



Kitsap County Association of REALTORS®

Strategic Plan, 2020-2022

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: Members actively participate in the political process

- Conduct a REALTOR voter registration activity
- Conduct a Get Out the Vote program
- Conduct a candidate forum
- Conduct a Voter Registration Program for REALTORS® (V)
- Conduct a Candidate Training Academy (V)

GOAL: Annually develop a policy agenda that advocates on behalf of members and their clients

- address the lack of inventory in Kitsap County by advocating for local growth
 - Work with WR staff, including Assistant Director of Planning and Community Development Jeannette McKague - WA Commerce Housing Grants – Bainbridge and Bremerton
- contribute to finding solutions for the homelessness crisis by supporting specific community events (eg CK School District)



- see Appendix A for specific action items that were raised at the strategic planning session and should be sent to the Government Affairs Committee for further consideration
- Broker Involvement Program & Grant (A)
- Placemaking Program & Grant (A)
- REALTOR® Party Mobile Alerts (A)

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

- Achieve a 20% RPAC participation rate by 2020, defined as investments of \$15 or more in addition to the \$35 investment on the annual dues billing
- Increase the number of Major Investors to 12 in 2020
- Increase total dollars collected by \$10,000 in 2020
- RPAC Major Investor Event Fundraising Program (I)
- RPAC Fundraising Grant (I)
- Customized RPAC Marketing Materials (I)

GOAL: KCAR members are known as Community Ambassadors through their community service, including working with like-minded business and community organizations through coalitions and partnerships

- Track and publicize the community involvement activities of members; let policy makers know that KCAR and its members care about more than selling real estate. Examples:
 - Quarterly community drives to assist nonprofits
 - Support Coffee Oasis
 - Partner with other local non-profits on community activities

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 from local organizations with DEI experts for KCAR membership event
- Create a mentorship program reaching out to underrepresented demographic to encourage the opportunities provided in a real estate career through local association and NAR
- Promote a fair housing event with other likeminded stakeholders/organizations within Kitsap County

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



- Promotion and Completion of Fairhaven Simulation Program
- Promotion and Completion of At Home with Diversity (AHWD)
- Promotion and Completion of Implicit Bias Training (Video)
- Promotion and Completion of Implicit Bias Perception Institutes Assessments

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
 - NAR's Realtor Leadership Program L200 and L300
 - Expanded participation in NAR Leadership Summit, including L400
 - A KCAR Leadership Academy by 2021
- Attendance of Current KCAR President at NAR Spring Legislative Conference along with CEO
- Attendance of Incoming KCAR President at NAR Fall Convention along with CEO
- Attendance of CEO at Region 12 Meetings Annually
- Promote the NAR C2Ex program
 - Benchmark current numbers of KCAR members who (1) have completed the program or (2) are in process
 - Increase those numbers by 5% annually

GOAL : Provide a range of educational opportunities for members, not necessarily for clock hours

- Offer at least one designation class in 2020
- Conduct an annual major Legal Symposium (at least 10 attendees)
- Continually educate the members on emerging technologies that impact real estate, such as Client-Forward Technology

GOAL: Annually determine 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
- Create a YPN Chapter
- Coordinate events and activities with other Realtor local associations



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
- Benchmark current levels of member involvement
 - Participation in committees, work groups, etc
 - Set goals for increasing those numbers in 2020 and beyond, and develop a plan to achieve those goals
- Benchmark current levels of member engagement
 - Track the number of “touches” with the Association such as attendance at events, responses to Calls to Action, visits to website, calls to the office
 - Set goals for increasing those numbers in 2020 and beyond, and develop a plan to achieve those goals
- Develop strategies to attract and retain great affiliates

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
- Annually measure the effectiveness of the various communication vehicles used by KCAR (WR annual communication survey can be a model)

GOAL: Help members explain the difference between Realtors and non-Realtors to clients and the public

- do a benchmark survey of members to assess the effectiveness of collateral that explains the Realtor difference
- Measure the effectiveness of professional development classes, communications and services in improving professionalism, mutual respect and cooperation among the members professionalism

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.
- Bi-annual interviews with news publications 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: Infrastructure

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 (eg, 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 2022

GOAL: Work with the CEO to ensure KCAR has the staff resources and capabilities to achieve KCAR's strategic goals and objectives, which may include, on the CEO's recommendation, a Government Affairs Director



APPENDIX

Specific Advocacy/Policy Issues that were discussed at the Strategic Planning session that should be addressed by the Government Affairs Committee

- Educate members regarding the tiered Real Estate Excise Tax
- Emphasize Get Out the Vote efforts in 2020
- Continue working on local Comprehensive Plans
- Tax increases associated with the Kingston-Bremerton ferry
- Issues relating to the Health Department and water availability
- Form 22A for VA buyers
- Issues relating to the Shoreline Management Act
- Issues relating to Critical Areas Ordinances