



Kitsap County Association of REALTORS®

Strategic Plan

2023-2025

Mission Statement

The Kitsap County Association of REALTORS® advocates on behalf of its members and their clients. To help its members thrive personally, professionally and financially, the Association facilitates member access to, and knowledge of, the tools and resources of the local, state and national associations.

Vision Statement

The Kitsap County Association of REALTORS® is the leading voice of all matters affecting real estate.

Focus Area: Advocacy

KCAR is seen by members, the public and policy makers as the leading advocate for property rights and real estate ownership in Kitsap County

GOAL: Conduct Candidate Training

- More advertising and outreach.
- Evaluate date for event and hold as early as possible.
- Alternate between candidate training and an informative networking session.
- Conduct a Candidate Training Academy every other year.

GOAL: Awareness and Education on Targeted Housing Issues.

- Address the lack of inventory in Kitsap County by advocating for local growth.
- Host two luncheons to focus on local community advocacy issues.
- Identify ways to bring in “niche” speakers to help explain local issues.
- Showcase a speaker expert and a candidate to focus on differing advocacy issues.

GOAL: Explore grant opportunities with NAR.

- Identify issues that may qualify for grant assistance.
- Identify one or two issues and use resources to educate members.
- Explore sustainability topics of interest to the members.



GOAL: Build RPAC by communicating the value and purpose of RPAC to the members.

- Increase the number of Major Investors to 15 in 2023.
- Increase Champions Club participation by 20% (current total is 5).
- Increase total dollars collected by \$10,000 in 2023.
- RPAC Major Investor Event Fundraising Program.
- Utilize NAR RPAC Fundraising Grant & WR State Fundraising Event Reimbursement Funds.
- Create customized RPAC Marketing Materials.
- Explore a board recognition program for RPAC Investors.
- Explore ways to incorporate RPAC into new member orientation.

Focus Area: Diversity, Equity, and Inclusion (DEI) & Fair Housing

GOAL: KCAR and its members are committed to promoting the advancement of fair housing and affordable housing within Kitsap County.

- Create a panel with speakers from local organizations that support DEI efforts in the community.

GOAL: KCAR and its members are committed to the promotion and training of and for Diversity, Equity, and Inclusion (DEI)

- Establish benchmark for leadership and membership to complete DEI courses (see bullet below).
- Explore the creation of a KCAR DEI certification program.
- Launch an awareness outreach program to support DEI education for the members.
- Identify ways to promote REALTORS® who have completed AHWD (or other DEI course) to the public.

GOAL: Explore the development of a sponsorship program to promote careers in real estate to underrepresented communities.

- Partner with Olympic College to host a career night.
- Share information on WR's dues sponsorship program.
- Identify grant opportunities from NAR to help promote DEI in our membership.



GOAL: Annually assess if the membership reflects the demographics of the community and if the leadership of KCAR reflects the diversity of the membership and the community.

- Reach out to communities of members and non-members currently not engaged with the association.
- Explore opportunities for establishing a local YPN Chapter.
- Coordinate events and activities with other local REALTOR® associations.
- Access WR's data dashboard for demographic information about KCAR.

Focus Area: Membership Involvement and Engagement

Members see the value of membership in the REALTOR® organization and seek leadership opportunities in KCAR, WR and NAR.

GOAL: Develop and promote a clear path for future REALTOR® leaders.

- Utilizing Leadership Development opportunities available through NAR and WR, create a KCAR Leadership Development Pathway program that may include:
 1. NAR's Realtor Leadership Program L200 and L300.
 2. Expanded participation at WR's Annual Leadership Conference.
 3. Promote the NAR C2Ex program.
 4. Benchmark current numbers of KCAR members who (1) have completed the program or (2) are in process and increase those numbers by 5% annually.

GOAL: Provide a range of educational opportunities for members.

- Plan and promote an annual educational calendar.
- Identify education opportunities that are of the most value to the membership.

GOAL: Develop an outreach campaign to engage Designated Brokers.

- Explore holding two **Designated Broker only** roundtables in 2023. This can be a lunch or breakfast.
- Identify topics of specific interest to DB's and engage speakers (Annie Fitzsimmons, Nathan Gorton, Community Planning and Development, etc.).

GOAL: Strengthen relationships with KCAR affiliates.

- Evaluate affiliate member value.
- Increase affiliate membership.



Focus Area: Communication

KCAR communicates a consistent message and branding to its members, policy makers and the public across all communication platforms.

GOAL: Develop, maintain and use effectively the best available communication vehicles.

- Build and maintain an effective, interactive website continually refreshed with relevant content and resources.
- Using data available through KCAR's database, NAR, WR or other sources, conduct an effective social media campaign with targeted messages to different audiences.
- Provide tools and communications to Designated Brokers (updates, tools for office meetings, etc.) so that they become outspoken supporters of KCAR.
- Track open rates on email messages and hits on webpages.

GOAL: Help members explain the difference between REALTORS® and non-REALTORS to clients and the public.

- Identify resources from NAR's "That's Who We Are" campaign, NAR research group, NAR Financial Wellness that can be shared with members.
- Repost content and resources from NAR on social media platforms.

GOAL: KCAR establishes and communicates a reputation as a nationally recognized model association.

- Create quarterly press releases regarding Kitsap County Real Estate Trends and Market Analytics with help from Northwest MLS.
- Arrange opportunities for bi-annual interviews with KCAR leaders and local news sources on the state of the county and real estate and legislative concerns with regards to homeownership and private property rights to extend our consumer knowledge.

Focus Area: Organizational Effectiveness

KCAR achieves its Mission and Vision through a strong and stable infrastructure, including excellent financial, human, and physical resources.

GOAL: Develop a plan for owning a new building within 5 years that provides a productive work environment for staff and a comfortable meeting place for members, which will include adequate parking and multi-purpose capabilities (e.g., space for meetings, education classes, and a place for like-minded community groups to meet).



GOAL: Build up a healthy financial reserve of six (6) months operating expenses by 20____

GOAL: Ensure that KCAR is fully staffed with the resources needed to support the mission and goals of KCAR.

GOAL: KCAR has a governance structure, process and culture that is effective and efficient, and provides a rewarding experience for members.

- Conduct a comprehensive review of KCAR's current governance structure and processes and ensure needs are aligned with resources.