





# Strategic Plan

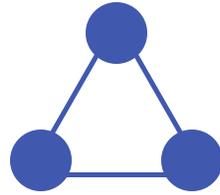
2018-2020

**Our Mission:** Hawai'i REALTORS® inspires members to practice real estate ethically and competently while serving its communities and advocating for private property rights.



Hawai'i REALTORS® is recognized by the public, media, and elected officials as the leading advocate for private property rights and real property ownership in Hawai'i.

- Hawai'i REALTORS® identifies & manages key issues impacting the real estate industry.
- Hawai'i REALTORS® will annually complete at least two activities in the Vote, Act, and Invest Campaign.
- Cultivate partnerships and coalitions to assist in carrying out advocacy goals and objectives.
- Hawai'i REALTORS® will meet NAR's established Triple Crown criteria.
- Hawai'i REALTORS® will exceed NAR's Call To Action participation rate by 1% over the previous year.



To reimagine Hawai'i REALTORS® governance structure as **PROACTIVE**, **FLEXIBLE** and **NIMBLE**.

- Develop new leadership to bring insightful, fresh ideas.
- Support restructure of the Association's governance to assure adaptability to current and future needs.
- Hawai'i REALTORS® is fiscally responsible to maximize its assets, manage liabilities and fund the initiatives of its Strategic Plan.



Hawai'i REALTORS® is the primary source of real estate information in Hawaii and collaborates with industry partners and other REALTOR organizations; and communicates its value to all pertinent stakeholders.

- Be the voice of real estate in Hawaii and provide branded market statistics, real estate trends and issues and their impact on consumers.
- Build sustainable & collaborative partnerships with local, state and national REALTOR® organizations and institutes.
- Develop and implement a strategic comprehensive plan for improved and consistent outreach.
- Promote the value of using a REALTOR® through a statewide campaign and lead statewide efforts on community activities that enhance the image of REALTORS®.



Members value and use association programs, products, and services.

- Provide programs, training, and services for Principal Brokers and Brokers-in-Charge to empower their effective supervision of brokerage firms and REALTORS®.
- Offer innovative member products and services.
- Help create exceptional education products to disseminate through local associations to help raise the level of professionalism in our industry.
- Develop and promote statewide networking opportunities that have global significance.

# ADVOCACY



## Goal

Hawai'i REALTORS® is recognized by the public, media, and elected officials as the leading advocate for private property rights and real property ownership in Hawai'i.

## OBJECTIVES

Hawai'i REALTORS® identifies and manages key issues impacting the real estate industry.

Hawai'i REALTORS® will annually complete at least two activities in the Vote, Act, and Invest Campaign.

Cultivate partnerships and coalitions to assist in carrying out advocacy goals and objectives.

Hawai'i REALTORS® will meet NAR's established Triple Crown criteria.

Hawai'i REALTORS® will exceed NAR's Call To Action participation rate by 1% over the previous year.

## STRATEGIES

- Shall pass priority bills as set by HAR Board of Directors.
- Encourage and support initiatives for affordable rentals and home ownership.
- Communicate key issues before session, during session and after session with members and local board leadership.

- Distribute On Common Ground magazine to the Hawaii State legislators.
- Conduct an Independent Expenditure campaign during the election year.
- Conduct a Get Out the Vote program.
- Host an annual REALTOR® Day at the State Capitol.

- Align our interests with all resources available to us.
- Identify key membership to strengthen our position.
- Identify and partner with other industry groups to ensure more powerful voice.

- Increase awareness and participation in RPAC by creating a fundraising plan.
- Have RPAC presence at REALTOR® meetings and events.
- Create RPAC overview presentation for Associations to include at new member orientation.
- Support local Associations in conducting at least one RPAC fundraising activity per year.
- Review and strengthen fundraising strategies, standards for collecting contributions and communications.

- Increase Broker participation in NAR's Broker Involvement Program in collaboration with the Local Associations.
- Increase member participation in NAR's REALTORS® mobile alert system.

## GOVERNANCE



### Goal

To reimagine Hawai'i REALTORS® governance structure as PROACTIVE, FLEXIBLE and NIMBLE.

## OBJECTIVES

Develop new leadership to bring insightful, fresh ideas.

Support restructure of the Association's governance to assure adaptability to current and future needs.

Hawai'i REALTORS® is fiscally responsible to maximize its assets, manage liabilities and fund the initiatives of its Strategic Plan.

## STRATEGIES

- Hawai'i REALTORS has a comprehensive leadership program in HARLA: training tomorrow's leaders today.
- Provide a variety of ongoing training for chairs and leadership.
- Develop a two-way mentorship program for older and younger members.
- Develop a definitive process to vet and appoint qualified and committed volunteers as appropriate.

- Hire a consultant to study structure, size and business model and research best practices of other associations (to work with task force of no > than 4 members), including formulating a report for consideration.
- If needed, develop talking points for leadership, and a presentation highlighting the needs and benefits of any proposed changes to educate members and boards.

- Budget and Finance Committee receive fiscal reports quarterly.
- Increase technology capacities and resources at Hawai'i REALTORS®.
- Implement a tracking dashboard/summary that documents progress and budget status for identified projects.

## COMMUNICATION



### Goal

Hawai'i REALTORS® is the primary source of real estate information in Hawaii and collaborates with industry partners and other REALTOR organizations; and communicates its value to all pertinent stakeholders.

## OBJECTIVES

Be the voice of real estate in Hawaii and provide branded market statistics, real estate trends and issues and their impact on consumers.

Build sustainable and collaborative partnerships with local, state and national REALTOR® organizations and institutes.

Develop and implement a strategic comprehensive plan for improved and consistent outreach.

Promote the value of using a REALTOR® through a statewide campaign and lead statewide efforts on community activities that enhance the image of REALTORS®.

## STRATEGIES

- Enhance and promote consumer facing website, that is a source for data and information pertaining to all things real estate.
- Work in collaboration with local boards and MLSs to provide statistics and updates on Hawaii Real Estate utilized by media, politicians and members.
- Develop quarterly trend analysis of Hawaii's real estate market for use internally and externally.

- Member participation on NAR committees.
- Continue to partner with Hawaii's Institutes, Societies and Councils by providing administrative support and work jointly with these organizations on relevant industry events and programs.
- Seek opportunities to network with similar-sized Associations throughout the country to address ongoing issues and seek their advice and counsel.

- Identify primary, secondary and critical-to-serve customers, a clear value proposition, and ensure that all stakeholders, (members-at-large, brokers, volunteers, Local Boards, consumers, media, elected officials, etc.) are included.
- Develop and implement a comprehensive communication plan to reach the various constituents Hawai'i REALTORS® serves.

- Hawai'i REALTORS® charitable foundation works with a statewide community partner assisting with fundraising and/or other activities.
- Develop and implement a consistent statewide consumer outreach campaign.

## MEMBERS



### Goal

Members value and use association programs, products, and services.

## OBJECTIVES

Provide programs, training, and services for Principal Brokers and Brokers-in-Charge to empower their effective supervision of brokerage firms and REALTORS®.

Offer innovative member products and services.

Help create exceptional education products to disseminate through local associations to help raise the level of professionalism in our industry.

Develop and promote statewide networking opportunities that have global significance.

## STRATEGIES

- Develop forums and sessions to help educate Brokers on the products and services we provide to help their agents succeed.
- Continue to partner with Hawaii's Institutes, Societies and Councils by providing administrative support and work jointly with these organizations on relevant industry events and programs.

- Continue to create and revise forms needed by membership to advance industry practice to stay relevant.
- Explore and research opportunities for new member products and services, including innovative technology and explore and take a position on the possibility of a statewide MLS.
- Develop and implement a legal services program, to include providing more broker-focused programs and services.
- Utilize the new website to educate members on the Hawai'i REALTORS value proposition and promote the products and services offered to them.
- Develop phase two of the website to create a platform to communicate and collaborate between the members.

- Encourage educational opportunities to raise the level of professionalism of our diverse membership.
- Create a mentorship program to help newer members succeed.
- Collaborate with the real estate commission to develop a plan to raise the bar in real estate through ongoing education.

- Create a small task force to study the viability of a convention, cruise, and other statewide or regional/global events.
- Engage Members in cross island networking opportunities.

2018-2020

# Strategic Planning Committee

## **HAR Executive Committee**

Susan Savage, 2017 President  
Frank Goodale, President-elect  
John Harris, First Vice President  
Moana Andersen, Past President  
Lurline Johnson, Secretary  
Wailana Herbst, Treasurer  
Nancy Donahue-Jones, CEO  
Andrea Kia, Liaison  
Michael Curtis, Liaison  
Donna Rice  
Kalama Kim  
Marilyn Griffin  
Mike Drutar  
Pat Halpern

## **Outside Influencers**

Karin Shaw, AE WHAR  
Ron Hamic  
Shannon W. King

## **HAR Staff**

Aron Espinueva  
Ethel H. Keyes  
Kristina Lum  
Myoung Oh  
Yvonne Stout

