



**2026-2029**

**STRATEGIC**

**PLAN**

# Mission & Vision

The Howard County Association of REALTORS® serves its members by providing resources that enable them to conduct business professionally while promoting and enforcing ethical standards. It is our vision to be Howard County's "Voice" and leading advocate for homeownership, the real estate industry, and those issues that most affect the association's members, while enhancing the REALTOR® image in the profession and within our community.

## Core Values

At the Howard County Association of REALTORS® (HCAR), our commitment to excellence is guided by a set of core values that shape our mission, culture, and service to our members and the community.

- Demonstrate Leadership
- Act with Integrity
- Promote Professionalism
- Foster Collaboration
- Value Diversity & Inclusiveness
- Strengthen Community

Through these values, we empower our members, advocate for homeownership, and contribute to a thriving and inclusive real estate industry.

# 1—Professional Development & Education

***Objective: Consistently deliver targeted programs and courses through great instructors, industry designations and certifications, and Member development events that enhance and grow professionalism within our marketplace.***

Goal 1—Develop educational and informational programs and outreach focused on brokers and owners that encourage involvement in HCAR. Consider expanding efforts to include broker introduction meetings, quarterly broker meetings, broker surveys, and an HCAR ambassador program.

Goal 2—Expand upon the leadership program for aspiring HCAR leaders.

Goal 3—Improve member awareness and understanding of the professional standards process and NAR’s Code of Ethics.

Goal 4—Offer diverse training focused on professional growth for members including reinstatement of the “Right Start” program, social media training, and business support topics such as taxes, business structure information, retirement planning, succession planning, and business scaling.

Goal 5—Explore offering more free continuing education opportunities.

Goal 6—Offer expanded fair housing training and education.

## 2—Association Development

***Objective: Increase value for our members while developing new leaders and exploring growth opportunities.***

Goal 1—Increase member feedback through surveys and systems to ensure our members can effectively communicate how HCAR can better support them.

Goal 2—Maintain consistent follow-up and support after New Member Orientation.

Goal 3—Provide annual training and orientation for new and existing directors, chairs, and vice chairs regarding their roles.

Goal 4—Explore opportunities for association real estate property acquisition and investment.

Goal 5—Offer technology-based solutions that help members streamline practices and grow their business.

Goal 6—Explore increased member benefits that align with dual career agents' needs.

## 3—Advocacy & Government Affairs

**Objective:** *Serve as the leading voice in expanding homeownership opportunities, promoting and protecting private property rights, and advocating for thriving, diverse, and inclusive communities.*

Goal 1—Focus on legislative wins and advocate for REALTOR® business practices, using social media communications to promote efforts and successes broadly.

Goal 2—Publish on HCAR’s website easy-to-access policy positions focused on advocacy issues important to our members and our industry. Improve the user experience of the legislative web page.

Goal 3—Explore donating honorary membership to local community leaders and elected officials to encourage deeper connection and partnership with the association.

Goal 4—Promote and expand member education and resources about the REALTOR® Political Action Committee (RPAC) and its impact on REALTORS®, the real estate industry, and homeownership.

Goal 5—Develop opportunities for member RPAC investment recognition and foster good practices for retaining investors at all levels.

## 4—Communications

***Objective: Create and maintain systems that empower clear, open, and transparent communications with internal and external stakeholders.***

Goal 1—Assess current member data collection methods and explore ways to expand these tools to serve our members' needs and business goals more effectively.

Goal 2—Create a strategy to target communications to segmented member groups.

Goal 3—Identify, articulate, and market HCAR's unique value proposition to recruit and retain REALTOR® and Preferred Partner Members.

Goal 4—Establish and foster better relationships with media outlets to promote the efforts of HCAR.

Goal 5—Include resources focused on supporting consumers' needs in our marketplace and communicating the value of using a REALTOR® on the HCAR website.

Goal 6—Regularly celebrate the many contributions and achievements of HCAR members in the industry and our community.

Goal 7—Explore ways to use video to expand engagement.

## 5—Diversity, Equity & Inclusion

***Objective: Promote DEI within HCAR by creating opportunities for all members to become involved with the association, celebrating our strong multicultural diversity, and fostering a culture of belonging.***

Goal 1—Engage with members of national REALTOR® multicultural groups on a local level to listen, hear their concerns and experiences, and be open to their input regarding expanding their involvement and influence with HCAR.

Goal 2—Foster a welcoming culture and membership engagement efforts at HCAR events.

Goal 3—Maintain a welcoming culture of inclusiveness for diverse thoughts and ideas and ensure diverse representation in leadership and committees.

## 6—Community Engagement

***Objective: Educate and empower our community leaders and members to help consumers obtain healthy, equitable, and safe homeownership.***

Goal 1—Nurture mutually beneficial relationships with local chambers of commerce to promote homeownership, showcase our communities' strong economic and quality of life features, and form partnerships that drive business and real estate development.

Goal 2—Develop partnerships with community organizations to create and offer courses focused on improving financial literacy, instilling sustainable homeownership principles, and promoting fair housing.

Goal 3—Partner with local community organizations to create and provide resources for REALTORS® and Preferred Partners looking to get more involved in their community and hold positions of support and influence.

Goal 4—Provide ongoing financial and operational staff support for the efforts of HCAR Cares.

Goal 5—Explore the Leadership Howard County program as a professional development opportunity for HCAR staff and members.

## **Strategic Plan Certification**

This Strategic Plan was created in accordance with NAR's Core Standards Certification requirements and has been officially adopted by the Board of Directors of the Howard County Association of REALTORS®. It will be reviewed annually by the Board of Directors and submitted to NAR for approval.

Board of Directors approval:

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President

Date:

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President-elect

Date:

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Association Executive

Date: