



AREA #1: COMMUNICATIONS

Member Communications and Public Relations

PURPOSE: KWAOR'S communications positively resonate with its members and the public they serve.

STRATEGIC OBJECTIVE 1A: Members clearly understand and appreciate the value they receive from the KWAOR's programs, products and services. Internal audiences include:

1. Brokers/Managers/Team Leaders
2. Affiliates/Business Partners
3. Office community captains "ambassador program"
4. Members (agents, brokers)
5. Leadership or newmembers

STRATEGIC OBJECTIVE 1B: The public views REALTORS® as valuable members of the community, a source of reliable and accurate information, as advocates for private property rights and as essential advisors in their real estate transactions.

1. Promoting a positive professional image
2. Celebrating and publicizing the good works of REALTORS®
3. Providing accurate information regarding legislation, advocacy, public policy positions

STRATEGIC OBJECTIVE 1C: KWAOR utilizes all effective modes of delivery to communicate with its target audiences.

1. KWAOR website
2. Community Patches
3. Websites
4. House Logic
5. Area businesses
6. Local government sites
7. Schools
8. Member benefits and services website
9. Social Media



AREA #2: GOVERNMENT AFFAIRS AND COMMUNITY OUTREACH

PURPOSE: KWAOR is committed to protecting private property rights, strengthening our communities and supporting a healthy business environment.

STRATEGIC OBJECTIVE 2A: KWAOR's public policy efforts foster a sustained and unified voice on a local state and national level when advocating for private property rights.

1. Platform - KWAOR has a local platform/position regarding municipal issues and embraces RIAR's and NAR's Public Policy Platform.
2. Investment - KWAOR has a broad-based culture for investing in RPAC and exceeds all goals.
3. Key political contacts - KWAOR has an effective core of committed professionals to communicate the message.
4. Calls to Action - Brokerages and members are committed to respond to all NAR & RIAR calls to Action and leverages REALTORS® who have positions on various business industry boards, commissions and leadership roles.
5. NAR Grants - KWAOR fully utilizes any/all funding opportunities through NAR, RIAR and any municipal/community sources.

STRATEGIC OBJECTIVE 2B: The public views REALTORS® of KWAOR as essential partners to strengthen our communities and maintain a healthy business environment.

1. Partnering with the public to forward REALTOR® public policy, environmental rights, property rights, and affordable housing issues.
2. Participating members on hospital and charity organization boards, commissions, local government, business and industry groups
3. Chronicle KWAOR members involved in community projects
4. Utilizing fully grants and funding opportunities through NAR, RIAR and any municipal/community sources.



AREA #3: PROFESSIONAL DEVELOPMENT

PURPOSE: KWAOR provides continuing education and training that allows its members to maintain the highest levels of integrity and professional standards.

STRATEGIC OBJECTIVE 3A: Professional development focuses on target audiences

1. Brokers/Manager/Team Leaders
2. New agents
3. Seasoned agents

STRATEGIC OBJECTIVE 3B: KWAOR provides its members with advanced courses and skill training including continuing education

1. Designations and certifications
2. Live/online skill courses
3. Baseline training – Fundamentals in Real Estate (FIRE)
4. Lunch & Learns
5. KWAOR Video Library

STRATEGIC OBJECTIVE 3C: KWAOR provides professional development by means of varied delivery options

1. Live Training
2. Partner with RIAR and Brokers for live and/or virtual programs
3. Online media
4. KWAOR video library
5. Webinars

STRATEGIC OBJECTIVE 3D: KWAOR supports the enforcement of the Code of Ethics

1. Mediation
2. Ombudsman
3. Grievance
4. Arbitration

STRATEGIC OBJECTIVE 3E: KWAOR supports Diversity, Equity, and Inclusion (DEI) and Fair Housing

1. Collaboration with the RIAR Diversity and Inclusion Committee
2. Providing educational offerings for its membership including but not limited to:
 - a) Annually conducting or promoting a Diversity, Equity and Inclusion activity AND
 - b) Annually conducting or promoting a Fair Housing activity
3. Promoting a diverse and inclusive membership by providing outreach about real estate as a career within Kent and Washington Counties.



AREA #4: GOVERNANCE AND OPERATIONS

PURPOSE: KWAOR is committed to be an organization that supports and creates quality opportunities for all its members.

STRATEGIC OBJECTIVE 4A: Structure - KWAOR's organizational structure promotes the principles of diversity within the membership.

1. Leadership Development
2. Member Orientation
3. BOD Structure

STRATEGIC OBJECTIVE 4B: Finance – KWAOR has a finance committee, identified in the Bylaws, comprised of qualified and competent finance-oriented professionals that focus their efforts on funding the Strategic Plan and providing fiscal responsibility

1. Create Finance Committee
2. Implement sound financial investment policies and procedures to maximize the return on investment
3. Maintain adequate reserves, restricted funds and dedicated funds

STRATEGIC OBJECTIVE 4C: Staff and operations – Through the efforts and leadership of our CEO, KWAOR's highly trained staff is positioned to manage effectively the business of the Association

1. Staff – CEO oversees
 - a. Staff reviews and contracts
 - b. Staff job descriptions and policy/procedures
 - c. Training and travel policies for staff
2. Facilities and operation
 - a. Periodic site analysis by commercial practitioners
 - b. Internal business operations procedures established by CEO with staff
 - c. Disaster preparedness planning – Cyber security

STRATEGIC OBJECTIVE 4D: Governing Documents: KWAOR maintains the necessary governing docs for both the organization and members to protect the interests of the business

1. Corporate documents and filings
2. Policies required by the National Association of REALTORS®
3. KWAOR Policies/Procedures
4. KWAOR Bylaws
5. KWAOR Board of Directors packet of agreements
6. Human Resources forms and records