

C.A.R. STRATEGIC FRAMEWORK

■ C.A.R. MISSION STATEMENT

Shape, promote and protect an environment for the entire real estate industry, one in which California REALTORS® can succeed in meeting the real property needs of consumers.

■ C.A.R. VISION STATEMENT

C.A.R. drives innovation and opportunity in the real estate profession and market.

■ C.A.R. LONG-TERM GOALS

PILLAR - INFLUENCE

- **Long-term Goal 1:** C.A.R. is the voice for California real estate and the champion of real property rights.
- **Long-term Goal 2:** C.A.R. supports the creation of housing and pathways to homeownership in California.

PILLAR - MEMBER BUSINESS VALUE

- **Long-term Goal 3:** C.A.R. is the members' trusted partner, providing innovative tools, services and education to help REALTORS® achieve their professional goals.

PILLAR - REALTOR® POSITIONING

- **Long-term Goal 4:** C.A.R. is a diverse organization that unites the strength and expertise of the real estate profession.
- **Long-term Goal 5:** C.A.R. and REALTORS® are respected as leaders who foster thriving communities.

PILLAR - ORGANIZATIONAL DEVELOPMENT

- **Long-term Goal 6:** C.A.R. is a nimble and efficient organization.
 - **Long-term Goal 7:** C.A.R. fosters a culture of inclusivity and transparency.
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C.A.R. OPERATING VALUES

Property Ownership. We believe property ownership builds financial security and thriving, sustainable communities. We strive to make property ownership attainable for all who are committed to working toward it.

Property Rights. We believe that the freedom to buy, sell, maintain and improve real property is a fundamental right.

Inclusion. We believe that a conscious, persistent effort to further diversity, equity, inclusion and belonging within our community and our organization will drive greater success and innovation through the contribution of different perspectives and ideas.

The REALTOR® Difference. We believe that REALTOR® signifies:

Professionalism: a commitment to the highest ethical standards in the real estate profession.

Competence: a commitment to lifelong learning and a high level of knowledge and expertise in the ever-changing profession of real estate.

Trust: reliable, credible real estate guidance and accurate, comprehensive data.

Community: belief in the power of community and the commitment to engage, contribute, educate and lead.

Collaboration and Trust. We believe we are stronger when we collaborate and form relationships based on mutual goals, open communication, fairness and transparency.

C.A.R. CULTURE STATEMENT

Authentic Leadership. Professionalism unlocks our ability to be transparent, ethical, trusted leaders.

Investing in People. Engaging, inspiring and investing in the potential of our people will drive the success of all that we do.

Innovation. Intellectual curiosity and challenging the status quo will lead to innovation for our members and the real estate profession.

Members First. Everything we do must benefit the member.