



STRATEGIC PRIORITIES FOR 2025 – REVISED Jan 2025

Enhanced Association's Community Involvement

1. Identify, evaluate, and regularly measure the impact of current community involvement programs to ensure alignment with the association's goals and refine strategies based on feedback and emerging needs.
2. Research and develop new outreach programs and partnerships to strengthen community engagement.
3. Develop and implement a strategic communications plan that enhances the association's public image through targeted media campaigns, local publications, and news segments to share its story and initiatives.
4. Launch initiatives such as public seminars, educational workshops, and community events to increase visibility while also providing homebuying and financial literacy education.
5. Develop and execute a community-focused campaign, similar to the "More Housing Now" initiative, to showcase the value the association brings to homebuyers.

Address Housing Affordability and Zoning Issues

1. Conduct a market analysis to identify key housing affordability challenges in Spokane and collaborate with the Spokane Housing Coalition to develop a unified message for legislative advocacy.
2. Establish and maintain relationships with local policymakers and stakeholders to advocate for zoning and policy reforms that support affordable housing initiatives and expand access to homeownership opportunities.
3. Develop and distribute educational resources for members on zoning regulations, housing trends, and housing affordability challenges, incorporating interactive materials such as QR codes to enhance accessibility and engagement.
4. Host forums and panel discussions with key stakeholders, including builders, Section 8 housing representatives, mayors, and city council members, to educate members and the public on housing affordability issues and empower them with the knowledge to advocate effectively.

Increasing Member Participation and Engagement

1. Conduct a comprehensive member survey to understand interests and barriers to participation in committees and leadership roles, ensuring the questions yield statistically reliable data. Regularly assess engagement levels and evaluate the frequency, purpose, and format of meetings to optimize effectiveness and align with member needs.
2. Develop clear and accessible explanations of the committee and leadership processes, incorporating updates to the Ambassador Program and refining the Leadership Academy to serve as a leadership pipeline that equips members with the necessary skills and knowledge for future roles.
3. Implement targeted recruitment strategies to encourage diverse membership involvement, ensuring representation and inclusivity across all programs and committees.
4. Provide robust training and resources, including initiatives like the MLS program, Ambassador Program, and Leadership Academy, to prepare members for leadership roles, set expectations for time commitments, and emphasize the importance of succession planning.
5. Strengthen the Board of Directors' administrative and oversight role in aligning the strategic plan with committee work, ensuring goals and actions are interconnected.
6. Develop incentive and recognition programs to encourage active participation in committees and leadership, ensuring members feel valued and acknowledged for their contributions.
7. Promote fair housing education and equitable homeownership opportunities by providing resources, training, and advocacy efforts that address systemic barriers and support inclusive housing policies.

Communicating the Association's Value

1. Conduct a needs assessment to understand member expectations and priorities, using multiple feedback tools to reach members where they are most active and ensuring inclusivity in the process. Continuously gather and analyze member input to improve communication strategies and better align with their needs.
2. Implement strategic pop-ups on commonly used platforms like the Paragon homepage to share updates and collect insights from members, including those who are not part of the MLS.
3. Create a centralized resource page for member orientation, providing easy access to key information and essential tools.
4. Introduce text messaging as a communication tool to improve engagement and ensure timely updates on important association matters.
5. Strengthen communication and member engagement by using multiple channels—including newsletters, social media, webinars, and video updates—to highlight the

association's impact, share success stories, showcase community involvement, and reinforce REALTOR® pride and unity.

Strategic Objectives for the Spokane REALTORS® Multiple Listing System

EVALUATE

1. Evaluate Ownership Models and Strategies

- Assess and define ownership structures and governance models to ensure alignment with the association's goals and member interests.

2. Explore Membership Models

- Review the implications of compulsory membership and consider policies for including non-REALTOR® participants in the MLS.

3. Engage Members in Strategic Discussions

- Gather insights and feedback from members about their needs, preferences, and views on potential mergers, expansions, or changes in MLS operations.

4. Define Ownership and Decision-Making Authority

- Clarify ownership structures, decision-making processes, and roles for stakeholders to ensure efficient governance.

RISK

5. Enhance Risk Mitigation Practices

- Identify and address potential risks related to operations, liability, and regulatory changes to protect the MLS and its members.

6. Educate Leadership on MLS Operations and Trends

- Provide comprehensive education to leadership on current MLS operations, trends, and key differentiators to inform decision-making.

7. Ensure Fiduciary Responsibility and Transparency

- Reinforce fiduciary duties related to MLS management and implement transparent decision-making processes for its future direction.

8. Mitigate Member Liability

- Develop resources and best practices to help members reduce liability associated with MLS participation.

VALUE

1. Clarify the MLS Value Proposition

- Clearly articulate and promote the value the MLS delivers to its participants, subscribers, and the broader real estate community.

2. Define and Deliver MLS Value

- Continuously refine and communicate the MLS value proposition to ensure it meets the evolving needs of participants, subscribers, and the industry.

TRANSPARENCY

1. Host MLS Town Halls

- Organize MLS town hall meetings to provide updates, gather feedback, and maintain open dialogue with members and stakeholders.

2. Strengthen Broker/Owner Partnerships

- Identify key contacts within broker/owner offices to foster stronger MLS relationships and ensure effective collaboration.

3. Reimagine Participant and Subscriber Engagement

- Establish frameworks for participant meetings and improve alignment between participant and subscriber expectations.

4. Innovative Communication and Decision-Making Processes

- Brainstorm and implement effective communication channels and decision-making practices that enhance collaboration and clarity.