

Reno-Sparks Association of REALTORS®

2007 Strategic Plan



RSAR 2007 Strategic Plan

MISSION STATEMENT:

The Mission Statement specifies the fundamental reasons for the existence of the Association, establishes the scope of organization activities and provides overall direction.

“To proactively enhance our members’ opportunity to be successful real estate professionals by delivering superior programs, products and service.”

(Reaffirmed 8/07)

RSAR GOALS:

The planning committee identified the following seven goal areas (listed in priority order) that will be the primary focus of RSAR’s operations and efforts. The successful implementation of the goal areas will lead toward the accomplishment of the Association’s mission.

1. Professional Conduct & Ethics: To have members understand, use and follow the Code of Ethics.
2. Public Awareness & Community Relations: To promote a positive image of REALTORS® and the real estate industry.
3. Professional Development: To provide quality professional development opportunities that benefit our members.
4. Political Affairs and Advocacy: To be an effective and proactive local government affairs advocate for the members and the industry.
5. Internal Marketing & Communication: To maximize the value of the REALTOR® Association to our members.
6. Association Operations: To have an effective organization that utilizes the expertise of volunteer leadership and professional staff to attain its goals and ensure financial stability.
7. Affiliations, Alliances & Coalitions: To foster positive relationships with other organizations to benefit our members and the industry.

OBJECTIVES AND PROGRAMS/ACTIVITIES:

Objectives are more detailed indications of specifically what the Association intends to do in order to achieve its Goals and thus its Mission. For many objectives, the plan contains a list of possible activities, programs, and strategies that might be conducted to achieve each of the goals. These bulleted items have not been prioritized or numbered but simply listed for the appropriate

objective. They are not "mandates," but rather suggestions from the planning committee for means to achieve the objectives.

The activities, programs, action steps and strategies will be considered by the staff members and volunteers as they develop the annual business plans. These business plans will detail how each of the objectives will be achieved, including a timetable for completion.

GOAL 1: PROFESSIONAL CONDUCT AND ETHICS

Goal Statement: To have members understand, use and follow the Code of Ethics.

Objective 1A Have effective enforcement of the Code of Ethics.

- Explore expedited Code of Ethics process

Objective 1B Promote professional practice, etiquette, courtesies and conduct.

Objective 1C Foster an environment of compliance with the Code of Ethics and better communication of the Grievance process.

- Staff maintained log of incoming complaint calls including date and nature of call.

Objective 1D Have effective communication to membership (may require NAR changes).

Objective 1E Mandate Professional Conduct/Ethics education.

- At local level.
- Develop course/possible accreditation.
- Required every 2 years for membership.
- Implement as part of Orientation
- Link on website for alternative bi-ennial Code of Ethics training

Objective 1F Educate and inform members about professional conduct and legal issues.

- Improve member and public awareness of professional conduct issues.
- Encourage more reporting of alleged violations.
- Include case histories in the newsletter.
- Inform members on changes to real estate license law, rules and regulations, and other law changes and general legal issues that affect the industry.
- Promote equal opportunity, fair housing, and compliance
- Education regarding agency, dual agency, designated agency and buyer brokerage.
- Educate REALTORS® as to the legal responsibilities of having unlicensed assistants.
- Promote professional etiquette and courtesies.

Objective 1G Maintain and enhance dispute resolution process.

- Maintain and enhance mediation.
- Offer annual mediator training.
- Increase the number of trained mediators
- Educate public about process.
- Explore the feasibility of offering mediation training for in-house mediation.

GOAL 2: PUBLIC AWARENESS AND COMMUNITY RELATIONS

Goal Statement: To increase awareness and positive image of REALTORS® and the real estate industry.

Objective 2A Have a positive REALTOR® image.

- Develop a REALTOR® image campaign.
- Support and tie into NAR image campaign.

Objective 2B Maintain ongoing contract with a public relations consultant

- Permanent staff or contract (recommend out-sourcing as a preferred method)
- Promote member and public awareness.
- Cultivate positive relationships with the news media.
- Be a resource for information on legislative and public policy issues.
- Promote member achievements.
- Public relations consultant to provide regular updates to the Board of Directors

Objective 2D Develop plans and programs for community involvement and giving back to the community.

- Conduct seminars for the public and consumer focus groups.
- Participate in charitable events that also provide networking opportunities.
- Maximize our members ability to participate in the community with the Association being central to the efforts, ie. Coat drive, food drive, Toys for Tots, voter registration and early voting site.
- Develop/promote to public the RSAR Affordable Housing Program.

GOAL 3: PROFESSIONAL DEVELOPMENT

Goal Statement: To provide quality professional development opportunities that benefit our members.

Objective 3A Provide current programs on industry/member concerns.

- Safety.
- Business planning, goal setting and time management.
- Risk management.
- New construction/building seminar.
- Develop education for personal assistants, secretaries and support staff.
- Develop a personal assistant seminar for REALTORS®: Do I need a personal assistant?
- Provide all levels of experience and specialty paths.
- Offer an annual Education Expo that provides continuing education and designations for experienced agents in a blended program designed to meet all renewal requirements in a single multi-day event and offer fresh courses for broad member interest.

Objective 3B Establish a technology training program that meets member needs.

- Provide training in real estate-specific software such as Top Producer/Presenter
- Provide training focused on business management, e.g., QuickBooks, Office.
- Develop training program for real estate personal assistants
- Offer ongoing Internet classes for members and public.
- Prepare a comparison and review of agent productivity software, such as Top Producer – prepared by staff.
- Hold a Technology Fair.
- Use/refer outside sources – larger companies have their own.
- Determine if there is a need from members or hold focus group to determine if they want and need.
- Investigate the possibility of a Technology Hotline.

Objective 3C Promote and co-sponsor designation courses.

- CRS, GRI, CRB, CCIM, CIPS, etc.
- Have cooperative ventures for GRI courses with franchises; hold in multi-geographical locations.
- Have a recognition program.

Objective 3D To make available an effective leadership development program.

- Coordinate with programs already in place.

GOAL 4: POLITICAL AFFAIRS AND ADVOCACY

Goal Statement: To be an effective and proactive local government affairs advocate for the members and the industry.

Objective 4A Communicate to and educate membership on political, regulatory and legislative issues impacting the real estate industry on a local and state government level.

- Conduct forums/panels/meetings for issue awareness for members.

Objective 4B To raise \$125,000 for the Real Estate Business Protection Fund in 2007

Objective 4C Increase percentage of members who participate in the PAC.

Objective 4D Increase voter registration and get out the REALTORS® vote.

- Continuing to offer the Association office as a early voting site.

Objective 4E Identify and cultivate relationships with local public officials.

Objective 4F Interview and identify local government candidates that support REALTORS® issues.

- Educate local government candidates on REALTOR® issues
- Communicate candidate endorsements to members

Objective 4G Identify and develop positions on issues that affect RSAR at the local government level.

- Communicate issues and our position to our members

GOAL 5: INTERNAL MARKETING AND COMMUNICATION

Goal Statement: To maximize the value of the REALTOR® Association to our members.

Objective 5A Develop effective communication systems with members.

- Drive membership to website.
- Standardize email notification.
- Produce monthly newsletter.
- Leadership (personal contact).
- Road show.
- Committee Fair/volunteer member recruitment.
- Networking opportunities.
- Reevaluate business meeting and social events.
- Conduct bi-monthly networking meetings with speaker and meal.
- REALTOR® recognition.

Objective 5B Effectively keep membership up-to-date on issues and trends.

- Newsletter articles to convey current events/topics.
- Q & A.
- Quarterly broker forum.
- Poll for input.
- Real Estate Division information
- Improve member links to information from NVAR and NAR

Objective 5C Develop a plan to promote the value and availability of benefits/services.

- Clearly illustrate the value of REALTOR® membership and the positive impact on member's bottom line.
- Develop an understanding of value of state and national representation
- Differentiate between Association and MLS services.
- Provide member education on staff positions (i.e. a day in the life of a staff member).
- Staff member featured monthly in the newsletter and website

Objective 5D Have an effective Website.

- Staff directory – enhancement; organizational chart.
- Interactive committee applications.
- Add Mission Statement.
- Add Strategic Plan to website
- Develop and control/monitor a member blog to provide a forum for issues

Objective 5E Solicit member input in a variety of areas to continually assess member needs and expectations.

- Conduct ongoing focus groups and surveys to obtain member input.
- Establish a “letters to the editor” column.
- Have small forums for brokers/agents that are topic specific and publicized in advance.
- Maintain contact with the large firms by personal calls, breakfasts, meetings, forums.
- Communicate committee tasks and activities on a regular basis.

GOAL 6: ASSOCIATION OPERATIONS

Goal Statement: To have an effective organization that utilizes the expertise of volunteer leadership and professional staff to attain its goals and ensure financial stability.

Objective 6A To have an effective, member-oriented staff under the direction of the EO.

- Provide staff education of what members do. Develop program, “A Day in the Life of a REALTOR®.”
- Maintain job descriptions and performance evaluations.
- Consider a recognition/incentive program for staff.
- Have an internal audit of operations done by an outside expert not more frequently than every five years.
- Increase the efficiency and service level using in-house network and emerging technologies.

Objective 6B To ensure sound financial management.

- Implement program-based budgeting.
- Evaluate current and potential new revenue sources.
- Oversee implementation of Investment Policy

Objective 6C To have an effective Strategic Planning process.

- Annual review/update of the Strategic Plan.
- Continue to obtain member input for use in developing future goals (forums, focus groups, office visits, surveys).
- Continually monitor member satisfaction with programs and services.
- Clearly communicate mission and goals to RSAR leaders, members, and staff.

GOAL 7: AFFILIATIONS, ALLIANCES AND COALITIONS

Goal Statement: To foster positive relationships with other organizations to benefit our members and the industry.

Objective 7A Maintain good working relationships with State Association, NAR and other local associations.

- Collaborate in order to avoid duplication of efforts and optimize services to members.
- Improve services to the members through shared services with other associations.
- Obtain reports from State Association and NAR Directors for future planning and coordination.

Objective 7B Pursue State and National Association leadership roles for local members.

- Build a plan for involving members in State activities.
- Encourage members to serve on State Committees.
- To support and promote a Regional VP.
- To support and promote a State President.

Objective 7C Identify needs of Affiliate members and potential affiliated members.

- Determine issues, wants and needs.
- Identify cooperative service opportunities.
- Adopt policies that respond to their concerns.

Objective 7D Foster positive relationships with real estate related and business organizations.

- Real Estate Division, EDawn, Chamber of Commerce, Apartment Association, Mortgage Lenders, Title Companies, Builders, Home Inspectors and other inspectors, Manufactured Housing, Surveyors, Contractors, Appraisers, Escrow Companies, Property Managers, Bar Associations and other related organizations.
- Explore joint venture affinity and advocacy programs.

Objective 7E Establish a REALTORS® Commercial Alliance

- Providing member value to commercial members in the areas of education, legislation, forms, networking and a commercial information exchange.