



Proposed 2016 – 2018 Strategic Plan

MISSION STATEMENT:

- The mission of the Association is to enhance and support the profitability of Kansas REALTORS® by providing applications, ideas, knowledge and tools to grow and simplify their businesses.

VALUE PROPOSITION:

- **Grow Your Business:** Technology and productivity tools to help members stay competitive.
- **Get an Advantage:** Knowledge about current trends, legal issues and activity at the Capitol.
- **Connect with the Best:** Connect with other successful REALTORS® to build a strong network.

Objective #1 – Promoting and Protecting REALTORS® through Political Action and Advocacy

KAR will influence the public policy process to promote and protect the interests of REALTORS® on legal, legislative and regulatory issues.

1.1 Monitor legal, legislative and regulatory issues affecting REALTORS® and influence public policy to enhance the profitability of the real estate industry and property ownership.

- 1.1.1 *Continue to maintain a strong and effective statewide governmental affairs program.*
- 1.1.2 *Collaborate with the National Association of REALTORS® to advocate for REALTORS® on priority federal legal, legislative and regulatory issues.*
- 1.1.3 *Continue to enhance the grassroots power of Kansas REALTORS® through the implementation of a statewide REALTOR® grassroots network.*
- 1.1.4 *Enhance REALTOR® influence on the political process by increasing the association's involvement in direct political activities, such as candidate contributions, independent expenditures and issues mobilization activities.*
- 1.1.5 *Evaluate the feasibility of assisting local associations and members on local legal, legislative and regulatory issues. (2017 OBJECTIVE)*

1.2 Serve as the principal information resource for REALTORS® and members of the public for updates on legal, legislative and regulatory issues that will affect the real estate industry and property ownership.

- 1.2.1 *Provide concise and understandable updates on legal, legislative and regulatory issues in the KAR weekly electronic newsletter, which can be shared by local associations and supervising brokers with members.*
- 1.2.2 *Continue to improve the content on the "REALTOR® Advocacy" section of the KansasREALTOR.com website and promote this information to KAR members.*
- 1.2.3 *Develop outreach efforts to members of the public on the benefits of REALTOR® advocacy on issues relating to property ownership.*
- 1.2.4 *Continue personal outreach to local associations, managing brokers and REALTORS® through local association and brokerage visits.*

1.3 Promote investments in the REALTORS® PAC (RPAC) and educate members on the link between RPAC investments and the legal, legislative and regulatory victories that protect REALTOR® profitability.

1.3.1 *Continue to improve online fundraising efforts to increase the amount of investments and number of investors in RPAC.*

1.3.2 *Coordinate fundraising efforts between major investor liaisons, participation liaisons, Kansas RPAC Trustees, local associations and volunteers to increase RPAC investments and major investors.*

Measurements:

- *Objective legislative outcomes on the annual Kansas REALTOR® Legislative Agenda.*
- *Response rates on State and Federal Calls for Action (CFAs).*
- *Number of grassroots volunteers engaged in the State Legislative Contact (SLC) Program.*
- *Direct candidate contributions and independent expenditures on state political candidates, including win and loss measurements on targeted campaigns.*
- *Achievement of participation, total fundraising and major investor RPAC goals.*

**Objective #2 –
Providing Industry-Leading Networking and Professional Development Opportunities**

KAR will provide outstanding networking and professional development opportunities for Kansas REALTORS®.

2.1 Maintain an excellent, industry-leading professional development program.

2.1.1 *Evaluate the Commitment to Excellence adopted by the National Association of REALTORS® and consider the incorporation of these principles into KAR professional development programs.*

2.1.2 *Evaluate the feasibility of developing incentives for KAR members to complete the requirements found in the Commitment to Excellence. (2017 OBJECTIVE)*

2.1.3 *Increase the emphasis on technology and how technology can be utilized by REALTORS® in KAR professional development programs. (2017 OBJECTIVE)*

2.1.4 *Reevaluate the content and topics for programs and sessions to ensure primary focus on business development (marketing and sales skills), networking, profitability, technology, time management and communities of interest for members.*

2.1.5 *Continue to enhance leadership development programs, such as the “Leading Edge” and “Right Track” leadership programs.*

2.1.6 *Pursue cooperative professional development opportunities with local associations, including an evaluation of feasibility of regional professional development programs. (2017 OBJECTIVE)*

2.1.7 *Continue to support the Graduate REALTOR® Institute (GRI) program.*

2.1.8 *Evaluate options for participation in new professional development programs targeted towards new and younger members on the basics of the real estate business. (2017 OBJECTIVE)*

2.2 Continue the development and expansion of the Keynote Series program.

2.2.1 *Continue to expand the availability of the Keynote Series program to additional states.*

2.2.2 *Evaluate the development and implementation of a “How to Get Started” module for new REALTORS® under the umbrella of the Keynote Series program. (2017 OBJECTIVE)*

2.2.3 *Continue to improve the Keynote Series program website to market and promote the series.*

2.3 Develop a partnership with the Kansas Real Estate Commission (KREC) to increase the quality and relevancy of continuing education requirements.

2.3.1 *Encourage REALTORS® and non-members to broaden their professional development by taking more than the minimum number of continuing education (CE) hours.*

2.4 Evaluate the creation of a mentoring program for KAR members.

2.4.1 *Conduct survey research to determine interest among KAR members in the development of a mentoring program. (2017 OBJECTIVE)*

2.5 Evaluate options for enhancing networking opportunities at state and local association meetings.

2.5.1 *Evaluate options for increasing the availability of networking opportunities for KAR members at all state association meetings.*

2.5.2 *Evaluate opportunities to collaborate with local associations to develop mentoring and networking opportunities for KAR members. (2017 OBJECTIVE)*

Measurements:

- *Number of attendees and participants in professional development programs and events.*
- *Number of courses sold and unique users of the Keynote Series program.*
- *Expansion of course topics approved by the Kansas Real Estate Commission (KREC).*
- *Incorporation of Commitment to Excellence principles in professional development programs.*
- *Number of professional development programs developed for new and younger members.*
- *Survey research results on the development of a mentoring program for KAR members.*

**Objective #3 –
Enhancing Member and Non-Member Engagement, Association Governance, Operations and Staff Capabilities**

KAR will coordinate programs and services through an excellent staff, efficient governance structure and effective association management and operation.

3.1 Increase engagement with members and non-members on the value of KAR programs and services.

3.1.1 *Identify ways members can engage in volunteer opportunities.*

3.1.2 *Determine the most effective ways to support local associations with membership recruitment.*

3.1.3 *Determine the best outreach opportunities to make supervising brokers aware of KAR programs and services and encourage them to share this information with their affiliated licensees.*

3.1.4 *Identify opportunities for Member Councils to contribute to association objectives.*

3.1.5 *Consider the formation of “communities of interest” to meet specialized member needs (such as residential, commercial, appraisal, auctions, property management, etc.). (2017 OBJECTIVE)*

3.1.6 *Evaluate how to provide new and younger members with knowledge about the importance and value of involvement with the Association. (2017 OBJECTIVE)*

3.1.7 *Utilize Zone Vice Presidents to promote the value of KAR’s programs and services to supervising brokers, REALTORS® and local associations.*

3.2 Educate and inform local associations on the impact of industry changes to multiple listing services (MLSs).

- 3.2.1 Educate local associations and MLSs on the importance and value of data sharing.*
- 3.2.2 Evaluate the potential impact of changes related to MLSs and RPR to the state association and local associations and MLSs.*
- 3.2.3 Evaluate the Advanced Multi-List Platform (AMP) and the UPSTREAM programs and educate local associations and MLSs on the impact of those programs.*

3.3 Continue to evaluate and review the importance and value of KAR programs and services for KAR members using “Race for Relevance.”

- 3.3.1 Determine and focus on the programs and services that provide the greatest benefit to members.*
- 3.3.2 Utilize the member needs survey to determine the interest in and value of KAR programs and services and share the results of the survey with members.*
- 3.3.3 Evaluate options to conduct periodic focus groups with KAR members to obtain feedback on KAR programs and services.*
- 3.3.4 Reevaluate the Awards and Recognition program to determine if the current program delivers value to KAR members and whether the program should be revamped or eliminated.*
- 3.3.5 Develop a survey for KAR leaders to conduct face-to-face meetings with members at KAR events and programs to gather member feedback on KAR programs and services.*

3.4 Continue to enhance and streamline KAR’s governance structure by evaluating and implementing recommendations from the Governance Task Force.

- 3.4.1 Evaluate the structure and effectiveness of committees and place more emphasis on the creation of smaller, short-term task forces to focus on special issues and tasks.*
- 3.4.2 Evaluate the structure of geographic zones and realign zone boundaries based on local association jurisdictions.*
- 3.4.3 Develop objectives and priorities for each committee based on their role in implementing KAR’s strategic plan.*

3.5 Evaluate KAR’s internal technology needs on an annual basis.

- 3.5.1 Evaluate and outline the Association’s needs regarding internal operations, delivery of education, the Association website, social media, etc.*

3.6 Improve the awareness and usefulness of the market statistics among members and the general public.

- 3.6.1 Evaluate the format of the market statistics to improve their ease of use and determine if the market statistics can be more detailed with an emphasis on the local level.*

Measurements:

- *Number of articles in the weekly newsletter promoting the value of KAR membership.*
- *Number of volunteers in KAR programs and services.*
- *Implementation of changes to the KAR governance structure.*
- *Annual review of technology needs.*
- *Participation in the annual survey research and feedback from KAR leadership outreach.*

Objective #4 – Strengthening Communications and Marketing Efforts

KAR will serve as a principal information resource for REALTORS® and members of the public through improved communications, marketing and public relations efforts.

4.1 Improve branding, communications and marketing efforts to communicate the value of programs and services to KAR members.

4.1.1 Utilize the Value Proposition in all communications and marketing efforts to inform members about the value of KAR membership.

4.2 Develop an integrated plan to guide KAR’s branding, communications and marketing efforts.

4.2.1 Develop an annual editorial calendar for communications and marketing efforts.

4.2.2 Identify appropriate outreach to the public, including assistance to local associations to promote the real estate profession.

4.2.3 Maintain and update the KansasREALTOR.com website for internal and external communications.

4.2.4 Evaluate the effectiveness of the e-newsletter and opportunities for improvement, including changes to the format to provide short bullet points to increase readership.

4.2.5 Identify social media outreach and usage for promoting the Association’s programs and services.

4.2.6 Provide for consistency in messaging and design in all communications and marketing efforts.

4.3 Seek opportunities to educate the public on the role of REALTORS® and the value they provide.

4.3.1 Enhance the information on KansasREALTOR.com to provide relevant content to members of the public on the role and value of REALTORS®. (2017 OBJECTIVE)

4.3.2 Provide members with information and resources for REALTORS® to provide to their clients and customers about the value of using a REALTOR®. (2017 OBJECTIVE)

Measurements:

- Development of the communications and marketing plan.
- Enhancement of the information for members of the public on KansasREALTOR.com.
- Click-through and open rates on the weekly electronic newsletter.
- Analytics on the KansasREALTOR.com website.

Objective #5 – Enhancing the Association Experience and REALTOR® Competence and Professionalism

KAR will provide direction and leadership on the ongoing implementation of the Core Standards requirements and the continued improvement of the competence and professionalism of Kansas REALTORS®.

5.1 Continue to monitor the implementation of the Core Standards requirements by local associations and to coordinate implementation efforts at all levels of the association.

- 5.1.1 *Create opportunities for local associations to discuss Core Standards compliance and share best practices and resources.*
- 5.1.2 *Consider the creation of a Core Standards Task Force to monitor the implementation of the Core Standards and share progress and successes with KAR members.*
- 5.1.3 *Continue to facilitate and guide consolidation and merger discussions between local associations and to assist with the implementation of consolidation and merger agreements.*
- 5.1.4 *Educate and inform KAR members on the importance and implementation of the Core Standards requirements.*

5.2 Monitor and inform members on the Commitment to Excellence proposed by the National Association of REALTORS® and evaluate the “professionalism” of the real estate profession.

- 5.2.1 *Monitor the implementation of the Commitment to Excellence.*
- 5.2.2 *Evaluate the incorporation of the principles contained in the Commitment to Excellence into a body of knowledge and recommended skills for KAR members. (2017 OBJECTIVE)*
- 5.2.3 *Inform members about the implementation of the Commitment to Excellence and the specific skills required and encourage them to aspire to the principles of the Commitment to Excellence. (2017 OBJECTIVE)*
- 5.2.4 *Collaborate with local associations on the implementation of the Commitment to Excellence. (2017 OBJECTIVE)*
- 5.2.5 *Consider the development of a definition of “professionalism.” (2017 OBJECTIVE)*

5.3 Improve the enforcement of the REALTOR® Code of Ethics.

- 5.3.1 *Continue to improve the enforcement of the REALTOR® Code of Ethics with the implementation of the redesigned Regional Professional Standards Enforcement Program.*
- 5.3.2 *Evaluate the feasibility of creating a citations program for violations of the REALTOR® Code of Ethics. (2017 OBJECTIVE)*
- 5.3.3 *As required under the Core Standards, develop an ombudsman program for enforcement of the REALTOR® Code of Ethics.*

Measurements:

- State and local association compliance with the Core Standards requirements.
- Number of communications to the local association and membership on the Core Standards requirements.
- Number of communications to the local association and membership on the Commitment to Excellence.
- Number of members that complete the Commitment to Excellence standards.
- Number of ethics complaints and arbitration requests filed and resolved.