



Emerald Coast Association of REALTORS®

Strategic Plan 2023

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.

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
2.1 - Review all previous course offerings and analyze attendance and feedback by members.	Staff	February 2023		
<ul style="list-style-type: none"> ◆ Analyze current offerings' relevancy through analysis of post-session surveys immediately following courses 	Staff			
2.2 - Develop an educational course roadmap to ensure the right courses are being offered at the right time.	Staff	Q2		How many people do our classes touch? Not just repeats.
<ul style="list-style-type: none"> ◆ Create pathways for varying levels of members and aligned with different certification goals 	Staff			
<ul style="list-style-type: none"> → New/Basic Members, Intermediate/Mid-Level Members, Veteran Members 	Staff			
<ul style="list-style-type: none"> ◆ Explore CCIM, CRE, and Property Management pathways 	Staff			

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
1.1 - Identify professional development opportunities available. (C2EX, Think It Thru, COE)	PD Committee	Q1		
<ul style="list-style-type: none"> ◆ Determine platforms suitable for administration of courses (in-person vs. digital learning) 	Staff			
<ul style="list-style-type: none"> ◆ Create promotional campaigns surrounding the benefits of each program 	Staff			



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♦ Deploy promotional campaigns across social channels, email, website	Staff			
1.2 - Decrease number of professional standards violations annually.				
♦ Collect and review number and type of violations	Staff & Member	Q1		Quarterly review types with chairs of Ombudsman, Prof Stand, Grievance, then send common violations to the BOD and then PD
♦ Develop plan to reduce number of violations and increase awareness of COE		Q2		
→ Hold mock COE reviews, promote COE educational opportunities				

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
3.1 - Identify, offer, and promote established DEI courses to improve awareness for members and support member education efforts for their customers.	Fair Housing Committee & PD			This is from NAR
♦ Determine if the NAR Fairhaven program would benefit ECAR	Fair Housing	Q1 - Q2		
♦ Explore sending key RPAC leaders to other REALTOR Party Trainings (i.e. - TREPAC, FloridaRealtors PAC, etc...) to learn from the work being done in other states				
♦ Review attendance and survey attendees to ensure relevance of course content and garner feedback		Ongoing		

Strategic Priority 2: Engagement

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

Goal 1: Awareness of Benefits and Services - Review adoption and utilization of products, tools, and services being offered by ECAR by March 2023.

Strategies	Assigned to	Timeline	Budget	Notes
1.1 - Determine baseline data of usage from 2022.	Staff	February 2023		Staff is doing well on this section
♦ Forwarn, RPR, CRS, Tech Helpline, GCCMLS, Legal Hotline, Health Insurance				
1.2 - Develop a plan to promote products, tools, and services.	Staff	March 2023		
♦ Create a products, tools, and services matrix to identify areas of improvement				
♦ Create a calendar for promotion across various sources including social channels, email, and websites				
♦ Increase utilization of products, tools, and services by 10% by Q4 2023		December 2023		

Goal 2: Events and Networking Opportunities - Facilitate two events that engage members quarterly.



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Strategies	Assigned to	Timeline	Budget	Notes
2.1 - 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		
<ul style="list-style-type: none"> ◆ Broker Breakfast, Member Meetings, YPN, Commercial Forum, Broker-Targeted Training, etc. 				
2.2 - Plan events utilizing survey data.	Staff, AE, & President	Ongoing		
<ul style="list-style-type: none"> ◆ Track member attendance 				
<ul style="list-style-type: none"> ◆ Ensure geographic diversification by holding events, classes, committee meetings, etc. throughout the various ECAR MLS areas 				
2.3 - Disseminate member benefits and educational opportunities at all events.	Staff, AE, & President			

Goal 3: Awards and Recognition - Recognize excellence in the profession through awards throughout the year.

Strategies	Assigned to	Timeline	Budget	Notes
4.1 - Utilize press opportunities through sharing award recipients and ceremony information via social media, email, website, and local news agencies.	Staff	Ongoing		
4.2 - Develop a task force specific to revamping the awards and recognition programs to ensure proper and thorough management.	Awards TF	Q2 - Q3		
<ul style="list-style-type: none"> ◆ Determine criteria and review process for specific awards and programs. 	Awards TF			

Goal 4: Strategic Alliances - Collaborate with strategic community partners and maintain the value proposition for affiliates quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
3.1 - Create list of current community partners and brainstorm areas of need to target new partnership opportunities.	Affiliate TF	Q1 - Q2		Completed
<ul style="list-style-type: none"> ◆ Develop plan for initiating new partnerships and follow-up processes to continue engagement of current partners. 	Staff & Member Support			
3.2 - Participate in local government by ensuring a REALTOR® is present at all city and county meetings to bring information back to ECAR members on what is happening locally.	Staff & Public Policy	Ongoing		

Strategic Priority 3: Advocacy

(Current) Represent REALTOR® Interests and private property rights.

(Proposed) 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
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1.1 - Utilize social media, email, and texts to members with Calls to Action, FAQs, and RPAC success stories to encourage participation.	Staff & RPAC	Monthly		RPAC to Develop & Staff to Implement (do)
1.2 - Elevate current RPAC promotion during Orientation to provide for a clearer picture of the importance of each member's investment.	Staff	Quarterly		
1.3 - Encourage Broker involvement in RPAC and promotion among their agents and office(s).	Staff & RPAC Chair			
1.4 - 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 at all levels quarterly.

Strategies	Assigned to	Timeline	Budget	Notes
2.1 - Provide candidate training for "How to Run for Office."	Staff/GAD	Ongoing		
♦ Develop and provide candidate training to identify, recruit, and train REALTORS® to run for public office.				
♦ Encourage Broker involvement in RPAC and promotion among their agents and office(s).				
2.2 - Create a "bench" of REALTORS® to run for elected office.	Public Policy	Q1 -Q2		

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
3.1 - Develop and host legislative and candidate forums to be the leading source of information for the community.	GAD	Q2 & Q4		Legislative Wrap Up & Candidate Forums

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
3.1 - 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		
3.2 - Increase member and public awareness of REALTOR® value derived from involvement within our community.	Staff			



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- ◆ 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.

Ongoing

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
2.1 - Create posts/videos/reels of events, classes, and happenings.	Staff	Ongoing		Featuring Members
◆ Encourage brokers and agents to share information to their personal pages to be a valued real estate resource to their followers.				
◆ Determine baseline data of event attendance, social media engagements, and website visits from 2022.		Q1 2023		

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
1.1 - Promote fiscal and financial education to our members and students.	Staff	Ongoing		
1.2 - Increase connections with organizations such as Building Industry Association and Women's Council.	Membership			
1.3 - Create programs and services that benefit our Brokers, Members, and partner community organizations.	Membership	Q2		Board was unsure who needs to "own" this one
◆ Co-host events or programs to bring collaboration between ECAR and the surrounding community.		Quarterly		

Strategic Priority 5: Leadership

(Current) Rely on the ECAR leadership team to drive an efficient, effective association.

(Proposed) 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
1.1 - Explore developing varying leadership courses such as:	LDP TF	Q2 - Q3		
◆ Leadership 101: How to identify and grow leaders within the association	LDP Chair & VChair			
◆ Leadership 102: Grow and identify leaders to permeate into the community	LDP Chair & VChair			
◆ Leadership 103: Understanding how to grow in leadership roles with opportunities at the local, state, and national levels	LDP Chair & VChair			
1.2 - Implement a candidate training program.	GAD			



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1.3 - Identify and monitor open seats (elected and appointed) within our service area.	GAD & Chair of Public Policy	Ongoing		
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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
2.1 - Hold annual effective governance trainings including Robert's Rules of Order and meeting management.	President	Q4 - Q1		Done on November 7, 2022 for Chairs & VChairs for 2023, November 17 & 18, 2022 for Exec 2023, January 6, 2023 for 2023 BoD

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
3.1 - Subscribe to REALTOR® news outlets to monitor new options available and research success of products across other associations.		Ongoing		