

Company: **Reno/Sparks Association of Realtors**

Plan: **Strategic Plan**

# Strategic Plan

## Foundation

### Our Mission

To proactively enhance our members' opportunity to be successful real estate professionals by delivering superior advocacy, program, products and services.

### Our Core Values

## Competitive Advantages

### What we do best

## Strategic Goals

### How we will get there

**Member Value & Communication:** The core value to our members is developing and supporting professional realtors by setting the standards, providing education for licensing & skill development and promoting professionalism/ethical standards. Not only delivering this value, but also how the value is communicated underlies the effectiveness of RSAR as an organization. Timely and relevant communication to our members is critical to the underlying strategy of this goal. As the technological landscape changes, so must we shift as we serve a broad spectrum of communication needs throughout the member base.

**Member Involvement:** In addition to association's programs and services, engaging members through more diverse strategies is a priority over the next several years. The value to increased engagement and member connectivity is strengthening relationships for the entire member base, and a stronger association. RSAR will increase its avenues for engagement as well as implement a continuous member feedback loop to drive programing based on member needs.

**Professional Development/Education:** The educational strategy has three components all of which will have physical, online and remote location options tracked in Basic Licensing/Physical Renewal, Premier, and Professional Designation. Basic Licensing/Physical Renewal track: Core to RSAR's educational offerings is the basic licensing certifications, which will be offered on a two-year cycle through direct courses and partnering with title companies. Premier track: Increasing Premier courses such as those offered at Ed Expo is part of the going forward strategy. Delivery of these will be regularly through lunch-and-learns. Professional Designation track: Offering special courses for additional designations are core to the overall strategy of RSAR supporting realtors in establishing the standards for the profession. An increase of these courses will occur through co-sponsorship with corporate sponsors and content through third-party providers.

## Strategic Goals and Organization Objectives

### Member Outcomes

#### 1 Member Value & Communication: Maximize the value of the RSAR to our members.

- 1.1 Create a new face and image to RSAR that communicates the value of being a professional realtor.
- 1.2 Continuous and regular communication to membership through multiple, diverse channels to reach everyone.
- 1.3 Establish a direct communication with brokers. (Staff)
- 1.4 Establish a Communications Committee that is responsible for continuous, out-bound communication.
- 1.5 Exceed our members' expectations by delivering the services of most value to our members, specifically: advocacy/protection, professional advancement, ability to conduct business (ZipForms) ethics enforcement and continuing education. (Note: Areas not already addressed in other parts of the plan are listed here.)

#### 3 Professional Development/Education: Ensure quality professional development opportunities are available, both virtually and physically, that benefit our members.

- 3.1 Offer license renewal classes on a two-year cycle both in-person and virtually to meet state requirements.
- 3.2 Offer premium educational opportunities annually at EdExpo, P/M Symposium and ongoing Lunch/Learns.
- 3.3 Co-sponsor professional certification courses such as CCIM, IREM, CRS, SFR, CDPE and ABR to increase our members' opportunities for career advancement and development.
- 3.4 Publish education calendar at the beginning of the year and update quarterly.

#### 5 External Marketing: Promote a positive image of realtors and develop strong relationships with organizations in our community to benefit our members.

- 5.1 Explore opportunity for NAR grant to fund a campaign that features the Realtor as a 1st contact for distressed homeowners. (Workgroup)
- 5.2 Increase the awareness about our community support and involvement. (PR firm)
- 5.3 Enhance website, TV, radio on public facing side on importance of using a Realtor. Who – KPS3; advertising agency. (RE Technology)
- 5.4 Actively promote a real estate career through colleges, job fair, Pro-Net.

#### 2 Member Involvement: Increase member involvement by creating opportunities to develop relationships within the association and encourage future leaders.

- 2.1 Involve new members immediately through a new member involvement program.
- 2.2 Generate an effective member feedback program.
- 2.3 Facilitate the ability for more members to attend the NVAR leadership program.

#### 4 Ethics: Promote the understanding and adherence of the Code of Ethics. Upholding the ethical standards continues to be keystone goal of the association.

- 4.1 Implement alternative dispute resolution process by July 1, 2012. (Parking Lot)
- 4.2 Promote an awareness of Code and Professional conduct through contest quizzes; newsletter; orientation and other channels (videos) by July 1, 2012. (first implementation 07/01/12)
- 4.3 Encourage member's involvement in Code Enforcement by reporting alleged violations.

#### 6 Advocacy: Continue to be effectively and proactively involved with local government affairs.

- 6.1 Improve communication/gov affairs and educate membership through leadership and legislative committee constantly. (Communication Committee)
- 6.2 Increase contributions to REBPF through increased participation with definite targets encouraged through friendly competition including board to board, office to office competitions. (provide update of where offices are in the contribution competition.) Have a contest for prize with 100% contribution.
- 6.3 Continue to provide proactive representation of all Realtors on local, state and federal levels.

### Financial Sustainability

## Key Performance Indicators

### How we measure success

Measure

Target

## Vision

### What our Organization will look like

We envision RSAR to be viewed as the premium realtor organization delivering highly valued knowledge and benefits to our customers-the realtor community.

- Connected and focused on the betterment of all
- Engaged members
- A place for realtors to grow and enhance their knowledge
- Progressive and proactive organization
- Diversified communication system
- A organization where members our proud to be part of
- A respected organization
- Supporting members with information and education to help them succeed

## Implementation

### How we make strategy a habit

**Ethics:** Upholding the ethical standards continues to be keystone goal of the association. Increasing the understanding and use of RSAR as the facilitator for resolving ethical disputes is a strategic shift proposed in plan. As the industry association, RSAR will increase the visibility and awareness of the Code of Ethics as upholding these values benefits everyone in the industry.

**External Marketing:** The perception and value of the real estate market is wrapped up in the financial crisis. To combat this negativity as well as position the industry in an even stronger light, public relations and community awareness is a strategic goal for the association. The strategy is to increase exposure in the community through local campaigns, leveraging national campaigns, and actively promoting the profession of real estate as a career.

**Advocacy:** Preserving and protecting home ownership along with guarding realtors' rights to do their business are the primary outcomes of advocacy efforts undertaken by RSAR. Advocacy has been, and continues to be, a primary goal of the association during and between legislative sessions. The association will increase member awareness of the efforts and results of advocacy, specifically to provide additional visibility to the legislative activity.