

STRATEGIC PLAN

2021-2025



VISION

Our members are proud to be REALTORS®, understanding the power and value of their trade association and they uphold the Code of Ethics. They are diverse, well-educated, and informed about professional practice, government affairs and issues of technology.

They are served by a local association regionally recognized for its influence as a political advocacy group and for its leadership in the business community. We envision professional standards that create and enforce professional practice, partnerships with local government to advance community vision, networking opportunities for members, state of the art training classes, an affiliate referral system and a member benefits package.

Our members are fiscally responsive to the budget, informed about issues affecting our members, visionaries, effective communicators, able to create enthusiasm for increased member participation, and leaders by voice and example.

MISSION

The Tacoma-Pierce County Association of REALTORS® unites real estate professionals in Pierce County, serving as a resource center and local political advocate for the mutual benefit of REALTORS® and consumers.

ADVOCACY

IN FIVE YEARS

- TPCAR will be seen as advocates for our members, property owners, housing issues and strong communities.
- A strong RPAC culture will result in increased investments beyond the \$35 baseline investment.

OBJECTIVES

- Set annual investment goals to have highest number of major investors among the local associations while also increasing the membership RPAC participation rate to 20% annually.
- Build and maintain a local key contacts program that enhances relationships with city and county council members to participate and educate on realtor-related issues.
- Maintain and enhance a communications system for informing and mobilizing TPCAR members about issues of local significance.
- Increase member communications consumption.

Core Standards

- a. Local independent Expenditure Program (Vote)
- b. Hold a voter registration day at TPCAR office and promote our endorsed candidates. (Vote)
- c. Placemaking Program/Placemaking MicroGrant (Rain garden on TPCAR property). (Act)
- d. Diversity Forum - Recognizing Steering & Redlining and what to do about it (Act)
- e. RPAC Major Investor Fundraiser using an RPAC Fundraising Grant. (Invest)
- f. Use RPAC promotional materials to educate the membership on the value of investing in RPAC. (Invest)

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MEMBERSHIP

IN FIVE YEARS

- Every Licensee and Affiliate in Pierce County will want to be a member of TPCAR.
- Our membership will reflect the diversity of our communities.
- TPCAR will continually develop a well-qualified and constantly refreshed pool of diverse leadership candidates.
- TPCAR will promote DEI among all members.

OBJECTIVES

- Establish a sustainable leadership program which promotes personal and professional growth while encouraging association participation.
- Annually evaluate and assess the goals and outcomes of the leadership program.
- Promote membership engagement in TPCAR sponsored events and committees.
- Encourage TPCAR members to be involved at the local, state, and national level.
- Obtain a Broker Involvement Grant from NAR (Act).
- Core standards

LEADERSHIP

IN FIVE YEARS

- TPCAR will be recognized as a community thought-leader and partner.
- TPCAR will grow its presence at the state and national level.
- Our leadership will reflect the diversity of our communities.

OBJECTIVES

- Foster, grow, and gain new volunteers through leadership training programs.
- Increase the number of TPCAR leaders who serve on WR and NAR boards and committees.

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VALUE PROPOSITION

IN FIVE YEARS

- REALTORS® and Affiliates are committed to advocating for a strong real estate industry by staying ahead of issues concerning members and their clients. We advance a culture of continued learning while embracing the highest professional and ethical standards.

OBJECTIVES

- Increase participation on the Brokers Council by 20%.
- Sixty percent (60%) of TPCAR area licensees are members by 2026.
- Develop a marketing strategy to consistently communicate the value proposition to members and non-members.

COMMUNITY & CONSUMER ENGAGEMENT

IN FIVE YEARS

- People will differentiate REALTORS® from licensees because they see all the things REALTORS® do and how REALTORS® give back to the industry and our communities.

OBJECTIVES

- Enhance community involvement to promote the value proposition of using a REALTOR® and/or engage in community activities that enhance the image of REALTORS®.
- To be a valued partner and contributor in the community through consumer outreach and community involvement (Core standards).
- Leverage our position as community advocates to educate and assist in increasing homeownership rates among marginalized communities through partnerships with state and local government.
- Host one annual community engagement event for the public.

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ORGANIZATION ALIGNMENT & FINANCES

THE TASK FORCE RESPECTFULLY RECOMMENDS THAT THE BOARD OF DIRECTORS...

- Take appropriate steps to study, make recommendations, and implement policies and procedures to ensure that TPCAR's organizational structure (committees, task —forces, and work groups), aligns with the revised strategic direction reflected in this Strategic Plan.
- Topics for the Board of Directors to address may include:
 - a. Formalize Committee structures
 - b. Increase use of Ad Hoc work groups
 - c. Collaborate and align Women's' Council of REALTORS® and Affiliate Councils with the organizational structure of TPCAR.
 - d. Ensure that the purpose and charge of all committees is consistent with the Goals and Objectives of the Strategic Plan
 - e. Implement procedures to make sure committees, task forces, work groups etc. have clear direction and a clear charge
 - f. Require all committee recommendations to be tied to the TPCAR Strategic Plan
- Develop and implement a policy regarding operational and strategic reserves, including exploration of designated funds for specific strategic purposes.
- Review capital improvement schedule on an annual basis at the beginning of the Q4 each calendar year.