit their products and services. This event provides a platform for affiliates to directly engage with members and showcase the value they bring to the real estate community.		2025		
Consider the creation of a designated section on the association's website to highlight and promote affiliates. Regularly update this section with affiliate spotlights, testimonials, and exclusive offers for ECAR members, enhancing the visibility and value proposition of affiliates.		2025		

### Strategic Priority 3: Advocacy

Emerald Coast Association of REALTORS® will advance public policies and candidates that build strong communities, protect property interests, and promote a vibrant business environment.

### Advocacy: Year 2

#### Goal 1: RPAC - Effectively communicate the value and importance of RPAC to our members and stakeholders monthly.

Strategies	Assigned to	Timeline	Budget	Notes
Launch a series of RPAC-themed webinars or virtual events featuring influential guest speakers discussing the direct influence RPAC has on shaping public policies. Encourage members to attend and participate in Q&A sessions to deepen their understanding and commitment.		2025		
Increase member investment in RPAC at all levels.	Staff & RPAC Chair	Q1 - Q4		
♦ \$				
♦ __ Investors				
♦ __ Major Investors				
♦ __ President's Circle				

#### Goal 2: Local Government Relations - Strengthen the working relationships with government officials and the association at all levels quarterly.



# Emerald Coast Association of REALTORS®

## Strategic Plan 2024-2026

Strategies	Assigned to	Timeline	Budget	Notes
Establish an Advocacy Ambassador Program where ECAR members are trained and designated as advocates for private property rights within their local communities. Provide resources, tools, and ongoing support for ambassadors to effectively engage with government officials and the public.		2025		
Explore hosting a series of roundtable discussions between ECAR leadership and local government officials. These discussions should focus on collaborative problem-solving, addressing community concerns, and fostering a positive working relationship between REALTORS® and local government entities.		2025		

### Goal 3: Collaboration with Allied Organizations - Collaborate with local businesses and affiliates to build alliances that promote REALTORS®, the brand, and private property rights biannually.

Strategies	Assigned to	Timeline	Budget	Notes
Host semi-annual Policy Alliance Summits, bringing together representatives from allied organizations, local businesses, and affiliates to discuss and align on key policy issues affecting the real estate industry. Create a platform for collaborative problem-solving and advocacy efforts.		2025		

### Strategic Priority 4: Outreach

Emerald Coast Association of REALTORS® will improve awareness of REALTORS®, the brand, and community giving.

#### Outreach: Year 2

### Goal 1: Brand Awareness - Create brand awareness for ECAR to be the voice of real estate for members and the community through social media, print material, and events (in-person and digital) monthly.

Strategies	Assigned to	Timeline	Budget	Notes
Ensure annual advertising/marketing strategy, budget, plan, etc. are in place.		Q1 2025		
Identify and plan for member/Board of Director attendance at local trade fairs and career days at schools and colleges.		2025		
Create an online swag store consisting of REALTOR®-branded merchandise and co-branded with ECAR.		2025		
Launch an interactive digital #ECARCARES storytelling campaign, providing members with a platform to share their unique experiences and success stories within the real estate industry. Leverage multimedia content such as videos, podcasts, and written testimonials to create a dynamic narrative.		2025		
Introduce a monthly "Member Spotlight" series on social media platforms, featuring individual members and their contributions to the community. Encourage members to share these spotlights, fostering a sense of pride and recognition within the association and utilizing #ECARCARES.		2025		



# Emerald Coast Association of REALTORS®

## Strategic Plan 2024-2026

### Goal 2: Meeting Members Where They ® - Utilize social media, ECAR website, and events to increase access to information for members and increase engagement monthly.

Strategies	Assigned to	Timeline	Budget	Notes
Create a dedicated section on the ECAR website for member-contributed content. Encourage members to submit articles, success stories, and educational resources, creating a collaborative online space for knowledge sharing.		2025		
Build an internal campaign surrounding the #ECARCARES 5K, highlighting the brokerage with the most 5K attendees through "The Broker Trophy."		2025		
<ul style="list-style-type: none"> <li>Implement a team building competition, branded as "REALTORS® Run"</li> </ul>		2025		
Promote the importance of work-life-balance and how that benefits the association and members.		2025		

### Goal 3: Community Impact - Build professional alliances with businesses, chambers, other REALTOR® organizations, local educational institutions, and local and state government entities quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
Engage members as leaders to increase membership serving on local Boards of Directors.		2025		
Collaborate with local educational institutions to expand fiscal and financial education initiatives. Develop workshops, webinars, or seminars that target both ECAR members and students. Leverage partnerships to bring in financial experts and educators for comprehensive programs.		2025		
Establish a mentorship program connecting experienced ECAR members with students interested in pursuing a career in real estate. This program fosters a direct link between industry professionals and aspiring individuals, contributing to the development of future real estate professionals.		2025		

### Strategic Priority 5: Leadership

Emerald Coast Association of REALTORS® will continue to value the importance of developing leaders at all levels of the association.

### Leadership: Year 2

### Goal 1: Leadership - Enhance Leadership Development Program to identify, grow, and develop members to lead and serve at a local, state, and national level, within and outside the REALTOR® association quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
Implement the Candidate Training Program to identify, recruit, and train REALTORS® to run for public office.				
<ul style="list-style-type: none"> <li>Engage GAD and association members who are past elected officials to develop/refine a training on how to run for elected positions.</li> </ul>	Staff/GAD/Public Policy Committee			



# Emerald Coast Association of REALTORS®

## Strategic Plan 2024-2026

- ◆ Determine the process for identification of association members to recruit for the Candidate Training Program.
- ◆ Deploy Candidate Training Program.

Consider the need for an updated Leadership Mentorship Program where experienced leaders within ECAR mentor emerging leaders. Facilitate connections between mentors and mentees, providing personalized guidance on leadership development, association involvement, and navigating various levels of leadership.

2025

### Goal 2: Governance - Equip all members in governance roles within the association with the necessary resources to make informed decisions throughout the year.

Strategies	Assigned to	Timeline	Budget	Notes
Implement virtual governance workshops, accessible to members in governance roles throughout the year. These workshops cover topics such as effective decision-making, conflict resolution, and advanced training in parliamentary procedures. Offer flexible scheduling to accommodate diverse member availability.		2025		
Establish an online resource library for governance roles, providing access to documents, training materials, and videos on governance best practices. Ensure this resource is regularly updated with the latest information, fostering continuous learning for members in governance.		2025		

### Goal 3: Innovative Tools - Provide cutting-edge technology to enhance the independent and collective skills of members to advance all members of ECAR annually.

Strategies	Assigned to	Timeline	Budget	Notes
Launch a Tech Adoption Accelerator Program to guide members through the implementation and utilization of cutting-edge real estate technologies. Offer hands-on workshops, webinars, and one-on-one consultations to ensure members can leverage the latest tools effectively.		2025		
Establish a dedicated section on the association's website or app for showcasing and reviewing emerging real estate technologies. Provide unbiased reviews, case studies, and user testimonials to help members make informed decisions about adopting new tools for their businesses.		2025		



# Emerald Coast Association of REALTORS®

## Strategic Plan 2024-2026

### Vision

Emerald Coast Association of REALTORS® is the leading advocate for the real estate industry, its members, and the communities they serve.

### Mission

The mission of the Emerald Coast Association of REALTORS® is to assist the members in achieving an exemplary level of professionalism, integrity, and fair business practice and to enhance the REALTOR® image to the public by providing its members with the best available education, products, and services they need to succeed. To protect private property rights, influence legislation, and to be recognized as involved citizens of the community.

### Strategic Priorities

Professionalism | Engagement | Advocacy | Outreach | Leadership

### Strategic Priority 1: Professionalism

Emerald Coast Association of REALTORS® will elevate professionalism through education, ethics, and diversity.

#### Professionalism: Year 3

#### Goal 1: Access to Education - Ensure ECAR is providing relevant and highly-sought after educational offerings for our members monthly.

Strategies	Assigned to	Timeline	Budget	Notes
Ensure ECAR is providing measured, relevant educational offerings to members who are new, intermediate, and veteran.		2026		
Establish an online learning platform for members, offering continuous learning pathways that align with their career progression. Provide personalized learning plans, badges, and certificates to recognize and motivate members to pursue ongoing professional development.		2026		

#### Goal 2: Professional Standards - Promote and provide various platforms for the completion of the mandatory Code of Ethics training quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
Provide platforms for completion of the mandatory Code of Ethics quarterly.		2026		
♦ Create and deploy campaigns to promote educational opportunities.		2026		
♦ Further reduce the number of professional standards violations.		2026		
Develop a series of case study workshops focused on real-world ethical dilemmas. Encourage member participation in these workshops to enhance their problem-solving skills and ethical decision-making.		2026		

#### Goal 3: Diversity, Equity, and Inclusion - Survey and inventory ECAR demographics to better meet members where they are and determine their needs biannually.



# Emerald Coast Association of REALTORS®

## Strategic Plan 2024-2026

Strategies	Assigned to	Timeline	Budget	Notes
Survey ECAR members to better serve their needs and identify, offer, and promote relevant courses to meet those needs.		2026		
Strengthen partnerships with local organizations and community groups that uphold the values of ECAR. Collaborate on joint initiatives, events, and outreach programs to expand ECAR's impact in fostering a more inclusive real estate community.		2026		

### Strategic Priority 2: Engagement

Emerald Coast Association of REALTORS® will engage members by providing opportunities, benefits, and services.

#### Engagement: Year 3

#### Goal 1: Awareness of Benefits and Services - Review adoption and utilization of products, tools, and services being offered by ECAR annually.

Strategies	Assigned to	Timeline	Budget	Notes
Implement advanced data analytics to track member engagement patterns and preferences continually. Leverage this data to predict member needs and proactively recommend relevant products, tools, and services.		2026		
Research ability to create and launch a gamified member engagement initiative, rewarding members for utilizing various ECAR offerings. Recognize and celebrate members who actively participate, fostering a sense of achievement and community within the association.		2026		

#### Goal 2: Board and Member Engagement - Enhance relationships and engagement between Board of Directors and members.

Strategies	Assigned to	Timeline	Budget	Notes
Establish periodic leadership forums where Board members and members can collaboratively discuss industry trends, association goals, and community initiatives. This inclusive approach ensures diverse perspectives are considered in decision-making.		2026		

#### Goal 3: Events and Networking Opportunities - Host events that engage members and align with the mission and vision of Emerald Coast Association of REALTORS®.

Strategies	Assigned to	Timeline	Budget	Notes
Experiment with innovative event formats such as unconferences, hackathons, or industry expos to provide members with unique and memorable experiences. Solicit feedback to identify successful formats for future events.		2026		

#### Goal 4: Awards and Recognition - Recognize excellence in the profession through awards throughout the year.

Strategies	Assigned to	Timeline	Budget	Notes
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# Emerald Coast Association of REALTORS®

## Strategic Plan 2024-2026

Introduce specialized recognition programs that align with emerging trends in the real estate industry. Create awards for innovation, community service, and sustainable practices, reflecting the evolving landscape of the profession.		2026		
Collaborate with industry influencers and experts to establish an external judging panel for certain awards. This not only adds credibility to the recognition process but also provides an opportunity to showcase ECAR's commitment to industry excellence.		2026		

**Goal 5: Strategic Alliances - Collaborate with strategic community partners and maintain the value proposition for affiliates quarterly.**

Strategies	Assigned to	Timeline	Budget	Notes
Organize quarterly forums or roundtable discussions where ECAR leadership, members, and affiliates can collaborate on identifying emerging industry challenges. Use these forums to strengthen strategic partnerships, aligning affiliate offerings with the evolving needs of ECAR members.		2026		
Implement a structured feedback mechanism between members and affiliates, facilitating regular input on the effectiveness and relevance of affiliate offerings. This feedback loop ensures that strategic alliances continually adapt to meet the expectations of the real estate community.		2026		

**Strategic Priority 3: Advocacy**  
Emerald Coast Association of REALTORS® will advance public policies and candidates that build strong communities, protect property interests, and promote a vibrant business environment.

**Advocacy: Year 3**

**Goal 1: RPAC - Effectively communicate the value and importance of RPAC to our members and stakeholders monthly.**

Strategies	Assigned to	Timeline	Budget	Notes
Launch an RPAC Education Series, consisting of regular workshops or webinars that delve into specific policy issues, legislative updates, and the tangible impact of RPAC investments. Encourage members to participate in these educational sessions to deepen their knowledge and connection to advocacy efforts.		2026		
Increase member investment in RPAC at all levels.	Staff & RPAC Chair	Q1 - Q4		
♦ \$				
♦ __ Investors				
♦ __ Major Investors				
♦ __ President's Circle				

**Goal 2: Local Government Relations - Strengthen the working relationships with government officials and the association at all levels quarterly.**

Strategies	Assigned to	Timeline	Budget	Notes
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# Emerald Coast Association of REALTORS®

## Strategic Plan 2024-2026

Enhance the Local Key Contact Program by providing specialized training sessions for Key Contacts on effective advocacy communication, building relationships with elected officials, and navigating local government processes. Empower Key Contacts to be influential voices for the real estate industry.		2026		
Organize strategic community engagement events where ECAR members, government officials, and local residents can come together to discuss community needs and potential policy solutions. These events aim to foster collaboration, understanding, and joint efforts for community improvement.		2026		

**Goal 3: Collaboration with Allied Organizations - Collaborate with local businesses and affiliates to build alliances that promote REALTORS®, the brand, and private property rights biannually.**

Strategies	Assigned to	Timeline	Budget	Notes
Establish joint task forces with allied organizations to address specific legislative or policy challenges. These task forces will work together on advocacy initiatives, pooling resources and expertise to achieve shared goals for the benefit of the broader community.		2026		

**Strategic Priority 4: Outreach**

Emerald Coast Association of REALTORS® will improve awareness of REALTORS®, the brand, and community giving.

**Outreach: Year 3**

**Goal 1: Brand Awareness - Create brand awareness for ECAR to be the voice of real estate for members and the community through social media, print material, and events (in-person and digital) monthly.**

Strategies	Assigned to	Timeline	Budget	Notes
Seek recognition as the most influential trade association in Okaloosa and Walton Counties not measured by membership but by the membership impact.		2026		
Forge partnerships with local media outlets to feature ECAR's initiatives, member stories, and community impact (#ECARCARES) in regular segments or articles. This extends the association's reach and strengthens its position as a significant contributor to the local real estate landscape.		2026		
Establish a Community Advisory Board comprising influential figures in the local community. Collaborate with board members to strategize and implement initiatives that align with both ECAR's goals and the broader community's needs.		2026		

**Goal 2: Meeting Members Where They ® - Utilize social media, ECAR website, and events to increase access to information for members and increase engagement monthly.**

Strategies	Assigned to	Timeline	Budget	Notes
Launch a social media ambassador program, encouraging active members to become ECAR advocates on their personal social media platforms. Provide training and resources to ambassadors to effectively represent the association online.		2026		



# Emerald Coast Association of REALTORS®

## Strategic Plan 2024-2026

<p>Create a personalized communication hub on the ECAR website where members can customize their preferences for receiving information. Tailor newsletters, event updates, and educational resources based on individual member interests and needs.</p>		2026		
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**Goal 3: Community Impact - Build professional alliances with businesses, chambers, other REALTOR® organizations, local educational institutions, and local and state government entities quarterly.**

Strategies	Assigned to	Timeline	Budget	Notes
<p>Implement community-driven initiatives where ECAR members actively participate in local charitable events, community service projects, and neighborhood improvement programs. This not only strengthens the association's ties with the community but also reinforces the positive impact REALTORS® have on the areas they serve.</p>		2026		
<p>Explore establishing a community impact fund supported by ECAR and its members. Use this fund to sponsor local projects, support educational initiatives, and contribute to charitable causes. This approach aligns with the association's commitment to community giving and creates a tangible, lasting impact.</p>		2026		

**Strategic Priority 5: Leadership**

Emerald Coast Association of REALTORS® will continue to value the importance of developing leaders at all levels of the association.

**Leadership: Year 3**

**Goal 1: Leadership - Enhance Leadership Development Program to identify, grow, and develop members to lead and serve at a local, state, and national level, within and outside the REALTOR® association quarterly.**

Strategies	Assigned to	Timeline	Budget	Notes
<p>Expand the Candidate Training Program by incorporating virtual components. Develop webinars, online workshops, and interactive modules to reach a broader audience. Leverage social media campaigns to promote the program, targeting potential candidates and emphasizing the association's commitment to cultivating leaders in public service.</p>		2026		
<p>Enhance the identification process for potential leaders by incorporating data analytics. Utilize member engagement data, participation histories, and performance metrics to identify individuals with leadership potential. Implement targeted outreach to encourage these members to join the Leadership Development Program.</p>		2026		
<p>Host an annual Leadership Symposium, bringing together leaders from various levels within the association. This event focuses on advanced leadership topics, strategic planning, and collaboration. Incorporate keynote speakers, panel discussions, and interactive workshops to inspire and equip leaders for future challenges.</p>		2026		



# Emerald Coast Association of REALTORS®

## Strategic Plan 2024-2026

**Goal 2: Governance - Equip all members in governance roles within the association with the necessary resources to make informed decisions throughout the year.**

Strategies	Assigned to	Timeline	Budget	Notes
Develop an online resource library to include case studies, success stories, and lessons learned from governance experiences within ECAR and other REALTOR® associations. This comprehensive repository serves as a valuable knowledge-sharing platform for members in governance roles, promoting continuous improvement.		2026		

**Goal 3: Innovative Tools - Provide cutting-edge technology to enhance the independent and collective skills of members to advance all members of ECAR annually.**

Strategies	Assigned to	Timeline	Budget	Notes
Create an Emerging Tech Incubator within ECAR, where startups and innovators in the real estate technology space can collaborate with association members. Foster partnerships, pilot programs, and beta testing opportunities to encourage the adoption of cutting-edge tools that align with members' needs.		2026		
Launch a members-only innovation portal or app feature where individuals can submit, discuss, and vote on innovative ideas or tools they would like to see integrated into ECAR's offerings. This crowdsourced approach ensures that the tools selected are truly valued by the membership.		2026		