



STRATEGIC PLAN

Strategic Framework & 2023-2025
Strategic Plan



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Background

Planning for a better future in real estate.



From left to right: 2022 Leadership Team - Past President Morris Lyles, Secretary Keon Aldrich, President Elect Rob Woodul, President Cindy Creamer, and Treasurer Reah Smith

Feedback is the key to improvement and this year's strategic plan involved a lot of member involvement. Between multiple members surveys, focus groups, tasks forces, and even a 2,000 + mile Leadership Road Show to meet face to face with members, SCR made it a priority for member voices to be heard. Agents, Brokers and Association Executives voiced their biggest concerns during these meetings with 2022 President Cindy Creamer, President Elect Rob Woodul, Treasurer Reah Smith, Secretary

Keon Aldrich, Past President Morris Lyles, and your CEO, Nick Kremydas. As a result, SCR leadership were not only able to hear what was going on in member's local markets, but also their biggest concerns. Some of the topics included lack of agent professionalism, untrained agents, and minimal broker oversight. All of these topics and more were up for discussion during SCR's four strategic planning sessions facilitated by Principle at DeLizia Consulting, Jim DeLizia. Jim used his more than 25 years of

experience in strategic planning, training, and consultative services for non-profits, to help the Strategic Planning Task Force Members formulate a new mission, vision, and long-term goals for the association. The discussions took place over four days with the task force meeting twice virtually and twice at in-person meetings that lasted all day. SCR thanks all of those involved in these meetings for taking valuable time away from their businesses to help SCR plan for the future of the association and real estate.

Member & Staff Involvement

The SCR Leadership team along with SCR committee leaders and select SCR staff met multiple times online and in-person with consultant Jim DeLizia to formulate SCR's 2023 strategic plan. SCR staff will initiate the strategic plan priorities beginning January 1, 2023.



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01.



Strategic Framework.

Mission. Vision. Goals.

SCR's mission, vision and goals were formulated with members and the future in mind.



SCR Mission

The mission of South Carolina REALTORS® is to equip members for success, and to be the champion for thriving communities, real property rights and attainable housing for all.

SCR Vision

South Carolina REALTORS® is the voice and resource for members and real estate consumers, raising the standard of ethics and professionalism in the practice of real estate.

SCR Long Term Goals

Value to members, leadership, outreach and influence, member and industry engagement, local association relations, and SCR organizational development are all long-term goals of the strategic plan.

Long-Term Goals



Value to SCR Members

1. To be the REALTOR'S® business partner, providing tools, data and professional development opportunities for success in a changing industry landscape.



Leadership, Outreach, and Influence

2. To wield the collective influence of the membership, the real estate industry and its partners to positively impact the quality of life for all South Carolinians.



Member and Industry Engagement

3. To engage the experience, expertise and perspective of all members and all segments of the industry as part of a diverse, dynamic professional community.



Local Association Relations

4. To provide resources and support to each local association as needed to consistently deliver high value and a quality member experience to REALTORS® throughout the State.



SCR Organizational Development

5. To operate an efficient, transparent, professional organization with the human and financial resources to fulfill the mission at a high level of excellence.

02.

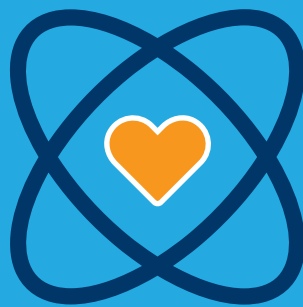
Association Operating Values



INTEGRITY



INCLUSIVITY



CORE VALUES

(To be developed further)



COMMUNITY



EXCELLENCE

03.

**Key Result
Area:**

Value to Members

Milestones & Deliverables



VALUE TO MEMBERS



ISSUE: PROFESSIONAL DEVELOPMENT OPPORTUNITIES

2023-2025 MILESTONES

1. As a complement to local association and broker educational offerings, SCR offers expert education and professional development opportunities on timely legislative, regulatory and legal issues to increase the competence and professionalism of members.

2023 DELIVERABLES

1. Develop a video series addressing the top five compliance issues received on the Legal Hotline.
2. Reach out to local association leadership and staff to explore possible collaboration in the areas of professional development, and legal and legislative initiatives.

ISSUE: BUSINESS INTELLIGENCE AND TOOLS

2023-2025 MILESTONES

1. SCR has expanded access to information and analysis as the most accurate source for real estate business and market data and trends.

2023 DELIVERABLES

1. Solicit member needs for expanded data and analysis and explore possible partnerships to deliver (e.g., Expand outlook information; explore collaboration with CCIM to provide commercial data).
2. Translate SCR forms into Spanish.

ISSUE: SERVICE DELIVERY

2023-2025 MILESTONES

1. SCR programs and events are accessible to more members via online/on-demand programming and collaborative events around the State.

2023 DELIVERABLES

1. Conduct an evaluation of event delivery methods, and explore such methods as collaborations, regional delivery, a virtual forum with national speakers/specialists, etc.. Also, seek to eliminate inefficiencies and costs for the member (e.g., number of night stays).

04.

Key Result Area:

Leadership, Outreach
& Influence



Milestones & Deliverables

LEADERSHIP, OUTREACH &
INFLUENCE



ISSUE: CHANGING BUSINESS PRACTICE

2023-2025 MILESTONES

1. SCR anticipates and facilitates discussion around new business models for local associations, MLSs and brokerages

2023 DELIVERABLES

1. Establish a PAG to investigate a state/regional MLS and shared services.

ISSUE: ADVOCACY EFFECTIVENESS

2023-2025 MILESTONES

1. SCR partners with local associations to provide GAD and Political Coordinator services in all areas within the State.

2. SCR has built relationships with traditional and non-traditional partners to address an expanding set of community issues.

3. SCR provides local associations legal advocacy and technical support regarding local ordinances and rules.

4. SCR offers support to members interested in running for public office.

2023 DELIVERABLES

1. Establish a task force to develop recommendations on regional GAD and Political Coordinator services and legal advocacy support. Explore relationships with traditional and non-traditional partners to address expanding community issues. As part of their work, the workgroup should benchmark similar programs conducted by REALTOR® associations around the country.

2. Conduct a housing summit with industry partners.

LEADERSHIP, OUTREACH & INFLUENCE CONT.

ISSUE: LICENSING AND PROFESSIONAL STANDARDS

2023-2025 MILESTONES

1. Regulations are in place requiring more in-depth training in the practice of real estate prior to being fully licensed.
2. All brokers understand their supervisory duties and responsibilities.
3. All CE is updated every license cycle to reflect timely issues and needs.
4. SCR had explored options to privatize the education function of the real estate commission.

2023 DELIVERABLES

1. Continue and build upon the existing task force's work on licensing and professional standards.

ISSUE: PUBLIC RELATIONS/CONSUMER OUTREACH

2023-2025 MILESTONES

1. SCR has a strategy in place for regular, effective communication with consumers regarding REALTOR® value and community impact, and SCR success in advocating for issues important to consumers
2. Policy makers regularly seek the expertise and influence of REALTORS® as community leaders and forward-thinking change makers.

2023 DELIVERABLES

1. Develop and launch a 'what would happen if' campaign.
2. Establish a working group of representatives from SCR and local associations to create deliverables and a timeline for coordinated consumer messaging across the State.

05.

Key Result Area:

Member & Industry
Engagement



Milestones & Deliverables

MEMBER & INDUSTRY ENGAGEMENT



ISSUE: MEMBER ENGAGEMENT

2023-2025 MILESTONES

1. SCR is more visible and accessible to members, meeting them where they are around the State.
2. The member experience is more customized, with options to satisfy a member's individual preferences for engagement and access to information and education.

2023 DELIVERABLES

1. Continue to expand the leadership team tour to local associations in place of the Annual Conference.
2. Facilitate regional events/conferences so the members can interact directly with SCR leadership.
3. Develop an online platform and more relevant content so that members can customize their content experience.

ISSUE: INDUSTRY ENGAGEMENT

2023-2025 MILESTONES

1. SCR policy, positions and messaging incorporate a broader industry view of the economy and community (including commercial and other industry sectors and partners).

2023 DELIVERABLES

1. Finalize state policies and position white papers on SCR's top legislative issues.
2. Define what 'quality of life' means and use to identify issues SCR would address or support in the area of community development.
3. Work with relevant industry partners for regional events/programming.
4. Build a coalition of conventional and non-conventional partners to tackle issues, and better promote to the membership.

ISSUE: MEMBER INCLUSION AND SENSE OF BELONGING

2023-2025 MILESTONES

1. All members of SCR, regardless of background, experience, speciality, ethnicity or perspective, feel a part of the Association community and respected for their unique voice.

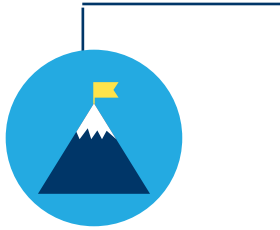
2023 DELIVERABLES

1. Create a DEI compliance guideline than any committee could review when considering SCR activities.
2. Create a webinar series for new members to encourage their immediate engagement (see the Junior League model).
3. Explore a mentorship program. Start small (e.g., Pair first-time attendees to an NAR conference with a more experienced member who can ensure they get the most from attendance) and grow the initiative from there. As part of this program, consider the appointment of 'talent ambassadors' who can help identify and cultivate emerging leaders.

06.

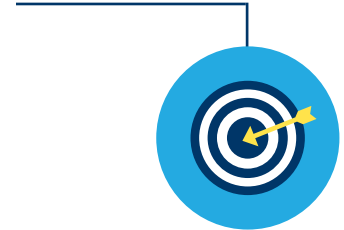
Key Result Area:

**Local Association
Relations**



Milestones & Deliverables

LOCAL ASSOCIATION EFFECTIVENESS, SUPPORT AND PARTNERSHIP



ISSUE: MEMBER ENGAGEMENT

2023-2025 MILESTONES

1. SCR supports local associations with a suite of services in the areas of education, advocacy, legal and communications.
2. SCR has created efficiencies and cost savings for local associations by leveraging its buying power.

2023 DELIVERABLES

1. Create a PAC, including local AEs, State staff and volunteers, to identify opportunities for State-Local collaboration in education and advocacy, and explore cost savings through economies of scale. [See deliverable under Professional Development Opportunities above.]

06.

Key Result Area:

**SCR Organizational
Development**



Milestones & Deliverables

SCR ORGANIZATIONAL DEVELOPMENT



ISSUE: SCR GOVERNANCE

2023-2025 MILESTONES

1. SCR has reviewed and eliminated inefficiencies in SCR governance, including board and committee structure and operations.
2. SCR has established clear pathways to leadership, and offers members a range of ways to contribute that match their particular expertise and time constraints.

2023 DELIVERABLES

1. Create a PAG to evaluate and examine the cost and effectiveness of the current SCR Board of Directors structure.
2. Create a committee charged with identifying and cultivating future leaders, and creating a range of volunteer opportunities, and clear, multiple pathways to leadership.
3. Work in conjunction with local associations to collect better member profile information in order to customize the member engagement experience, identify interests and build a more robust talent pool for leadership.

RECAP of SCR 2023 Priorities

1. Legal Hotline Videos



Develop a video series addressing the top five compliance issues received on the Legal Hotline. [Professional Development Opportunities]

2. Professional Standards Collaboration



Reach out to local association leadership and staff to explore possible collaboration in the areas of professional development, and legal and legislative initiatives. [Professional Development Opportunities]

3. Event Evaluation Methods



Conduct an evaluation of event delivery methods, and explore such methods as collaborations, regional delivery, a virtual forum with national speakers/specialists, etc. Also, seek to eliminate inefficiencies and costs for the member (e.g., Number of night stays). [Service Delivery]

4. Presidential Advisory Group



Establish a PAG to investigate a state/regional MLS and shared services. [Changing Business Practice]

5. GAD & Political Coordinator Task Force



Establish a task force to develop recommendations on regional GAD and Political Coordinator services and legal advocacy support. Explore relationships with traditional and non-traditional partners to address expanding community issues. As part of their work, the workgroup should benchmark similar programs conducted by REALTOR® associations around the country. [Advocacy Effectiveness]

6. Task Force Work Continued



Continue and build upon the existing task force's work on licensing and professional standards. [Licensing and Professional Standards]

7. Public Relations Campaign



Develop and launch a 'what would happen if' campaign. [Public Relations/Consumer Outreach]

8. Public Relations Working Group



Establish a working group of representatives from SCR and local associations to create deliverables and a time line for coordinated consumer messaging across the State. [Public Relations/Consumer Outreach]

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