

Pen-Mar Regional Association of REALTORS[®], Inc.

Pen-Mar Strategic Plan: 2020-2022 (Board approved April 2020, Revised March 2021)

Mission Statement: To enhance and empower association members through professionalism, networking, education, advocacy, and community engagement.

Vision: An association of united real estate professionals who work together for industry success and seek to elevate their profession and communities.

Core Customer Groups: Brokers, REALTORS[®], and Affiliate members.

Primary Goals:

- 1) Encourage, educate, and enforce professionalism and ethics.
- 2) Provide member networking, relationship building, and collaboration opportunities.
- 3) Offer quality educational experiences to build knowledge, expertise, and future leadership.
- 4) Advocate for the real estate industry, home ownership, and the wellbeing of our communities.
- 5) Improve our communities through positive engagement, investment, and volunteerism.
- 6) Ensure good governance and best practices in association leadership and management.

Strategies:

Goal 1: Encourage, educate, and enforce professionalism and ethics.

- Support, encourage, and educate members about code of ethics, professional standards, and overall professionalism through sharing of experiences and educating best practices, and other learning opportunities.
- Through peer review and recommendation, seek regular nominations and award professionalism and ethical practice.
- Provide clear, responsive, and effective enforcement of ethical violations.

Goal 2: Provide member networking, relationship building, and collaboration opportunities.

- Host a variety of social and networking events for association members and where appropriate their spouses, significant others and/or families.
- Seek to participate in coalitions and collaborate with other industry and professional groups, community and non-profit organizations, and any other relevant and valuable opportunity to broaden member and professional engagements.

- Host events for REALTORS®, Affiliates, and consumers to learn, engage, and connect.

Goal 3: Offer quality educational experiences to build knowledge, expertise, and future leadership.

- Offer educational courses on a variety of topics and ensure ample opportunities for CE classes taught or made available through the association, on its own or in partnership with other instructors and schools.
- Promote and provide professional development and designation opportunities.
- Improve committee structure, clarify purpose, and update the application and appointment process. Market committee opportunities to members throughout the year.
- Encourage member participation in committees and strive to provide meaningful experiences for committees and a pathway into future leadership.
- Provide leadership training to committee chairs and vice chairs and seek to build new association and REALTOR® community leaders.
- Seek to train and assist association members into committee and leadership roles at PAR, MR, and NAR.
- Identify and cultivate opportunities for increased diversity within association leadership and committees.
- Strengthen member knowledge and understanding of Fair Housing rules and regulations, and promote Fair Housing to association membership and/or the public.

Goal 4: Advocate for the real estate industry, home ownership, and the wellbeing of our communities.

- Educate members on the value and importance of RPAC and the REALTOR® Party through communications, events, and engagement of political advocacy and other grassroots efforts.
- Empower members to be effective and engaged citizens and leaders in their communities, becoming REALTOR® Champions.
- Provide opportunities for members and association leadership to engage public and elected officials, as well as other relevant community and industry leaders and form partnerships and relationships.
- Provide data and our REALTOR® perspective to consumers, industry partners, voters, and elected officials.
- Create an RPAC culture and encourage regular investments and Major Investor participation. Show members how these investments are making a difference.

Goal 5: Improve our communities through positive engagement, investment, and volunteerism.

- Rebrand and update association name, logo, materials, and communications in a way that is easy, positive, and memorable to association members, consumers, and the general public.
- Utilize REALTOR® Party grants, as well as other financial tools and resources to invest and improve our communities.

- Establish a foundation owned by the association to further expand the association name and brand that focuses engaging the community in a positive and meaningful way.
- Pursue philanthropic and charitable causes, as well as volunteer opportunities for member participation and community engagement.

Goal 6: Ensure good governance and best practices in association leadership and management.

- Ensure timely completion of required NAR Core Standards each year. Educate leadership and committees on these requirements and seek their input and assistance where needed.
- Pursue opportunities annually to educate and promote diversity, equity, and inclusion to association members and/or the public.
- Establish and provide full service remote operations capability through technology and infrastructure improvements that allow for virtual member services, meetings, and other essential association business.
- Update, improve, and clarify association bylaws, Policies and Procedures manual, and employee handbook.
- Rework and update association lockbox agreements, options, and seek a next generation solution and association service.
- Improve association budgeting and financial review process. Seek for complete transparency and accountability in all association assets, expenditures, investments, and reporting.
- Where needed update association membership types, benefits, services, fees, fines, revenue streams, and overall structure to reflect simple, straightforward, and effective association model.
- Seek input and include brokers in planning, reviewing, goal setting, and increasing participation in association opportunities, causes, and endeavors.