



Strategic Plan

Developed 2019

Mission Statement

To be the voice for real estate in Northwest Florida.

Vision Statement

CPAR will source and support programs and services that inspire education, provide ongoing technology advancement, encourage philanthropy and promote advocacy. CPAR will affirm the preservation of real property rights, explore opportunities to improve the public awareness of REALTORS® and encourage their continuing positive impact in communities. CPAR will be a pivotal valued influencer by enhancing member business, power partner growth and an internal customer oriented environment.

STRATEGIC PRIORITIES

Communications

Advance the Association through effective internal and external communications

Community Relations

Instill a sense of pride in our members in the Association and elevate the standing of Realtors in our community.

Governance

Expand membership and sound fiscal practices

Government Affairs

Advocate for the Association and the profession at the local, state, and national level.

MLS

Promote and practice professional and ethical use of the MLS. Be known as a distributor for accurate data.

Professional Development

Provide Professional Education for and Leadership Development of the membership.

Communications

Goal – Advance the Association through effective internal and external communications.

- **STRATEGY #1- INTERNAL**

Purpose: Engage members through effective communications

1. Internal marketing campaign to enhance CPAR's image
 - a. Encourage brokers and members to opt in to various communication methods i.e. Facebook, Twitter, YouTube, texting, pop up's in Flex.
 - b. Encourage participation in CPAR events. (luncheons, Realtor Round Ups, Committees, classes, etc.)
2. Streamline communication for members by ensuring communications are relevant, valuable, and timely.
3. Evaluate and update communications tools continuously.

- **STRATEGY #2 - EXTERNAL**

Purpose: Effectively communication with public to enhance the image of the Association and Real Estate Professionals

1. Public Facing
 - a. Drive consumers to the public website
 - b. Utilize campaigns created by CPAR, Florida Realtors, and NAR.
 - c. Create branding around charitable giving and community involvement.
 - d. Continue to develop public facing social media platforms
2. Establish a relationship with media outlets and professional organizations
 - a. Utilize Press Releases
 - b. Maintain memberships in community organizations to include EDA's and Chamber of Commerce's in all Counties served.
3. Become a reliable resource for Real Estate information by Communicating market data and relevant consumer information provided by NAR and Florida Realtors.
4. Create an annual external marketing plan to include a budget.

- **STRATEGY #3 – TECHNOLOGY**

Purpose: Establish technology as a resource for timely and relevant Real Estate and Association information.

1. Website
 - a. Ensure website is relevant and up to date
 - b. Task staff to monitor site
 - c. Utilize external links to provide dynamic information
 - d. Ensure website works on all platforms and devices
 - e. All public communications should include or point to web domain

- f. Procure additional Domains
 - g. Utilize latest technology
2. Continue to explore alternative means of technology
 - a. Technology interrupter
 - b. Artificial intelligence
 - c. Expand social media
 - d. Alternative applications

Community Relations

Goal - to Instill a sense of pride in our members in the Association to elevate the standing of Realtors in our community.

- **STRATEGY #1- COMMUNITY INVOLVEMENT**
 1. Utilize the Communications Committee
 2. Create an annual survey to identify REALTOR® community involvement (targeting public audience)
 3. Video clips to enhance promotion of community involvement (website, etc.)
 4. Expand member involvement in our communities.

- **STRATEGY #2 - COMMUNITY ENGAGEMENT**
 1. Communicate member involvement in the community.
 2. Emphasize new building in marketing and promote facility rental opportunities.
 3. Promote positive images of our area.
 4. Education consumers on Realtors and the processes of listing/selling home and property and the benefits of using a realtor.
 5. Communicate the professionalism of Realtors
 6. Promote our website
 7. Promote awareness of accurate data.
 8. Identify mediums to promote our message

Governance

Goal - Expand membership and sound fiscal practices.

- **STRATEGY #1 GROWTH**

1. Continue to provide opportunities for Power Partners to build relationships with members.
2. Promote Political advocacy as a value to being a member of the Association.
3. Consider future opportunities for mergers.
4. Encourage and promote broader committee participation (sub committees and task forces)
5. Identify and develop future leaders.

- **STRATEGY #2 - VALUE PACKAGE**

1. Make members aware of products, services, and programs that are included in their membership dues.
2. Make members aware of the value of the Association's presence in the community
3. Educate members how Association involvement can benefit their business.

- **STRATEGY #3 - FACILITY**

1. Maintain and promote a facility to the benefit of our members and the community.
2. Look for opportunities to generate additional revenue

- **STRATEGY #4 - FISCAL RESPONSIBILITY**

Purpose: Ensure the continued growth, viability, and stability of the Association through continued fiscal policy

1. Policies
 - a. Invest Policy: regular review for continued good counsel for the Association investment policy
 - b. Disaster plan:
 1. Maintain and implement policy to include building, intellectual property, and staff
 2. To include inventory of physical assets
 3. To include succession plan
2. Non-Dues Assets
 - a. Maintain Realtor store

- b. Advertisement space on website
- c. Continue to promote availability of facility rental
- 3. Create and maintain in the budget a reserve/replacement fund for the CPAR building.
- 4. Annually evaluate all fees to continue to provide additional benefits to members.

Government Affairs

Goal – advocate for the association and our profession at the local, state, and federal level.

- **STRATEGY #1- OUTREACH: COMMUNICATE AND INFLUENCE**

- 1. Identify the stakeholders concerning political, environment, quasi-governmental issues that impact the real estate industry and homeowner's rights.
- 2. Determine the impact of each stakeholder and their value and how it affects the Real estate industry and homeowner's rights.
- 3. Establish relationships and convey our concerns to the stakeholders in relationship to our industry.
- 4. Hire a GAD

- **STRATEGY #2 - MESSAGE**

Goal - Energize involvement at the national, state, and local levels

- 1. Educate members about current government issues and topics through the use of political forums, luncheons, new member orientations, etc.
- 2. Membership Involvement
 - a. Increase broker involvement to communicate current issues
 - b. Recognition Program on the local level
- 3. Member Communication
 - a. Levels of Investment
 - b. Current Issues
 - c. Threats and Opportunities
 - d. Deliver CPAR's position on property rights to the membership and our commitment to be involved and protect those rights.

- **STRATEGY #3 - FUNDRAISING**

Purpose: To help raise funds to support the advocacy.

- 1. Encourage RPAC participation

- **STRATEGY #4- EXTERNAL COMMUNICATION**

Purpose: to speak with one voice a consistent message.

1. Advocate to government agencies and elected officials for greater assistance and funding in times of papers
2. Create position papers on issues affecting our industry
3. Encourage local and state involvement of CPAR and members
4. Create Governmental Affairs sub-committee under RPAC

MLS

Goal – promote and practice the professional and ethical use of MLS.

- **STRATEGY #1 PROMOTE PROFESSIONALISM**

1. Ensure accuracy of internal and external data
2. Continue to monitor accuracy of data
3. Review and amend rules as market and technology evolves and changes
4. Educate members on MLS matters including but not limited to: MLS rules, anti-trust, and cooperation.
5. Empower the MLS committee to develop strategies to better enforce new and existing rules

- **STRATEGY #2 OVERLAPPING MARKETS**

1. Provide education on MLS supportive tools (MLS advantage, RPR, etc.)
2. Maintain an independent identity as an Association while remaining open to future explorations of data sharing, regionalization, etc.
3. Broaden MLS listing data

- **STRATEGY #3 DATA PROPAGATION**

1. Achieve Real Estate Standard Organization (RESO) Platinum Certification
2. Develop and maintain written policy for publisher distribution

Professional Development

Goal – Provide Professional Education for and Leadership development of the membership.

- **STRATEGY #1: TRAINING**

1. Provide training on new designations
2. Continue to maintain and adapt new member orientation as needed
3. Continue to implement training for Leadership
4. Utilize professional subject matter expert panels for member skill development
5. Continue to provide opportunity to expand member's knowledge of commercial real estate.
6. Promote online learning
7. Develop and host Education Summit

- **STRATEGY #2 TECHNOLOGY**

1. Provide virtual and other remote training options
2. Expand web-based training
3. Provide training on use of apps and other advancements in technology

- **STRATEGY #3 PROFESSIONALISM**

1. Expand and promote leadership development and mentoring for identified future leaders
2. Encourage membership involvement to increase level of professionalism and promote the Realtor brand.
3. Ensure Association Efforts reach all segments of membership.