



Mission: The Marin Association of REALTORS® is the voice of real estate in the community that provides its members with the resources to advance professionalism and enforce ethical standards, while protecting private property rights.

- Goals:**
1. **Member Services**—Enhance the value of membership in the Marin Association of REALTORS®.
 2. **Internal Communication**—Deliver important information to the membership efficiently and how they want.
 3. **Consumer Outreach**—Position the value of the REALTORS® to the community.
 4. **Advocacy**—Lead the community on all issues of advocacy related to real estate.
 5. **Technology**—Provide timely and relevant data and information effectively to the membership.
 6. **Financial Management** - Ensure the financial health of the Association through prudent financial management and identification of additional revenue streams.

- Strategy:**
1. Be vigilant about and respond immediately to threats and opportunities for REALTORS®, property owners and property rights.
 2. Identify and create opportunities to help achieve the goals of this plan

Marin Association of REALTORS®

2018-2020 Strategic Plan

President-elect Mark Machado assembled a group of volunteer leaders on July 14, 2017 to update the objectives and goals of the Marin Association of REALTORS® for the following three years. The enclosed document identifies the key areas of focus for the association for this period.

Through the process employed on July 14, the association identified 6 main objectives for the organization to pursue and implement over the following years:

- Improve Member Services
- Improve Internal Communications
- Coordinate Community Outreach Efforts
- Engage in Advocacy Efforts
- Explore Technological Needs of the Membership
- Ensure financial health of the Association

Included in this plan are the specific goals necessary to achieve underneath each objective to better identify if the objectives of the organization have been met within this strategic plan.

This document is to serve as a guide for the organization to plan for, budget, and direct staff and committees to execute these initiatives which meet the core principle and purpose of the Marin Association of REALTORS®.

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OBJECTIVE 1 - MEMBER SERVICES

Enhance the value of the Marin Association of REALTORS® to its members.

Goal 1 - Increase Educational Offerings

- Provide a greater volume, and higher quality educational offerings to the membership.
- Provide educational offerings that address the needs of the membership as the industry evolves. Classes that -
 - o Assist members in being able to adapt to industry changes.
 - o Increase professionalism in their craft.
 - o Increase expertise in real estate.
- Increase frequency of high caliber speakers relevant to the demands of the real estate industry.

Goal 2 - Increase Communications to Members on Services

- Increase the awareness of the Marin Association of REALTORS® social media presence to and encourage engagement by the membership.
- Develop an in-person member outreach program within the association.
- Foster multi-channel communication efforts to the membership.
 - o Utilizing all communication streams to deliver valuable content to the membership in the methods by which they prefer to receive communication.

Goal 3 - Create Leadership and Volunteer Opportunities

- Develop a Leadership Academy for the Marin Association of REALTORS® to encourage member engagement in a way that enhances leadership qualities within the membership.
- Review the current committee structure at the Marin Association of REALTORS® to see if a more efficient and engaging manner of accomplishing the missions of the association committees.

Goal 4 - Provide Friendly and Efficient Customer Service

- Develop staff liaisons in association activities.
- Provide adequate training and support to staff to deliver quality customer service.
- Make the Marin Association of REALTORS® a member-centric organization.

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OBJECTIVE 2 - INTERNAL COMMUNICATION

Deliver important information more effectively to the membership in ways they want to receive the information.

Goal 1 - Have a Website that Better Meets the Organization's Needs

- Identify and connect all existing web communications.
- Synthesize efforts into one central communication portal.
- Promote the use of the site for needs related to real estate in the community.
- Explore creating a new member portal.

Goal 2 - Provide Multiple Communication Channels

- Develop an in-person and peer-to-peer communication strategy that engages members where they are (ie. Office meetings, tours, networking, committee meetings, etc.).
- Review and enhance existing electronic and traditional communication channels for better and more effective use of communicating to members.
- Better utilize the different social media channels employed by the association to expand the reach of the organization.

OBJECTIVE 3 - CONSUMER OUTREACH

Position the value of the REALTORS® to the community.

Goal 1 - Develop Communications that are Consumer Oriented

- Gather information that more accurately reflects the interests, needs and concerns of the community as it pertains to real estate.
- Coordinate with coalitions, community organizations, charities, and industry organizations where common issues align with the Marin Association of REALTORS®.
- Utilize communications professionals to better coordinate the messaging and issues of the Marin Association of REALTORS® with the interests of the community and community organizations.

Goal 2 - Work with Community and Charitable Organizations

- Review current charitable involvements.
- Review current community organization involvements.
- Compare the involvements of neighboring associations.

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- Budget for, and develop a plan to, get more engaged in appropriate organizations in the community.
- Budget for, and develop a plan to, get more engaged in appropriate charitable efforts in the community.
- Develop a method of quantifying all charitable and community involvements in order to highlight the success of the Marin Association of REALTORS® in a public manner.

Goal 3 - Add Professional Expertise to Analyze, Improve and Implement Communications

- Coordinate with internal communication enhancement efforts for a cohesive plan to address external communications.
- Budget for and analyze existing staff and contracting capacities and needs to better suit the objective of the organization.
- Explore, identify, and implement areas where contracting opportunities may exist to best meet the objectives of the organization.

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OBJECTIVE 4 - ADVOCACY

Be the preeminent source of information and advocacy regarding local government issues that affect the community, quality of life, and real estate issues.

Goal 1 - Provide Timely and Objective Advice to the Board of Directors, the Membership, and the Public About Issues Considered by Government

- Review existing structures and methods of identifying issues in the community.
- Review existing methods of communicating issues to the community.
 - o Work with internal and external communications efforts to identify messaging styles and opportunities.
- Identify ways that can engage members that are interested in being involved.
 - o Utilize the database of volunteers to engage in this effort.
- Consider opportunities to improve methods of delivering messages regarding issues to the membership and community.
- Develop strategies to advance issues publicly with communications efforts.

Goal 2 - Augment Political Affairs Efforts to Include Independent Expenditures, and Other Ways to Support Candidates and Issues

- Explore methods of evaluating candidates utilized by other organizations.
- Evaluate current communications to the membership on elections, issues and candidates for elected office.
- Explore methods of assisting candidates that reflect the interests of the association including:
 - o Member engagement in elections.
 - o Direct contributions to issues and candidates.
 - o Coordination with Political Action Committees, 527 and 501(c)4 organizations in the community.
 - o Independent expenditures conducted by coordination within the REALTOR® structures.
- Identify strategies to best execute the goals and mission of the organization.

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Objective 5 - Technology

Provide the most timely and relevant data and information possible to the membership in an effective manner

- Goal 1 -** Continue creating choices for brokers to consider with regard to Multiple Listing Service.
- Goal 2 -** Survey membership to ascertain their preferred method of receiving Information.
- Goal 3 -** Review and enhance technology equipment.

Objective 6 - Financial Management

Ensure the financial health of the Association through prudent financial management and identification of additional revenue streams.

- Goal 1 -** Explore additional revenue streams for Association.
- Goal 2 -** Audit current facility needs.
- Goal 3 -** Review capital improvement needs for the association.