



SPOKANE ASSOCIATION OF REALTORS®

2022 – 24 STRATEGIC PLAN

MARTIN & DOWNS ASSOCIATION CONSULTING SOLUTIONS

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SPOKANE ASSOCIATION OF REALTORS® 2022 – 2024 STRATEGIC PLAN Adopted December 21, 2021



MISSION

The Spokane Association of REALTORS®:

- *ENGAGES its members,*
- *ENCOURAGES professional excellence and cooperation,*
- *ADVOCATES for real property rights, and*
- *PROMOTES strong, sustainable communities.*



VISION

The Spokane Association of REALTORS® is a trusted ally, guiding members and those they serve through the dynamic real estate landscape.



VALUES

Member-focused: *We listen and are responsive to our members; advise them on key trends and issues impacting the industry; uphold professional conduct and are committed to members' business excellence.*

Community-minded: *We are a proactive voice for stronger communities in Spokane County.*

Collaborative: *We collaborate with others to better serve our members and communities.*

Inclusive: *We embrace and promote inclusion and diversity.*



STRATEGIC GOALS

ADVOCATE

GOAL 1: ADVOCACY



SAR creates a culture of active, informed REALTOR advocates who positively impact critical planning, regulatory and legislative matters affecting real estate in their communities.

Objective 1.A: Educate REALTORS® and Affiliates on the culture of investing in RPAC and engagement in the political and legislative process.

- Strategy 1.A.1: Meet or exceed RPAC Major Investor and President's Circle Investor goals.
- Strategy 1.A.2: Achieve a 50%+ response rate to NAR and WR Calls for Action.
- Strategy 1.A.3: Encourage members to be involved with SAR's Government Affairs Committee activities.

Objective 1.B: Heighten our influence by creating strategic coalitions that can advance SAR's advocacy goals for all types of housing and commercial real estate.

- Strategy 1.B.1: Enhance relations with key business groups, such as Economic Development Organizations, Chambers of Commerce and the Home Builders Association.
- Strategy 1.B.2: Enhance relations with local fair housing organizations (such as NWFH).

Objective 1.C: Encourage REALTOR® members' grassroots involvement in their communities.

- Strategy 1.C.1: Educate members on the importance and positive impacts of involvement in their communities.
- Strategy 1.C.2: Listen to member feedback on critical community issues within SAR's entire service area and develop plans accordingly.
- Strategy 1.C.3: Encourage and support members, owners, and builder members to become involved in community-based committees, commissions and as office holders.

GOAL 2: PROFESSIONAL DEVELOPMENT



SAR provides members with timely and relevant professional development opportunities and services to support their professional excellence.

Objective 2.A: Enhance members' professionalism through Code of Ethics enforcement. Offer dispute resolution information and services that are user-friendly and relevant.

- Strategy 2.A.1: Ensure compliance with NAR Professional Standards Administration requirements.
- Strategy 2.A.2: Ensure compliance with NAR Mandatory Member COE training requirements.

Objective 2.B: Deliver member-requested education offerings with a variety of instructors for C.E., non-C.E. education, and designations.

- Strategy 2.B.1: Offer the highest quality continuing education courses (C.E.) in the region.
- Strategy 2.B.2: Survey the membership on desired topics and speakers for non-C.E. classes at least annually and plan classes based upon the most valued topics and instructors.
- Strategy 2.B.3: Offer a Fair Housing training program for members.

Objective 2.C: Deliver a variety of member-requested and business services that members value.

- Strategy 3.A.1: At least annually, solicit member feedback on SAR's programs and services to determine which ones provide the greatest business value to members.

DATA DELIVERY AND INTEGRITY

GOAL 3: MULTIPLE LISTING SERVICES



SAR facilitates MLS cooperation and compensation and safeguards the integrity and security of data and the rules of the MLS.

Objective 3.A: Enhance MLS and technology training for participants and subscribers.

Objective 3.B: Facilitate technology advances to provide the best possible MLS platform, systems, security and functionality.

Objective 3.C: Review and update MLS rules and regulations to reflect best practices, ensure data accuracy, and maintain the data integrity of the MLS system.

CONNECT

GOAL 4: MEMBER ENGAGEMENT



SAR encourages all levels of member engagement by connecting them to a variety of valued tools, programs and services.

Objective 4.A: Develop new and enhance existing communication avenues to connect members to valued SAR offerings.

- Strategy 4.A.1: Work with YPN to develop new social media presence on multiple platforms to better engage members.

Objective 4.B: Create “fun and/or social” events where SAR can offer education and networking.

Objective 4.C: Create focus groups to better engage SAR’s diverse members.

- Strategy 4.D.1: Educate and engage members in professional specialty sub-groups (commercial, property management, etc.)
- Strategy 4.D.2: Identify and engage other diverse groups within our community.

ENHANCE

GOAL 5: COMMUNITY ENGAGEMENT



Through community efforts and events, SAR and its members elevate the image of REALTORS®, cultivate public trust and build stronger communities.

Objective 5.A: Provide timely and relevant real estate statistical data, trends and news to the media and the community.

Objective 5.B: Conduct selected community service initiatives and activities.

- Strategy 5.B.1: Hold an annual food drive supporting the 2nd Harvest Food Bank (since 1982).
- Strategy 5.B.2: Conduct other activities such as 3rd Grade Poster Contest, Children’s Clubhouse (Sacred Heart Hospital).

Objective 5.C: Build and develop strategic business relations and coalitions that positively affect the various communities within SAR’s service area.

GOAL 6: ASSOCIATION EXCELLENCE



SAR sustains its' resources through fiscal responsibility, efficient operations, innovative technology, skilled professional staff, strong governance systems and volunteer leadership, and an office facility that is accessible to all members.

Objective 6.A: Safeguard SAR's financial resources and integrity to ensure its viability.

- Strategy 6.A.1 Develop an operating and capital reserve policy.
- Strategy 6.A.2: Periodically review and update financial policies and internal procedures.
- Strategy 6.A.3: Conduct an annual financial audit or review with an independent auditor.

Objective 6.B: SAR Building Advisory Group to analyze the potential remodel or reconstruction of the current office facility to maximize its utility to members and the staff.

- Strategy: 6.B.1: Include a review and analysis of office equipment, internal technology, communication, and association management database needs and upgrades.

Objective 6.C: Professional staff are trained and have the resources to serve SAR members well.

- Strategy 6.C.1: Offer periodic staff training (individual and group) that enhances their professional development and skills within annual budgetary constraints.
- Strategy 6.C.2: Ensure a consistent annual staff evaluation and compensation process designed to improve staff performance.
- Strategy 6.C.3: Develop and institute a process to review and evaluate staff interactions with members.
- Strategy 6.C.4: Develop a staff succession plan, which includes the planned retirement of SAR's current EVP.

Objective 6.D: Conduct SAR business in accordance with the strategic plan, bylaws, governing document and policies.

- Strategy 6.D.1: Annually review and update Bylaws and policies (as indicated).
- Strategy 6.D.2: Develop an annual business plan and budget that aligns with SAR's strategic plans.

Objective 6.E: SAR supports and promotes REALTOR® volunteer leadership development and engagement in the REALTOR® organization.

- Strategy 6.E.1: SAR to create a separate Diversity, Equity and Inclusion Committee with the goal of engaging diverse members and seeking out diverse SAR leadership.
- Strategy 6.E.2: Identify and offer annual leadership training opportunities to current and potential SAR volunteer leaders.
- Strategy 6.E.3: Develop and institute a volunteer succession plan to ensure strong leadership continuity for SAR.
- Strategy 6.E.4: SAR members and leaders are encouraged to attend and participate in WR and NAR meetings and functions and run for Committee and Board of Director positions.