



WASHINGTON REALTORS®

2024-2026 Strategic Plan

Mission Statement

Washington REALTORS® advocates on behalf of REALTORS® and their clients and provides services to help members prosper.

Vision Statement

Washington REALTORS® is the leading organization for all matters affecting real estate in Washington and a model for the rest of the country.

*Approved by the Board of Directors
September 20, 2024*

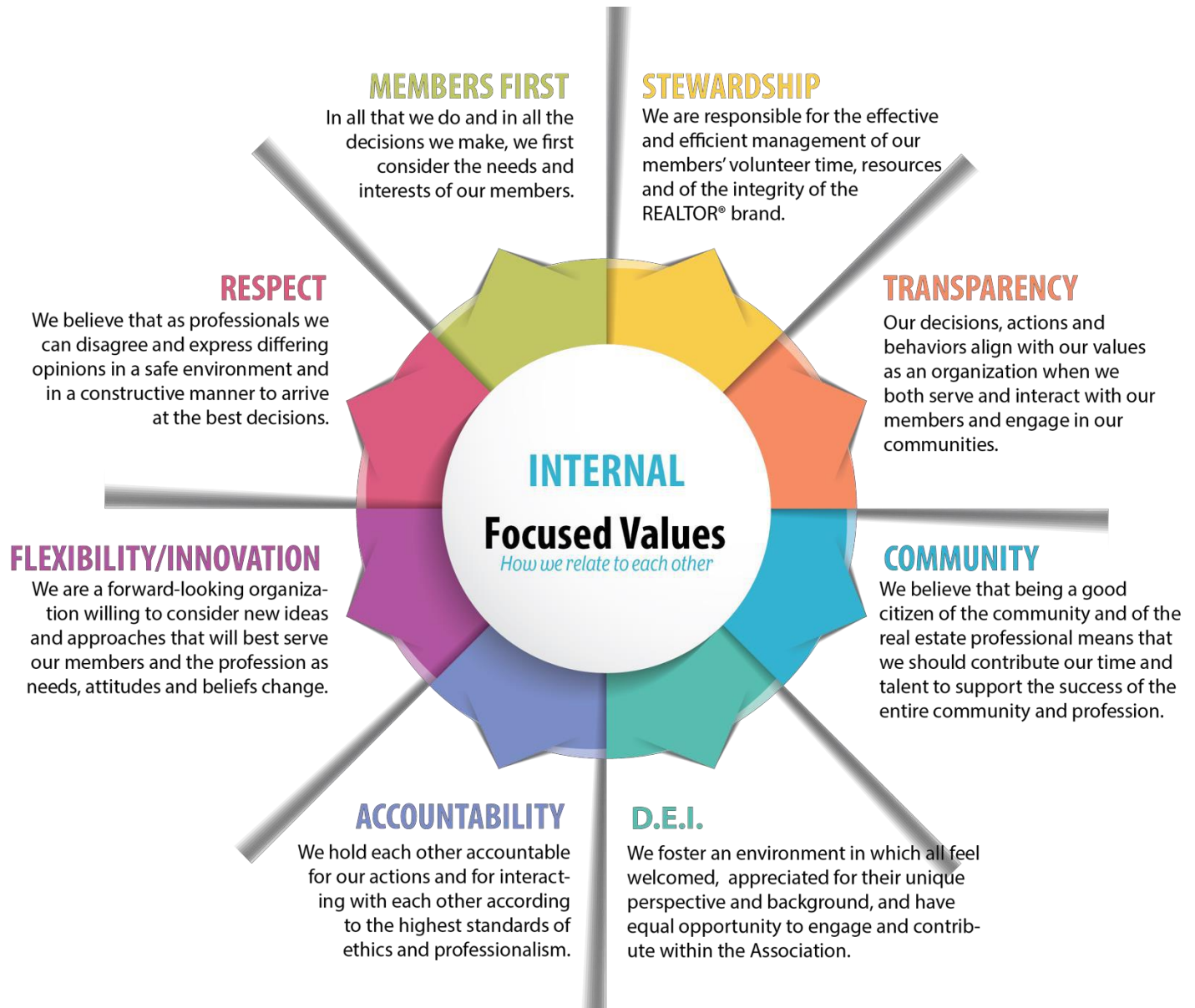
COMMUNITY FOCUSED VALUES

How we relate to others



INTERNALLY FOCUSED VALUES

How we relate to each other





PILLARS OF OUR STRATEGIC GOALS

ADVOCACY & INFLUENCE

Washington REALTORS® is the united voice to promote and protect the interests of REALTORS® and the communities they serve.

VALUE TO MEMBERS & LOCAL ASSOCIATIONS

Washington REALTORS® empowers, equips and engages our members and local associations to help them succeed in a changing environment.

COMMUNICATION & ENGAGEMENT

Washington REALTORS® is the primary voice of the real estate industry, communicates valuable information to all stakeholders and raises the profile of the REALTOR® as a real estate expert, trusted advisor and champion for vibrant, healthy communities.

DIVERSITY, EQUITY, & INCLUSION

Washington REALTORS® embraces diversity, equity and inclusion in everything we do and recognizes it as essential to a vibrant, healthy Association and community.

ORGANIZATIONAL EFFECTIVENESS

Washington REALTORS® is sustained by strong, visionary leadership and staff, engaged members, solid financial health and a reputation for integrity, innovation, and inclusion.

LEADERSHIP

Washington REALTORS® fosters and grows a deep pool of qualified, committed members who see value in leadership roles.

ADVOCACY & INFLUENCE

Washington REALTORS® is the united voice to promote and protect the interests of REALTORS® and the communities they serve.

STRATEGIC PRIORITY: Changing Political Environment

OBJECTIVES	DELIVERABLES
<p>A. Washington REALTORS® continues to solicit members' input on issue priorities to assess changing member views and attitudes.</p> <p>B. Members are informed about Washington REALTORS® policy decision-making process and rationale for positions taken.</p>	<ol style="list-style-type: none">1. Continue Washington REALTORS'® regular issue polling process to assess member views.2. Develop and disseminate information and education on the Washington REALTORS® policy and endorsement decision-making processes.3. Provide annual advocacy summaries for our members.

STRATEGIC PRIORITY: Grassroots and Political Action

OBJECTIVES	DELIVERABLES
<p>A. Through targeted messaging to specific member audiences on legislative victories and advocacy initiatives, more Washington REALTORS'® members are engaged and investments to RPAC are at the 25% participation level and Triple Crown.</p>	<ol style="list-style-type: none">1. Through use of videos, podcasts and other vehicles, target messages on Washington REALTORS® advocacy to different member demographics.2. Rebuild our Key Contact system.

STRATEGIC PRIORITY: Housing and Commercial Development

OBJECTIVES	DELIVERABLES
<p>A. Washington REALTORS® will continue to work with lawmakers and local associations to increase the stock of housing and commercial units in communities in Washington.</p> <p>B. Washington REALTORS® policy on issues relating to environmental sustainability, resiliency and climate change and their impact on housing and real estate will be clarified.</p>	<ol style="list-style-type: none">1. To support our policy initiatives, develop and communicate a unique visualization of measures that show the critical lack of affordability, attainability and equal access in residential and commercial unit supply.2. Washington REALTORS® will study the ESG+R (Environment, Social, Governance and Resiliency) Sustainability report published by the National Association of REALTORS® to determine the extent to which its recommendations are applicable in Washington State.3. Provide more in-depth communications on the sweep of housing bills that were wins in the 2023 Legislative Session. (Note: Also helps Grassroots Political Action Strategic Priority).

VALUE TO MEMBERS & LOCAL ASSOCIATIONS

Washington REALTORS® empowers, equips and engages our members and local associations to help them succeed in a changing environment.

STRATEGIC PRIORITY: Professionalism

OBJECTIVES	DELIVERABLES
<p>A. Washington REALTORS® is routinely accessed by members as the source of curated tools, resources and educational opportunities to increase professionalism.</p> <p>B. Washington REALTORS® improves outreach to younger/new REALTORS®, providing them with opportunities to begin and sustain a successful career in real estate.</p>	<ol style="list-style-type: none">1. Redesign and promote the new member orientation toolkit.2. Highlight the value and importance of designation and certification programs.

STRATEGIC PRIORITY: Local Association Relations

OBJECTIVES	DELIVERABLES
<p>A. Washington REALTORS® actively engages and supports local associations in targeting communication to specific member audiences (e.g., managing brokers), using better member data, communication platforms and messaging.</p>	<ol style="list-style-type: none">1. Establish regular communication with Designated Regional Representatives to liaise with Local Association Presidents.2. Evaluate the new member email drip campaign and promote the ghost email new member drip campaign.

COMMUNICATION AND ENGAGEMENT

Washington REALTORS® is the primary voice of the real estate industry, communicates valuable information to all stakeholders and raises the profile of the REALTOR® as a real estate expert, trusted advisor and champion for vibrant, healthy communities.

STRATEGIC PRIORITY: Communicating Industry and Washington REALTORS® Value

OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none">A. Members recognize where Washington REALTORS® has affected positive change and understand, in tangible terms, the bottom-line impact on their business and for their clients.B. Washington REALTORS® collaborates with local associations to highlight REALTORS® as industry professionals and contributors to the community.C. Washington REALTORS® regularly updates members on ways to articulate their value to the public.D. Washington REALTORS® communicates effectively with members across political ideologies and with respect to geographic locations.	<ul style="list-style-type: none">1. Members recognize where Washington REALTORS® has affected positive change and understand, in tangible terms, the bottom-line impact on their business and for their clients.2. Washington REALTORS® collaborates with local associations to highlight REALTORS® as industry professionals and contributors to the community.3. Washington REALTORS® regularly updates members on ways to articulate their value to the public.4. Washington REALTORS® communicates effectively with members across political ideologies and with respect to geographic locations.

STRATEGIC PRIORITY: Broker Engagement

OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none">A. Designated Brokers/Broker Owners perception of Washington REALTORS® value results in greater engagement and a strong sense of partnership with the Association.B. Designated Brokers and Broker Owners have resources and tools from Washington REALTORS® to help articulate their value as a REALTOR® office.	<ul style="list-style-type: none">1. Washington REALTORS® offers tools to Designated Brokers and Broker Owners to help articulate the value of being a REALTOR® member and message appropriately.2. Provide resources for Designated Brokers and Broker Owners to help navigate risk mgmt. topics.3. Target content to Designated Brokers and Broker Owners that is also shareable with their brokers.4. Promote regular communication with Designated Brokers and Broker Owners.

DIVERSITY, EQUITY AND INCLUSION

Washington REALTORS® embraces diversity, equity and inclusion in everything we do and recognizes it as essential to a vibrant, healthy Association and community.

STRATEGIC PRIORITY: Diversity, Equity and Inclusion

OBJECTIVES	DELIVERABLES
<p>A. The majority of Washington REALTORS® members have participated in At Home with Diversity (AHWD), Fairhaven and other DEI-focused programming.</p> <p>B. Implicit Bias Training is available and accessible to all Washington REALTORS® members and local Executive Officers. The percentage of individuals from diverse populations in real estate and real estate-related careers has increased so that Washington REALTORS® membership reflects our communities.</p>	<ol style="list-style-type: none">1. Promote DEI to the local association.2. Conduct a Leadership event (Symposium) and invite affinity groups to attend. Washington REALTORS® leadership to engage with leaders of the affinity groups.3. Collaborate with NMBA and other groups in real estate related industries.4. Develop, track and report metrics that demonstrate Washington REALTORS® progress on DEI goals and share with members and the community.5. Promote the establishment of diversity committees within local associations and provide tools and support for local initiatives.6. Work with multi-cultural affinity groups to form strategic partnerships to forward Washington REALTORS® DEI agenda.

ORGANIZATIONAL EFFECTIVENESS

Washington REALTORS® is sustained by strong, visionary leadership and staff, engaged members, solid financial health and a reputation for integrity, innovation and inclusion.

STRATEGIC PRIORITY: Organizational Effectiveness

OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none">A. Continually evaluate staffing requirements and implement plan for additional human resources as needed to accomplish the objectives in the strategic plan as recommended by the CEO.B. Continue to leverage Washington REALTORS®' resources through collaboration with industry and business coalitions.	<ul style="list-style-type: none">1. Washington REALTORS® leaders are attending local, state, and national industry and business coalition meetings.

STRATEGIC PRIORITY: Member Engagement

OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none">A. Washington REALTORS® creates opportunities for all members to engage and contribute to the Association.B. Members feel welcomed, heard, appreciated, and supported in their careers.	<ul style="list-style-type: none">1. Measure member satisfaction on a regular basis through surveys and focus groups and report those results to leadership.2. Communicate annually Washington REALTORS® achievements to REALTOR® members via executive summaries.3. Washington REALTORS® identifies and promotes sustainability resources for members.

LEADERSHIP

Washington REALTORS® fosters and grows a deep pool of qualified, committed members who see value in leadership roles.

STRATEGIC PRIORITY: Leadership Development

OBJECTIVES	DELIVERABLES
<p>A. Washington REALTORS® and the local associations have developed a deep pool of qualified, committed members who see the value in taking on leadership roles.</p> <p>B. Ensure leadership opportunities are available to all members from all backgrounds and experience levels.</p>	<ol style="list-style-type: none">1. Offer the NAR L.E.A.D. (Learn, Evaluate, Accelerate, Deliver) program to members in Washington.2. Offer a comprehensive leadership program, including a formal Leadership Academy, a menu of leadership programming including sessions targeted to new and diverse members, support for local association academies, and research other programs.3. Explore creating a new committee for the purpose of leadership identification, recruitment, training and mentorship.

2025 STRATEGIC PLAN SUPPLEMENT

2025 Priorities

ADVOCACY

- Advocate for long-term solutions regarding housing affordability and accessibility that is balanced with maintaining and protecting property rights.
- Address and champion issues resulting from the class action lawsuits to ensure homebuyers maintain access to resources.

COMMUNICATIONS & ENGAGEMENT

- Enhance member engagement with the state association and support local associations in building stronger relationships with their members, ensuring consistent and reliable interaction and support.
- Leverage and expand on existing communications regarding our advocacy work and member engagement priorities.

VALUE TO MEMBERS & LOCAL ASSOCIATIONS

- Deliver value to members by providing essential resources, innovative solutions, and opportunities to advance their professional success and satisfaction.

Updates to Existing Plan

In response to the evolving dynamics of the real estate industry, the Washington REALTORS® Strategic Plan has been meticulously reviewed and updated to ensure its continued relevance and effectiveness through 2025. These updates, derived from insights and recommendations provided by our dedicated committee members are not additions to the 3-year plan but reflect the necessary adjustments to our current strategic initiatives. By integrating these changes, we aim to enhance our ability to address contemporary challenges, leverage new opportunities, and better serve our members and their clients. This comprehensive revision underscores our commitment to staying ahead of industry trends and maintaining a proactive stance in fostering a vibrant, competitive, and fair real estate market.

ADVOCACY

CHANGING POLITICAL ENVIRONMENT:

- Measure member perceptions regarding the changing political environment.
- Provide quarterly advocacy summaries for our members.

COMMUNICATIONS & ENGAGEMENT

COMMUNICATING INDUSTRY & WASHINGTON REALTORS® VALUE:

- Identify opportunities to tailor our messages to specific member audiences (i.e. Designated Brokers, industry leaders, etc.)

BROKER ENGAGEMENT:

- Engage with and support Designated Brokers and owners to help articulate the value of being a REALTOR® member.

DIVERSITY, EQUITY AND INCLUSION

- Provide an annual summary of our DEI Initiatives and outreach efforts.

ORGANIZATIONAL EFFECTIVENESS

- Ensure our volunteer structure reflects the priorities of Washington REALTORS® strategic plan, capacity and financial resources.