



STRATEGIC PLAN

2014 - 2016

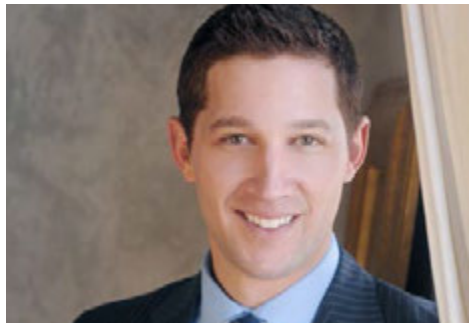


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2015 Approval Date: April 13, 2015
2016 Approval Date: January 13, 2016

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2014 GAAR Board of Directors



John Kynor
GAAR President



Paul Wilson
President-Elect



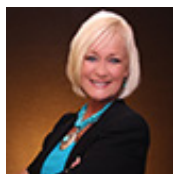
Peter Parnegg
Vice President



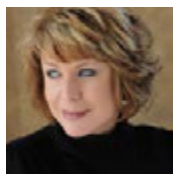
Paul Billingham
Treasurer



Julie Greenwood
Past President



**Stephanie
Chapman**



**Sherry
Fowler**



**Marc
Guggino**



**Rosie
Harmon**



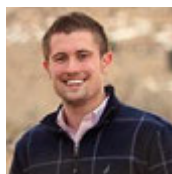
**Don
Martindell**



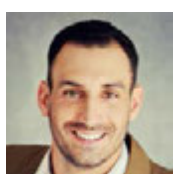
**Steve
Murtha**



**Jon
Schnoor**



**Matt
Templeton**



**Travis
Thom**

2014 SWMLS Board of Directors



Jean Duran
SWMLS President



AJ Yarbrough
Vice President



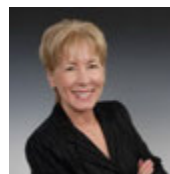
Joe Schumerth
Treasurer



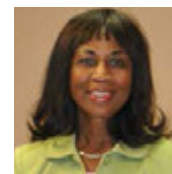
John Kynor
GAAR President



Gina Dion
Past President



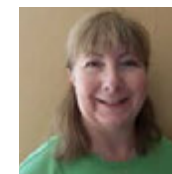
**Kay
Azbill**



**Eloise
Gift**



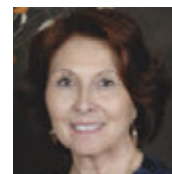
**Mary Kay
Gutierrez**



**Bonsal
Henry**



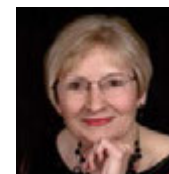
**JoLynn
Kniffin**



**Mary
Romero**



**James
Sutton**



**Alice
Tozer**



**Tego
Venturi**

2015 GAAR Board of Directors



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GAAR President



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President-Elect



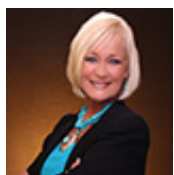
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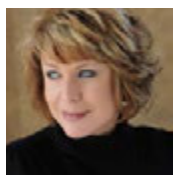
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Sherry
Fowler



Rosie
Harmon



Bridget
Hazen



Ginny
Longbotham



John
Lopez



Daniel
Martinez



Steve
Murtha



Danny
Wm. Vigil

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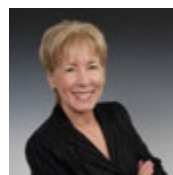
Tego Venturi
Treasurer



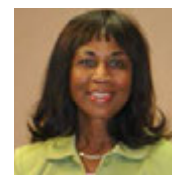
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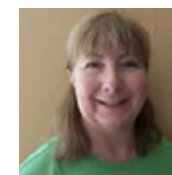
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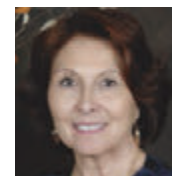
Bonsal
Henry



Hubert H.
Hill, II



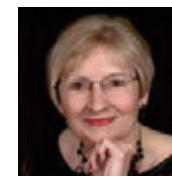
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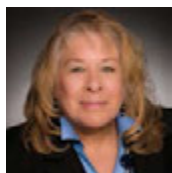
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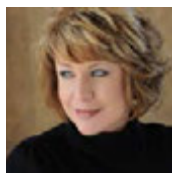
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Rich Cederberg



Jean Duran



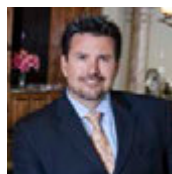
Sherry Fowler



Rosie Harmon



Bridget Hazen



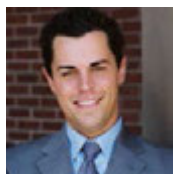
John Lopez



Daniel Martinez

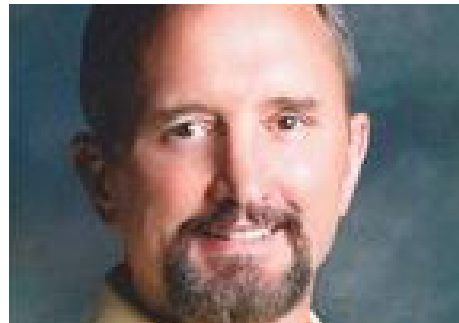


Steve Murtha

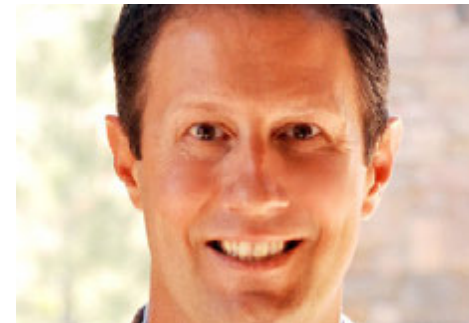


Steve Radolinski

2016 SWMLS Board of Directors



Joe Schumerth
SWMLS President



Tego Veturi
Vice President



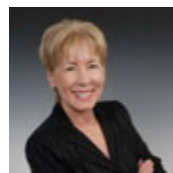
Alice Tozer
Treasurer



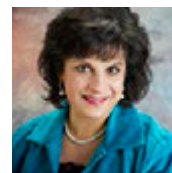
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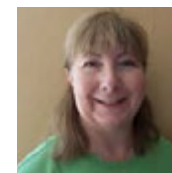
Kay Azbill



Cathy Colvin



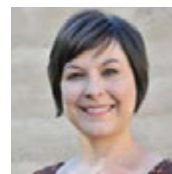
Mary Kay Gutierrez



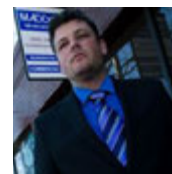
Bonsal Henry



Hubert H. Hill, II



JoLynn Kniffin



Damon Maddox



Jim Pitts



James Sutton



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**IN THIS FAST-PACED
ENVIRONMENT,
GAAR AND SWMLS
NEED TO BE AGILE.**

A Look Back...

The Greater Albuquerque Association of REALTORS®, Inc. (GAAR) finished 2013 with a new menu of technology tools for its REALTOR® members. The change to FlexMLS was a product of what is happening in other sectors: fast change. The new system offered a more technologically-advanced approach to a multiple listing service and the Spark platform gave plug and play capability. It also gave an opportunity to launch a new tax system, transaction management, Down Payment Resource and move forward to launching a mobile application in the first quarter of 2014.

Zillow and Trulia have demonstrated the ability to aggregate data and appeal directly to today's home buying consumer. The dominance of these non-franchise brands has challenged the long-standing positioning of REALTOR® owned platforms. REALTOR.com has retooled, recognizing that agility and speed is needed to serve the hunger of the consumer. Associations and Multiple Listing Services have “assisted” these aggregators by “syndicating” data. Only now will the real outcome of those decisions be assessed.

Consumers continue to demand more information and more autonomy in the home buying process. REALTORS®, in many cases, are entering the transaction later in the game and must be as technologically savvy as the buyer. The NAR Profile of Buyers and Sellers has found that 75% of consumers are starting their searches on a mobile device.

The mortgage industry, so vital to selling real estate, is still undergoing change and uncertainty. Many provisions of the 2010 Dodd-Frank Act are now being written in regulation and go into effect on January 1, 2014. There is concern that the new “qualified mortgage” rules will probably make lending harder, especially for minority and lower income earners.

This is the environment in which we are planning. The work of the Greater Albuquerque Association of REALTORS® and its wholly owned subsidiary, the Southwest Multiple Listing Service (SWMLS) is clear — the Association needs to be agile.

Moving Forward *in 2015*

The year 2015 dawned with additional requirements mandated by the National Association of REALTORS® adding an additional layer of complexity to the planning environment.

Mandatory Core Standards for Associations of REALTORS®

In May 2014, the National Association of REALTORS® adopted Mandatory Core Standards for Associations of REALTORS®. GAAR will be responsible for communicating and describing their programs, products and services as well as the programs, products, and services of NAR and RANM so that all members will understand the value propositions at all three levels.

Competencies shall be demonstrated in six core areas:

- I. Code of Ethics
- II. Advocacy
- III. Consumer Outreach
- IV. Unification Efforts and Support of the REALTOR® Organization
- V. Technology
- VI. Financial Solvency

Compliance shall be demonstrated annually and the Association is accountable for achieving and maintaining the high standard of professionalism that the members deserve from their professional association. The first date for certification of compliance is June 30, 2015.

Major New Program Requirements from NAR

The Association is now required to offer, either directly or as part of a cooperative enforcement agreement (consistent with professional standards Statement #40, Cooperative Enforcement Agreements), ombudsman services to members, clients, and consumers on or before January 1, 2016. GAAR was far ahead of this requirement.

Additionally, as a MLS organization owned and operated by the Association, SWMLS is required to implement the RESO Standards including: the RESO Data Dictionary by January 1, 2016; the RESO Web API by June 20, 2016; and will keep current by implementing new releases of the RESO Standards within on (1) year from ratification.

As NAR Retooled, the Industry Did Not Stand Still.

Zillow purchased Trulia and the merger was approved in February 2015. The merger of the number one and number two US home search portals made a mega real estate presence that caused unease throughout the industry.

Move, Inc., which operates realtor.com, was sold to News Corp, bringing the industry recognized realtor.com into the world of big business with high stakes.

Subsequent to the sales, ListHub, owned and operated by Move, Inc., chose not to renew the syndication agreement with Zillow and announced its intentions to terminate the feed on April 7th. A short time later, it terminated its agreement to feed listings to Trulia and stated that the feed would end on February 26. This date has been extended to April 7th.

The MLS industry is finding that it must make its own way and the daunting task of negotiating direct data feeds rules the day.

“
**WITH THESE MAJOR
MILESTONES,
GAAR AND SWMLS
QUICKLY ADJUSTED
AND MOVED FORWARD.**



“
**THE ASSOCIATION
REMAINS IN
COMPLIANCE,
AND AWAITS
ANY CHANGES.**

2016 ushered in a flurry of activity.

AMP & Project Upstream

In May 2015, NAR announced a partnership between RPR and Project Upstream, a portal for brokerages that allows brokerages ultimate control of entry and disposition of listing data. Simultaneously, it announced funding for and support of RPR developing a listing entry back end with the plans that multiple vendors will develop front-end user applications. Both of these projects suddenly became very viable with the mandate of RESO Standards that every MLS must comply with by December 31, 2015.

Both of these endeavors have significant impact to GAAR and SWMLS.

A New Day in the GAAR Lockbox program

GAAR spend the past 12 months assessing the current lockbox program and viable alternatives and, ultimately, contracted with SUPRA for their latest technology. The Board of Directors also decided that the provision of a lockbox program for its members was incumbent on the Association and implemented a new program. Boxes are provided at no additional cost to members but remain the property of the Association through a library program.

Industry Changes

Dotloop, a transaction management platform, offered by SWMLS has been acquired by Zillow. This acquisition brings the question of neutrality in provided vendors and will require examination during 2016.

Mandatory Core Standards

NAR enters year 2 of the mandated core standards for state and local associations. Industry talk says that additional requirements will be added. The Association remains in compliance and awaits any changes to the current program.

Ombuds Requirement

All state and local associations are required to have an Ombuds program effective January 1, 2016. GAAR remains ahead of the game as the 6th year of the program is entered.

Collaboration

GAAR has recognized the need and desirability of partnering with other MLS's in New Mexico. By joining together, these partnerships can better promote the strength of the real estate market and to pro-actively promote the industry.

/// Strategic Principles

- 1** **Relevance:** The Association must work to ensure brokers remain relevant to each other and to create an environment where REALTORS® can build meaningful, long-term relationships with consumers. Further, we must tell that story to consumers and promote the value that a REALTOR® brings to the real estate transaction.
- 2** **Reputation:** The Association must be mindful of setting goals and objectives that enhance the professionalism of REALTORS®, continually improving the services they offer to consumers, and enhancing the productivity of members.
- 3** **Relationships:** The Association plays a vital role in strengthening the relationship of the REALTORS® within their association, within the communities they serve, with the consumers, and with the national, state and local leaders who impact their lives.
- 4** **Reinvention:** The Association must operate with openness, innovation and reinvention. As the real estate world changes, so too must the Association. The Association must continually innovate and adopt new technologies and business practices to meet the changing demands of members as they serve the consumer.
- 5** **Reach:** The Association is an important link in preserving private property rights and promoting the fundamental value of private property ownership for our society.



GAAR Core Values

Professionalism

Leadership

*Community
Focus*

Accountability

*Advocacy &
Awareness*

vi·sion [vizh-uhn]

noun

A place to stretch to get to; a statement that drives the organization to action; a statement that describes a desired future; a statement that is inspirational and aspirational; a statement that is future directed.

Vision

GAAR envisions a community where REALTORS® are a vital part of every home's story, where home represents joy, hope, comfort and security.

Mission

To provide our members with value-added products and services, employ leading-edge technology, uphold high ethical and professional standards, and advocate for private property rights.

Purpose

GAAR is passionate about providing our members with requisite tools for success by constantly looking for ways to assist them in the ever-changing real estate market.

Vision is the art of seeing the invisible - Jonathan Swift

GAAR Strategic Plan at a Glance

The mission of the Greater Albuquerque Association of REALTORS® is to provide our members with value-added products and services, employ leading-edge technology, uphold high ethical and professional standards, and advocate for private property rights.



/// Strategic Objectives

- 1 Promote and support public policies that advance the real estate industry, private property rights, sustainable real property ownership, and housing opportunities.
- 2 Support and enhance a meaningful and long-term relationship between REALTORS® and consumers.
- 3 Be the most comprehensive, reliable, and accessible source of real estate information for REALTORS® and consumers.
- 4 Raise the competency and professionalism of REALTORS®.
- 5 Strengthen relationships with REALTORS® within the REALTOR® community.





STRATEGIC PLAN

In Detail



Strategic Objective 1

Promote and support public policies that advance the real estate industry, private property rights, sustainable real property ownership and housing opportunities.

Advocating for policies that assure a healthy real estate marketplace not only benefits REALTORS® but consumers and the economy. The legislative and regulatory landscape of the future will always be uncertain, but effective advocacy by REALTORS® is necessary to sustain and protect property rights, property ownership, and the orderly, efficient transfer of property in the United States.

In Practice

- GAAR supports policies that recognize and sustain the societal value of home ownership.
- GAAR supports policies that ensure housing affordability and accessibility for all.
- GAAR supports policies that sustain and protect property rights and the ability of consumers to effectively and efficiently engage in real estate transactions.
- GAAR supports candidates seeking election whose interests align with REALTORS®.
- GAAR collaborates with other entities on issues impacting the ability to own real estate to provide a united front when dealing with governmental and regulatory bodies.

1. Promote and support public policies that advance the real estate industry, private property rights, sustainable real property ownership and housing opportunities.

- Involve the association in a community development project. *Reach*
- Increase the visibility of the REALTOR® profession in policy discussions that affect the regulatory environment surrounding the transaction, laws that may impact the ability of consumers to own a home, and other laws that may indirectly affect the attractiveness of ownership. *Reach*
- Implement Convio as a communication tool to keep members informed on important legislature and regulatory issues. *Reach*

Core Standard Requirements:

- ☐ II. Advocacy: A: Include in the dues, billing a voluntary contribution for RPAC above the line.
- ☐ II. Advocacy: B: Distribute information and communications for NAR and RANM regarding the value of investing in and the benefits received from the members' partnership with RPAC.
- ☐ II. Advocacy: C: Demonstrate participation in Calls to Action delivered through the Realtor Action Center and provide proof of participation.
- ☐ II. Advocacy: D: Demonstrate participation in Calls to Action delivered through RANM and provide proof of participation.
- ☐ II. Advocacy: E: Demonstrate advocacy engagement.

In Practice

- Through REALTOR® advocacy and communications efforts, consumers understand the long-term benefits of real estate ownership.
- Consumers recognize that a REALTOR® is integral to the real estate transaction, adheres to a strict Code of Ethics, and an advocate for their interests which builds long-term relationships.
- Consumers recognize that REALTORS® are a trusted source of accurate data and information on the local real estate market.
- GAAR promotes a high level of engagement and involvement in the communities that members serve.
- GAAR promotes and protects diversity in home ownership and proactively embraces new and different concepts of housing in community development.

Strategic Objective 2

Support and enhance a meaningful and long-term relationship between REALTORS® and consumers.

The Association enjoys an increasingly diverse membership. The concept of strength in numbers is furthered by Association of REALTORS®. The ability to cooperate and assist with the completion of transactions in an efficient and orderly manner is promoted through the association's products, programs, and services. Through the association, REALTORS® live and work in the community and, consequently, are totally vested in the betterment and improvement of the community at large. The Association is known in the Greater Albuquerque Area as the "Voice of Real Estate."

2. Support and enhance a meaningful and long-term relationship between REALTORS® and consumers.

- Improve usability and functionality of consumer website. Create monthly outbound reports on traffic to brokers. Study lead effectiveness with association site versus third party sites. **Relevance**
- Create a consumer “Bill of Rights” for members to use with consumers. **Reputation**
- Train members on best ways to serve the needs of today’s consumers. **Reputation**
- Launch a consumer awareness campaign about the complexities of selling or about the value of using a REALTOR®. Position GAAR REALTORS® as the experts in local real estate. **Relationships**
- Build a consumer research panel to study consumer trends. **Reinvention**
- Consider offering a newsletter to brokers that help consumers in the real estate transaction. **Reach**

Core Standard Requirements:

III. Consumer Outreach: A: Demonstrate engagement in not less than four meaningful consumer engagement activities:

- ☐ 1. Being the “Voice for Real Estate in the Greater Albuquerque Area” by promoting market statistics and/or real estate trends and issues.
- ☐ 2. Promoting the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of a REALTOR®.
- ☐ 3. Engage the public in legislative/political issues that impact real estate and related issues.
- ☐ 4. Organize human resources on fundraising for the benefit of charitable community organizations.

Strategic Objective 3

Be the most comprehensive, reliable, and accessible source of real estate information for REALTORS® and consumers.

Consumers face an ever-widening array of sources claiming to provide comprehensive, authoritative data and information to meet their real estate needs. With REALTOR® association support, REALTORS® are the go-to source for credible data and information about the real estate market. As the amount of information continues to grow, the value of REALTORS® local expertise increases. So, too, does the need for the Association to help condense and digest the myriad of data available.

In Practice

- GAAR delivers valuable, compelling data that members can use in their role as a REALTOR®.
- GAAR supports REALTOR®-centric transaction management and data platforms.
- GAAR provides local market data to REALTORS®.
- GAAR assists consumers in meeting legal disclosure requirements, i.e. PIDs, HOAs, etc.

3. *Be the most comprehensive, reliable, and accessible source of real estate information for REALTORS® and consumers.*

- Create and present course on better understanding the listing and purchase agreements and other pertinent forms. **Reputation**
- Research needs of brokerages of various sizes. Determine a service model for each. **Relationship**
- Partner with brokers to provide information and guidance on business topics, i.e. health insurance, financial planning, tax planning, etc. **Relationship**
- Attract more members to training with member-centric marketing. Study member characteristics through surveys to tailor learning opportunities. Train to member needs. **Reinvention**
- Research syndication to help brokers know the pros and cons. **Reinvention**
- Retrain the staff to be subject matter experts that allow interaction with members on a whole new level. **Reinvention**
- Research ways to “simplify” the transaction i.e. forms, processes, transaction management, e-signature. **Reinvention**
- Participate as beta testers for NAR programs. **Reach**

Core Standard Requirements:

- ☐ III. Consumer Outreach: Brand the “Voice of Real Estate in the Greater Albuquerque Area” on all association material.
- ☐ III. Consumer Outreach: Promote the value of using a REALTOR® through flyers, press releases and media campaigns.

In Practice

- Consumers recognize that REALTORS® live the highest level of professionalism embodied in the Code of Ethics.
- GAAR supports efforts to strengthen licensing.
- GAAR supports efforts to provide quality education and training for members.
- GAAR supports efforts to uniformly enforce professional standards.
- GAAR supports efforts to lift the professionalism of REALTORS® benefiting the Association and its members.

Strategic Objective 4

Raise competency and professionalism of REALTORS®.

Consumers expect to work with a competent professional when completing a real estate transaction. REALTORS® also expect high levels of competence when working with their peers. A visible and successful campaign to lift the professionalism of REALTORS® benefits both the association and its members.

4. *Raise the competency and professionalism of REALTORS®.*

- Partner with our members in utilizing the technology offerings of the association through a variety of learning opportunities. **Reach**
- Re-launch products and services each month. Ensure that members understand how these products and services can aid them in their brokerages. **Relevance**
- Consider ways to stay abreast of emerging trends. **Reinvention**
- Assist REALTORS® in managing their online reputations by providing information and tools to monitor online activity. **Reinvention**
- Set a higher standard of professionalism, promote it, and enforce it. Possibly require professionalism training as a requirement of membership. Consider methods of reporting bad behavior. Consider tougher standards of enforcement. Tie all member types to the expectations. **Reputation**
- Get back to basics with a focus on manners such as being more respectful and collaborative. Demonstrate good versus bad behavior with video. **Reputation**

Strategic Objective 5

Strengthen relationships with REALTORS® and within the REALTOR® community.

The Association enjoys diverse membership. Meaningful interaction and engagement with members enhances the ability of the Association to understand their needs. By and through the Association, opportunities for innovation arise that support member's business interests.

In Practice

- Members know GAAR's value proposition and understand what the association does to support their business success.
- GAAR gives opportunity to members to engage with Association leadership and make their voices heard.
- GAAR focuses resources and engagement on members who are regularly and actively engaged in real estate as their primary business.
- GAAR collaborates with members, state and national associations to further the interests of the REALTOR®.

5. *Strengthen relationships with REALTORS® and within the REALTOR® community.*

- Create a member outreach program that addresses the needs of the member. Consider breaking it down to new member, qualifying brokers, or brokers. Assign an “Executive Partner” to every brokerage. Include in program office visits, broker specific discussions, presentations, and speakers. **Relationships**
- Research other services i.e. a fitness center, daycare center, fitness classes, etc. **Relationships**
- Partner with other REALTOR® organizations for greatest impact. **Relationships**
- Consider how to best help busy brokers by making information from various sources, i.e. RETechnology.com, bite size. **Reinvention**
- Build stronger relationships with other real estate organizations i.e. builders, developers, mortgage, title, and others. **Reach**

Strategic/Business *Plan Certification*

This Strategic/Business Plan includes Advocacy and Consumer Outreach components, and has been officially adopted by the Board of Directors of the Association. It will be reviewed annually by the Board of Directors and submitted to NAR for approval.

Approved by the Board of Directors

Date

President/Chairman's signature

Date

President-Elect/Chairman's signature

Date

Association Executive's signature

Date