



## KWAOR 2025 Executive Annual Report

### Executive Summary

2025 was a year of steady leadership, strategic alignment, and operational consistency for the Kent Washington Association of REALTORS® (KWAOR). Guided by the Association's Strategic Plan and supported by the strength of the 3-Way Agreement, KWAOR remained focused on delivering value, ensuring professional standards, and supporting its full membership in an evolving real estate environment.

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### Leadership & Governance

KWAOR's Officers, Board of Directors, and Chief Executive Officer worked collaboratively throughout 2025 to ensure strong governance, fiscal oversight, and mission-driven decision-making. Leadership continuity and engaged volunteer leadership supported thoughtful planning, policy compliance, and responsible stewardship of Association resources.

#### Chief Executive Officer

Linda Arcouette, CEO

#### 2025 Officers

- President – Kelly Moran
- President Elect – Shannon Krasnowiecki
- Vice President – Steven Miller
- Immediate Past President – Nick Slocum

#### 2025 Directors

- Laurie Audet
  - Janet Audet
  - Joe Caprara
  - Stephen Eccleston
  - Paul Kulp
  - Mary Lyons
  - Steven Miller
  - Michael Mita
  - Deb Schusterman
  - Jonathan Tetrault
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### CEO Message

As we reflect on 2025, I am grateful for the leadership, professionalism, and collaboration that continue to define KWAOR. This past year reinforced the importance of staying grounded in our Strategic Plan while remaining adaptable to the growing needs of the full membership.

Throughout 2025, our focus remained clear: support our members, uphold the REALTOR® brand, and operate the Association with consistency, transparency, and purpose. The strength of the 3-Way Agreement continued to be a cornerstone of that work, ensuring alignment between the Kent Washington Association of REALTORS® (KWAOR), Rhode Island Association of REALTORS® (RIAR), and the National Association of REALTORS® (NAR), while reinforcing value delivered at every level.

Looking ahead, KWAOR is well-positioned to build on this foundation. With a clear strategic direction, engaged leadership, and sound operations, we remain committed to supporting our members and advancing the professionalism of our industry in the years to come.

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## Strategic Plan Highlights

In 2025, KWAOR made meaningful progress across key areas of its Strategic Plan:

- **Member Value:** Continued focus on services and resources
  - **Professional Standards:** Consistent administration of ethics and professional standards
  - **Education & Leadership:** Relevant education and leadership opportunities delivered
  - **Advocacy & Alignment:** Ongoing collaboration through the 3-Way Agreement
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## Member Services & Operations - At a Glance

- Ethics and professional standards administered with consistency and care, as detailed in the 2025 Professional Standards Report
  - Education delivered through Lunch & Learns and Continuing Education classes, aligned with regulatory requirements and providing timely, practical knowledge.
  - Responsive broker and member support
  - Operational practices focused on efficiency, compliance, and service
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## Financial Stewardship - At a Glance

In 2025, KWAOR maintained a stable financial position supported by disciplined budgeting and responsible oversight. Financial resources were aligned with the Strategic Plan while maintaining appropriate reserves to support long-term sustainability. Fiscal decisions throughout the year reflected a continued commitment to stewardship, transparency, and member value.

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## The 3-Way Agreement

The 3-Way Agreement remained central to KWAOR's work in 2025, reinforcing collaboration. This partnership ensured alignment of services, advocacy, and professional standards, while maximizing the value delivered to all members at KWAOR.

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## Looking Ahead: 2026 Priorities

As KWAOR moves into 2026, priorities include:

- Continued alignment with the Strategic Plan
  - Ongoing membership support
  - Sustained focus on professionalism, relevance, and operational excellence
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## Closing

KWAOR remains committed to serving its members with integrity, professionalism, and purpose. We appreciate the leadership and engagement of our volunteer leaders, and we look forward to continuing this work together.