

**Realtor® Association of Martin County, Inc.**

# **Strategic Business Plan**

**Effective May 2016**

*“Maximize Realtor® PROFITABILITY”*



*This document is for internal use only and is not intended as a public statement.*

# Members First

Leadership felt strongly that to be effective the planning process must focus on our members. Based upon this input and the leadership of Facilitator Tom Martin, a Business Plan for the coming two years has been developed.

## Planning

Guidelines for developing the plan were:

- RAMC should only engage in activities that have a direct significant impact on member profitability.
- RAMC should only engage in those activities where it is the most competent provider.
- In order to ensure that RAMC's plan is implemented to the fullest extent possible, it is essential that organizational barriers to progress be eliminated.
- Compliance with NAR's Core Standards Certification.

# RAMC Leadership

## Strategic Planning Committee

Joan Rogers - Chairman

Tom Baker

Dan Brady

Diana Bruton

Jeff Clark

Michelle Clarke

Bill Dean

Stacey Hetherington

Janet O'Brien

Sindi Pender

Debra Potter

HB Warren

## 2016 Leadership

President - Bill Dean

Pres. Elect – Joan Rogers

Vice President- Diana Bruton

Secretary/Treasurer – H.B. Warren

Past President – Dennis Fadden

Christy Bearse - Director

Rick Boschen - Director

Dan Brady - Director

Bob Castellano - Director

John Gonzalez – Director

Andy Spears - Director

Sherri Westervelt – Director

## RAMC Staff

Janet O'Brien – Chief Executive Officer

Marisa Moleiro – Chief Operating Officer

Helene Gratton – Membership Services Coordinator

Renee Jordan – Professional Development Director

Elaine Elwell – Executive Assistant

# **Vision and Mission Statement**

## ***Vision:***

Maximize REALTOR® Profitability

## ***Mission:***

The REALTOR® Association of Martin County, Inc. shall provide the programs, products and services enabling its REALTOR® members to become more profitable in an ethical, legal and professional manner.

# Critical Success Factors

**The committee identified those factors which they believed were most critical for member profitability. Called "Critical Success Factors", they are described as follows:**

***For members to be profitable it is critical that:***

1. High quality, value added services be delivered to members at a reasonable cost.
2. The cost of doing business is as economical as possible.
3. Business is conducted in an ethical, legal and professional manner.
4. Technology is applied effectively in order to increase productivity, lower costs and improve services and products.
5. Members continue to play a dominant role in the real estate process by providing comprehensive, timely, accurate real estate information to sellers, purchasers, and users of real estate.
6. Members' businesses are structured and operated in a way that produces profit in an environment of increasing external competition and increasing costs of doing business.
7. The impact of local, state and national government be favorable.

***For RAMC to achieve its mission, it is critical that:***

1. Its human and financial resources be allocated exclusively to those programs, products and services which significantly impact member profitability.
2. Those charged with responsibility for results be held accountable either through compensation (staff) or election.
3. High quality volunteers be recruited and to be used selectively only for important work.
4. High quality leaders be identified, recruited and developed.
5. Structural and procedural barriers to progress may be changed in order to create effective, timely, flexible decisions.

## Goal 1

### **MLS:**

**Provide a powerful, member friendly, flexible Multiple Listing Service, with up-to-date enhancements focused on productivity, to consistently increase members' efficiency and profitability.**

1. Investigate opportunities for expanding or entering into cooperative agreements for a MLS Shared Database and make recommendations to Board of Directors.  
Priority: 1  
Responsibility: MLS Committee  
Implementation / Ongoing
2. Allocate appropriate resources and attention to protect the MLS product and associated intellectual property; coordinate and comply with NAR and FR as mandates to MLS as they occur.  
Priority: 1  
Responsibility: Staff  
Implementation / Completion date: Annual review by NAR of MLS rule compliance; Ongoing
3. Quarterly review, define and then add, modify, enhance and re-enforce the benefits of attending the Residential Marketing meetings in order to ensure the meetings have high value to the members; allocate resources as needed and provide periodic updates with specific recommendation to the Board of Directors.  
Priority: 1  
Responsibility: Residential Marketing Committee  
Implementation / Completion date: Ongoing (See Goal 6-10)

## Goal 2

# Professional Development & Training:

**Provide timely, high quality, cost-effective, interactive education and training events, which consistently meet the present and future needs of the membership.**

1. Annually identify the professional development needs of the members and RAMC's role in education (market driven topics, CEU, skill development, motivational, designation, additional skills, technology, ethics, et al), then identify specific programs that fulfill those designated roles and include plans for creation, development, implementation and evaluation. Also consider Member driven requests.

Priority: 1

Responsibility: Professional Development Task Force / Staff

Implementation: By December 31st of each year/Reviewed Quarterly (See Goal 6-10)

- a) Considerations:

Continually Explore cooperative education opportunities (co-sponsorship with other associations on designation courses, motivational speakers, etc.) and evaluate results.

Priority: 2

Responsibility: Professional Development Task Force / Staff

Implementation/ Completion date: Ongoing

2. Creatively offer, sponsor and promote ethics and professional standards to address key violations that occur regularly in the market place in order to raise the standards of everyday practice.

Priority: 1

Responsibility: Professional Development Task Force / Staff

Implementation: January 2017

### Goal 3

## **GOVERNMENT AFFAIRS:**

**Educate local and state legislative and regulatory bodies to ensure the quality and maintenance of the environment needed for housing and preservation of private property rights, strong business economies, quality of life and free enterprise.**

1. Create an ongoing program/system to identify, collect, analyze and disseminate information concerning legislation and regulations which impact the business interests of members. Recommend association positions to the Board of Directors on issues impacting members' business.  
Priority: 1  
Responsibility: Government Affairs Committee / Staff  
Implementation / Completion date: Ongoing
2. Maintain a program to screen political candidates (prior to early voting), that are actively running for local government offices, who may have an impact on members' business.  
Priority: 2  
Responsibility: Candidate Screening Task Force/ Staff / If needed  
Implementation / As Required
3. Develop and maintain a two-way communication process and encourage participation between RAMC members actively serving on local community boards, councils, Florida Realtors, committees and RAMC leadership.  
Priority: 1  
Responsibility: Staff identifies & implements plan; President appoints  
Implementation / Completion date: Ongoing / Quarterly Reports by Representatives
4. Consistently inform members of the benefits of contributing to RPAC and the outcomes of a strong PAC. Annually attain RPAC goal by year-end through dues collection, the \$99 Club, etc.  
Priority: 2  
Responsibility: Government Affairs Committee / Staff  
Implementation / Completion date: Ongoing
5. Engage the public in legislative/political issues that impact real estate and related issues.  
Priority: 1  
Responsibility: Government Affairs Committee / Staff  
Completion Date: Ongoing



## Goal 4

# Membership:

**Provide programs and services that enhance member profitability and actively communicate/market the independent value of those benefits to present and future membership.**

1. Create a Value Proposition for RAMC.  
Priority: 1  
Responsibility: Staff/Strategic Planning Committee  
Implementation: June 1<sup>st</sup>
2. Review, update and implement an internal and external marketing plan to market, communicate and sell the benefits of the Value Proposition to all existing and potential future individual members and neighboring associations.  
Priority: 1  
Responsibility: Staff/Image & PR Committee  
Implementation/ Annually prior to September 30<sup>th</sup> of each year.
3. Provide Affiliate networking opportunities that partner with RAMC in both social and educational events.  
Priority: 2  
Responsibility: Affiliates / Staff  
Implementation/ Annually
4. Encourage, promote and inspire the next generation of Florida Realtors® through education and networking and to provide a gateway for future leadership at the local, state and national level.  
Priority: 1  
Responsibility: YPN Committee  
Implementation / Annually by June 30<sup>th</sup>
5. Continually strengthen, grow and enhance the Leadership Development Academy to identify, recruit, select, and train Association leaders / committee chairs / committee members / et al., who have demonstrated the inclination, passion, skill set and ability to implement the Strategic Plan now and in the future.  
Priority: 1  
Responsibility: Leadership Development Committee  
Completion Date: Annually
6. Explore optional levels of membership structures (i.e. tiered, ala carte services, cafeteria style, etc.).  
Priority: 3  
Responsibility: Staff  
Implementation: Ongoing

## Goal 5

# **IMAGE & PUBLIC RELATIONS:**

**Promote and market Martin County as a quality place to live and work and position Realtors® as valued members of the community.**

1. Create and implement a marketing plan to meet the goal.  
Priority: 1  
Responsibility: Task Force  
Implementation / Completion date: June 30th
  
2. Provide accurate, timely, comprehensive data regarding industry and local area trends and statistics to educate the public on critical real estate issues Identify opportunities to produce news releases and articles that are proactive in promoting the importance and roles of REALTORS®.  
Priority: 2  
Responsibility: Staff  
Implementation / Ongoing
  
3. Promote and nominate RAMC members for Community, FR, NAR and RAMC awards.  
Priority: 2  
Responsibility: Awards Committee / BOD  
Implementation / Completion date: Annually
  
4. A fundraising event shall be held each year. The proceeds from such event to be donated to a Martin County charity to be selected annually.  
Priority: 2  
Responsibility: A task force of Image & PR  
Implementation/ Annually by September 30<sup>th</sup> of each year.

## Goal 6

# RAMC Structure & Operations:

**Provide an effective, participatory organization which is fast, fluid and flexible, meets the needs of the members, is financially sound, and generates competent leadership and a staff who are responsive to the members.**

1. Establish and maintain fiscally responsible annual budgets and reserve accounts that:

- (a) take into account changes in membership and market trends;
- (b) are responsive to the Strategic Business Plan.

Priority: 1

Responsibility: Finance Committee

Implementation / Completion date: Annually by September 30<sup>th</sup> of each year

**Recommendation:** Work toward a zero based budget with a contingency fund over the next three years.

- a) Investigate and implement recommendations for creating additional viable non-dues income sources.

Priority: 3

Responsibility: Staff/Finance Committee

Implementation / Completion date: Ongoing

2. Continually evaluate the facility for association current and future needs. Prepare and implement a detailed plan for providing recommendations to the Board of Directors concerning our existing facility and perform lease/buy analysis (one year in advance of expiration).

Priority: 1 (2017, August)

Responsibility: Facility Task Force / Staff

Implementation / Completion date: 1 year in advance of lease renewal

3. Annually conduct an internal technology (hardware, software, etc.) and equipment audit of our current and future needs and make appropriate requests / recommendations, if needed, to the Board of Directors.

Priority: 1

Responsibility: Staff

Implementation / Completion date: Annually by May 31<sup>st</sup> of each year

- a) Develop a plan to utilize alternate delivery systems (video, webinars, podcasts, etc.) and provide recommendations to the Board of Directors.

Priority: 1

Responsibility: Staff

Implementation/ Completion date: TBD (See Goal 1-3 & Goal 2-1)

4. Annually conduct a staff/structural audit to maintain a professional staff with the skills, talents, qualifications and abilities needed to implement the Strategic Plan. Compare skill levels of current staff with the requirements of the Strategic Plan and address any disparities that exist (training, outsourcing, etc.)  
Priority: 1  
Responsibility: CEO and Executive Committee  
Implementation / Completion date: Annually by May 31<sup>st</sup> of each year
5. Promote and encourage members to participate in leadership positions at the local, state and national association levels. (Fund locally as first priority, if required or requested)  
Priority: 2  
Responsibility: Board of Directors  
Implementation / Completion date: As needed by May 31<sup>st</sup> of the year

**Note:** 2017 Maria Wells President FR

6. Survey/Focus Group the membership on an "as needed" basis to determine current and future member needs and levels of satisfaction with existing RAMC programs, products and services. Act on results.  
Priority: 2  
Responsibility: Staff  
Implementation /Completion date: – As Necessary
7. Review the local and national real estate industry and economic environment, analyze trends, define member expectations/satisfaction plus and/all additional available information concerning the Vision of the association. Assess progress of the association and the Strategic Business Plan; review and revise the Plan annually, as necessary. Submit the revised Plan and all recommendations to the Board of Directors for approval.  
Priority: 1  
Responsibility: Strategic Business Planning Committee  
Implementation date / Completion date: Annually prior to May 15<sup>th</sup> of each year

# **IMPLEMENTATION POLICIES**

The Association's Strategic Business Plan was developed as a necessary component to assure the long term vitality of the REALTOR® Association of Martin County, Inc.

The Plan was developed to assist the Association in determining its future and controlling its destiny. It is, therefore, paramount that the Plan be fully incorporated into the Association's operational structure. To be assured that the Plan is utilized to the fullest extent possible, the following policies have been created.

# Policy 1

## Managing the Plan

**It shall be the responsibility of the *Board of Directors*, in implementing the Strategic Business Plan, to:**

- Focus on the big picture and the direction in which we are headed.
- Delegate to staff the "how" of implementation, while the Board focuses on the "what" and "why".
- Maintain flexibility by updating and reprioritizing as needed.
- Approve budgets; monitor and evaluate based on how well resources are moving us toward realization of general objectives.
- Keep the members continually informed on progress and open to new ideas.

**The *Chief Executive Officer* shall:**

- Formulate all operational / business plans essential to accomplishing objectives.
- Prepare operating budget.
- Present regular updates to the Board of Directors identifying progress made in fulfilling organizational objectives assigned to Staff.
- Report to the Board any barriers encountered that are inhibiting implementation and staff's recommendations for removing the barriers.

### **Monitoring Plan Progress**

The CEO shall monitor Plan progress. The Executive Committee shall monitor Plan progress. The Board of Directors shall monitor Plan progress.

# Policy 2

## Annual Plan Updating

The ***Strategic Business Planning Committee*** shall:

- Keep attuned to changes in the environment, and new opportunities or threats which may impact the fulfillment of the objectives.

The ***Strategic Business Planning Committee's*** primary charge shall be to continue to review the real estate industry environment by analyzing trends, member expectations and other available data. Based on this annual review, recommendations shall be made to the Board of Directors for revision of the Plan on an annual basis. This review by the Strategic Business Planning Committee shall be completed at such time as to allow for Board of Director approval prior to the commencement of the annual planning process by the operating committees and preparation of the budget.

# *Responsibility*

## **Strategic Business Plan Assignments:**

- Affiliate Committee
- Awards Committee
- Board of Directors
- Candidate Screening Task Force
- Executive Committee
- Facility Task Force
- Finance Committee
- Government Affairs Committee
- Image & PR
- Leadership Development Committee
- MLS Committee
- Professional Development Task Force
- Residential Marketing Committee
- RPAC
- Staff
- Strategic Planning Committee

## **Governing Documents Assignments:**

- Core Standards
- Grievance Committee
- Election Committee
- Nominating Committee
- Professional Standards Committee

# Strategic Business Plan Assignments Index

| <b>Responsibility</b> | <b>Goal #</b> | <b>Goal Name</b> | <b>Goal &amp; Objective #</b> | <b>Priority</b> | <b>Date</b>                              |
|-----------------------|---------------|------------------|-------------------------------|-----------------|--|
| Awards                | 5             | Image & PR       | 5-3                           | 2               | Annually                                 |
| Affiliates            | 4             | Membership       | 4-3                           | 2               | Annually                                 |
| BOD                   | 5             | Image & PR       | 5-3                           | 2               | Annually                                 |
| BOD                   | 6             | Structure        | 6-5                           | 2               | As needed by May 31st                    |
| Candidate Screen      | 3             | Govt. Affairs    | 3-2                           | 2               | As required                              |
| CEO                   | 6             | Structure        | 6-4                           | 1               | Annually by May 31 <sup>st</sup>         |
| Executive Comm.       | 6             | Structure        | 6-4                           | 1               | Annually by May 31 <sup>st</sup>         |
| Facility Task Force   | 6             | Structure        | 6-2                           | 1               | 1 yr. in advance of Lease renewal        |
| Finance               | 6             | Structure        | 6-1                           | 1               | Annually by Sept. 30 <sup>th</sup>       |
| Finance               | 6             | Structure        | 6-1a                          | 3               | Ongoing                                  |
| Govt. Affairs         | 3             | Govt. Affairs    | 3-1                           | 1               | Ongoing                                  |
| Govt. Affairs         | 3             | Govt. Affairs    | 3-4                           | 2               | Ongoing                                  |
| Govt. Affairs         | 3             | Govt. Affairs    | 3-5                           | 1               | Ongoing                                  |
| Image & PR            | 4             | Membership       | 4-2                           | 1               | Annually prior to Sept. 30 <sup>th</sup> |
| Image & PR TF         | 5             | Image & PR       | 5-1                           | 1               | June 30 <sup>th</sup>                    |
| Image & PR            | 5             | Image & PR       | 5-4                           | 2               | Annually by Sept. 30 <sup>th</sup>       |
| Leadership Dev        | 4             | Membership       | 4-5                           | 1               | Annually                                 |
| MLS Comm.             | 1             | MLS              | 1-1                           | 1               | Ongoing                                  |
| Pro Dev TF/Staff      | 2             | Prof Dev TF      | 2-1                           | 1               | Quarterly                                |
| Pro Dev TF/Staff      | 2             | Prof Dev TF      | 2-1A                          | 2               | Ongoing                                  |
| Pro Dev TF/Staff      | 2             | Prof Dev TF      | 2-2                           | 1               | January 2017                             |
| Residential Mktg.     | 1             | MLS              | 1-3                           | 1               | Ongoing                                  |
| Staff                 | 1             | MLS              | 1-2                           | 1               | Ongoing                                  |
| Staff                 | 3             | Govt. Affairs    | 3-1                           | 1               | Ongoing                                  |
| Staff                 | 3             | Govt. Affairs    | 3-2                           | 1               | As required                              |
| Staff                 | 3             | Govt. Affairs    | 3-3                           | 1               | Ongoing                                  |
| Staff                 | 3             | Govt. Affairs    | 3-4                           | 2               | Ongoing                                  |
| Staff                 | 3             | Govt. Affairs    | 3-5                           | 1               | Ongoing                                  |
| Staff                 | 4             | Membership       | 4-1                           | 1               | June 1 <sup>st</sup>                     |
| Staff                 | 4             | Membership       | 4-2                           | 1               | Annually prior to Sept 30 <sup>th</sup>  |
| Staff                 | 4             | Membership       | 4-3                           | 2               | Annually                                 |
| Staff                 | 4             | Membership       | 4-6                           | 3               | Ongoing                                  |
| Staff                 | 6             | Structure        | 5-2                           | 2               | Ongoing                                  |
| Staff                 | 6             | Structure        | 6-1a                          | 3               | Ongoing                                  |
| Staff                 | 6             | Structure        | 6-2                           | 1               | 1yr in advance of Lease renewal          |
| Staff                 | 6             | Structure        | 6-3                           | 1               | Annually                                 |
| Staff                 | 6             | Structure        | 6-3a                          | 1               | Annually by May 31st                     |
| Staff                 | 6             | Structure        | 6-9                           | 2               | Ongoing                                  |
| Staff                 | 6             | Structure        | 6-10                          | 1               | TBD                                      |
| Staff                 | 6             | Structure        | 6-11                          | 2               | As needed                                |
| Staff                 | 6             | Structure        | 6-6                           | 2               | As necessary                             |
| Strategic Planning    | 4             | Membership       | 4-1                           | 1               | June 1st                                 |
| Strategic Planning    | 6             | Structure        | 6-7                           | 1               | Annually prior to May 15                 |
| YPN                   | 4             | Membership       | 4-4                           | 1               | Annually by Jun 30th                     |

END