

Vision 2012

National REIA Strategic Plan

Mission

National REIA's mission is to develop, support and promote local real estate investor organizations while serving the interests of the real estate investment industry through networking, education, leadership on legislative issues, and promoting professionalism and standards of excellence in our industry.

Vision

To be *the* source for the independent real estate investment industry.

Our Key Focus Areas:

Legislation

Funding

Membership

Education

Administration/Governance

Information/Communication

Strategic Goals:

- Public appreciation for the importance of housing and those who provide it
- Public recognition of National REIA as the organization responsible for setting standards within the real estate investing industry.
- National REIA seen as essential in the governance of the industry/profession
- National REIA publicly be recognized by peer organizations as essential to the real estate industry
- Membership benefits, services, and procedures that are effectively conveyed to members.
- Members integrated and involved in National REIA's activities and governance.
- The premier resource for industry information, education, research, and technical expertise
- Effective management of board/staff, financial, and physical resources to satisfy the association's needs

This planning document defines NATIONAL REIA's clear strategic direction and what will constitute our future success. It answers the following two strategic questions:

1. Where is NATIONAL REIA going? *Its future direction.*
2. Why is it going there? *Its reason for existence and core purpose.*

The document also aligns with and supports NATIONAL REIA's overall strategic direction.

Planning Strategically – The existence of this strategic direction and its successful implementation signals an intent to lead NATIONAL REIA via a more formal *strategic planning* leadership approach. Developing a strategic direction is not a one-time event, but an ongoing commitment and process to lead us in a strategic orientation. The strategic direction represents a compass that will be used to guide NATIONAL REIA's future strategic decision-making and ongoing operational work.

Planning Horizons – The plan recognizes four planning horizons that are used by successful organizations today. These horizons significantly differ in strategic focus and the length of planning time.

Strategic Focus – Organizational strategic focus or intent is very important. One of the challenges that NATIONAL REIA faces is the fact that there is more to be done for members and key stakeholders than it has resources to accomplish. The temptation to do everything can often lead a not-for-profit organization to *try to be all things to all people*.

The result of this approach is not doing anything particularly well. If everything is important – *nothing is important*. Planning strategically is the counter to the *all-things syndrome*. It is about identifying a limited number of *key strategic activities* that we must undertake to move successfully into the future.

Implementing the new strategic direction will bring focus to NATIONAL REIA's future activities.

Strategic Approach – NATIONAL REIA provides a wide portfolio of programs and services. The next step is to develop an operational and business plan. The approach in defining the new strategic direction is not to identify what NATIONAL REIA is doing today, but to determine *what is not being done today, and must be done in the future to be successful*. This strategic direction is not about business as usual — ***it is about change!***

This approach separates the strategic direction and five-year strategic plan from the annual operating plan. The strategic direction is a constant reminder, as the leadership team oversees the development of the annual operating plan, of what must be changed to steer towards the envisioned future.

Updating the Strategic Plan – A strategic plan that covers the three- to five-year planning horizon can only stay current and relevant if the governing body insures that the plan is updated on an annual basis. A strategic plan is not carved in stone that can never be changed. It is the leadership team’s *working document*. Therefore, the governing bodies – including both the Executive Committee and the Board – have both the right and the responsibility to: (1) change the three- to five-year strategic plan when it needs to be changed based on sound reasoning and assessment, and (2) update the plan on an annual basis.

Development of the Strategic Direction – The objective in developing this plan was to recast a credible and relevant strategic direction that is distinguished both by its simplicity (*a user friendly document*) and its power to assist leadership in making tough decisions in order to sustain NATIONAL REIA’s success. It is the responsibility of the entire NATIONAL REIA leadership team to give the new direction meaning and life.

This document also hopes to inspire buy in and participation from our local groups as we prepare to make major leaps forward for our industry.

Plan Architecture – The architecture of the plan can be thought of as a pyramid. As demonstrated below, while constructed from the top down – the core ideology and envisioned future come first – it is the action plans that ultimately provide a foundation for the plan and enable it be translated into reality.

Plan Architecture

10- TO 30-YEAR PLANNING VISION

Core Ideology

Core ideology clarifies what must be preserved in an environment of rapid and unpredictable change. Core ideology consists of two components: our (1) core values and (2) core purpose.

The *core purpose* describes NATIONAL REIA’s very reason for being or existing — why we will or should exist for a long, long time (10 to 30 years). What would be lost if it ceased to exist? What sense of purpose will motivate members to dedicate their creative energies to NATIONAL REIA and its efforts over a long period of time?

To advance and protect the industry of real estate investing while helping real estate investors prosper and add value to their lives and their communities.

Core values are a small set of timeless, guiding principles that do not require external justification. They only have intrinsic value and importance to NATIONAL REIA and its

members. Core values are so fundamental that they seldom change — *if at all*. They define the behavior required in order for the organization to achieve its core purpose. Core values are so deep-seated and valid that we would preserve the core values even if it were admonished for having these values.

We believe:

- ***real estate is the safest, surest way to financial security***
- ***in the power of knowledge...and the importance of sharing it.***
- ***in professional and ethical business practices that set standards of excellence***
- ***that the result of professional, ethical real estate investing and management positively contribute to communities and the economy.***

Envisioned Future

The 10- to 30- year envisioned future consists of two parts: (1) a single, 10-year-plus, *big goal* and (2) a vivid description of that future.

The *big goal* is a huge challenge and its achievement will require NATIONAL REIA to move outside of its comfort zone. The goal can be accomplished and has a clear finish line, but will require a heroic effort and teamwork. The goal will stimulate membership activity, commitment, and participation beyond NATIONAL REIA's present leadership, far into the future. The *big goal* is very clear and compelling to members and does not require explanation. It sets the direction for the succession of future three to five year strategic plans.

NATIONAL REIA will be THE resource for real estate owners, investors, and managers.

A *vivid description* shows what the world would be like if NATIONAL REIA were to achieve its *big goal*.

- Those in real estate investing will come to NATIONAL REIA – and stay with NATIONAL REIA – because it enhances their prosperity.
- NATIONAL REIA and its locals will be the primary source of education and knowledge for the real estate investing profession.
- National REIA's PHP program will be seen as the premier designation in the real estate investing industry
- Legislative issues will be brought to National REIA for our input and support

Branding: Identity of Excellence

An *identity of excellence* describes the framework for NATIONAL REIA that will be required to sustain a position of relevance and earn a reputation for value and excellence for the future.

An organization with a true cause or constituent focus must start with the knowledge of what the constituent considers to be of value and then build a comfortable relationship with them to be seen as the provider of choice. Value can be defined as the constituent's definition of quality relative to quality programs and service delivery — the right product, at the right price, and in the right format and delivery.

The concept of a “brand” is composed of two essential elements that together form a value equation — first, the *value proposition*, and second, the *value discipline*.

Value Proposition

The promise that NATIONAL REIA makes to its cause and key stakeholders. - the programs and services that NATIONAL REIA will offer and the nature of the delivery experience based on relevant dimensions of value that members want.

+ Plus

Value Discipline

The implementation of that promise

NATIONAL REIA's brand and identity of excellence will be based on providing indispensable, leading-edge programs and services.

This brand will need to be supported by member loyalty and closeness, operational excellence, and eminent influence.

To achieve this brand, the value equation for NATIONAL REIA needs to include the following:

Value Proposition: What NATIONAL REIA must offer?

- Provide leading-edge programs and services and memorable experiences.
- Anticipate members' future needs.
- Create new applications of existing programs.
- Deliver programs through a variety of forums.
- Build a reputation of executing with excellence.
- Commitment to deliver the best

Value Discipline: What NATIONAL REIA must do?

- Develop a culture that supports inventiveness, innovation, and risk taking.
- Accept mistakes and move on.
- Develop evaluation mechanisms.
- Become nimble – poised to react quickly.
- Operate with financial stability and security.
- Provide *quality customer service*.

To successfully achieve this identity of excellence, the NATIONAL REIA's strategic direction must support and be linked to this identity of excellence.

THREE- TO FIVE-YEAR STRATEGIC PLANNING

The following is NATIONAL REIA's three- to five-year strategic plan, which consists of three- to five-year goal statements and milestones, with strategies to support each goal, plus key organizational issues comprising cultural, behavioral, and infrastructure actions that are required to more effectively align the organization with its new strategic direction and branding identity.

Key Focus Areas and Goals

The following represent NATIONAL REIA's determined key focus areas and long-range goals that encompass its three- to five-year direction. These goals are outcome-oriented statements that lead NATIONAL REIA towards its envisioned future. These goals are not in any order of priority. *All* of the goals will need to be accomplished if NATIONAL REIA is to fully achieve its three to five year quest.

Our Key Focus Areas:

- **Legislation**
- **Funding**
- **Membership**
- **Education**
- **Administration/Governance**
- **Information/Communication**

3 to 5 year Goals:

A. National REIA will be a key leader in protecting and advancing the real estate investing industry.

B. Membership in NATIONAL REIA will be indispensable to the business success of real estate investors and local real estate investment associations..

C. NATIONAL REIA's credentials will be recognized and valued throughout the industry.

D. NATIONAL REIA will be the source for leading-edge knowledge and information for real estate investing and real estate investment associations.

E. NATIONAL REIA's network will be meaningful and relevant in providing value to members that is both tangible and intangible.

F. National REIA will develop a strong and thriving staff arrangement and board structure with committees, regional contacts, and a succession plan that ensures ongoing success and security for the organization.

G. National REIA will have sufficient operating capital and reserves to maintain a high level staff to support the above goals.

Strategies and Milestones

Each strategic goal is supported by strategies, which indicate how NATIONAL REIA will organize, focus, and expend its resources and actions to maximize its effectiveness and efficiency in achieving these goals. The strategies must be reviewed and updated on an annual basis. Annual goals will be identified from the larger 3 to 5 year goals and will allow progress and evaluation on a year to year basis.

Strategies are categorized *by priority* (H=high, M=medium, L=low) and, if they are targeted to be started (if not necessarily completed) in the current or following year, also *by year*.

Milestones are used to determine the overall progress toward a goal. They indicate how close NATIONAL REIA is to achieving a goal as it executes the individual strategies for each goal. *The milestones measure goal achievement, not strategy achievement.*

Current Year Key Goals

Legislative:

Foster the development of state wide legislative associations for each state.

Develop and fund a federal lobbying program.

Act as a clearinghouse for legislative issues throughout the U.S.

Funding:

Increase and stabilize Non-Dues revenue.

Increase dues to a level that will cover staff and overhead.

Membership:

Garner greater participation from local associations and their members.

Establish a plan to better communicate the benefits of membership to the local members of REIA groups.

Education:

Develop and maintain programs and events to meet the contemporary needs of our membership base.

Develop and promote an effective PHP and administer the program in an efficient and effective manner.

Administration/Governance:

Develop a full time staff that is capable of maintaining the day to day administration of National REIA and major functions and events.

Create a nominating committee that communicates with local groups and known leaders to gain feedback and nominations for 2007.

Information/Communication:

Establish a two-tiered switchboard for disseminating information to association members and boards and their members that effectively addresses their needs and wants.

Establish a plan to drive members to our forums to build a sense of community and to allow members to gain information from fellow group leaders throughout the country while also allowing us access to those that are heavily involved in their own groups.

In principle and practice, National values and seeks a diverse membership. There are no barriers to full participation in the organization on the basis of gender, race, creed, age, sexual orientation, national origin, or disability.