



## 2018-2020 Strategic Plan

Prepared by



*Perpetual Movement to Results*

## Contents

Executive Summary.....	3
2018-2020 Strategic Plan At-A-Glance...	4
2018-2020 Strategic Plan Details.....	5
Goal 1: Membership.....	5
Goal 2: Education.....	6
Goal 3: Advocacy.....	7

## Executive Summary

Fredericksburg Area Association of REALTORS® (FAAR), a member-for-profit organization, engaged in a multi-step process to create its 2018-2020 Strategic Plan. Following a survey and focus night, the board and strategic planning team came together during a day and one half facilitated Strategic Planning session to further analyze the findings from those data-gathering efforts.

During the highly interactive Strategic Planning session, the group explored questions based on the survey and focus night such as, “What surprised you?”, “What delighted you?”, and “Where does this next strategic plan need to focus?” Additionally, the group engaged in context map, SWOT (strengths, weaknesses, opportunities, and threats), and cover story vision exercises.

These exercises helped inform the content of the Strategic Plan Goals, which are in the areas of membership, education, and advocacy. At the center of each goal are three enablers, including, the Code of Ethics, communication and a culture of service and trust.

### The three key goals included in this strategic plan:

1. **MEMBERSHIP:** Be the business and professional resource for members.
2. **EDUCATION:** Develop highly educated professionals who engage with FAAR.
3. **ADVOCACY:** Encourage members to be proactive citizens and stewards of their communities.

This report includes an At-A-Glance look at the Strategic Plan as well as the details of the goals and accompanying objectives and implementation tactics.

## Strategic Plan At-A-Glance



## Goal 1 Theme: Membership

### Provide the best FAAR experience



#### Objectives

- Be the member's reliable resource
- Provide members collegial networking opportunities, valuable services and political influence
- Value engaged, participative Brokers
- Embracing the Code of Ethics, members are exemplary professionals
- Cultivate/inspire members to serve in leadership roles



#### Measures

- Class attendance, website analytics and social media activity indicates members are seeking association information
- Periodic polling indicates that events, services and committee involvement increased
- Increased Broker participation resulted in greater agent engagement
- Consumers view members as trusted advisors and local experts
- Election ballots offer choices and members are honored to serve in committee leadership positions
- FAAR is recognized for its stellar leadership



#### Implementation Tactics

- Communications customized to the needs and wants of individual members
- Gathered, analyzed data indicates what members need and want for a successful and professional business
- A welcoming outreach at orientation and post-orientation activities increases newer member engagement
- Strategy of all member connections is to provide the best FAAR experience
- Brokers needs captured and addressed
- Training opportunities available for members who want to develop/enhance leadership skills

## Goal 2 Theme: Education

### DEVELOP HIGHLY EDUCATED PROFESSIONALS



#### Objectives

- Target member segments with programming/marketing appropriate to the group
- Create Academy curriculum relevant and valuable to Managing Brokers and REALTORS®
- Offer classes regularly to members, both at FAAR and in outlying areas
- Build a diverse and expanding group of experienced, trained FAAR Academy instructors



#### Measures

- Membership surveys reflect 85% of respondents are Satisfied or Very Satisfied with course offerings
- Post-class surveys and testimonials continue to indicate content is relevant and valuable; instructors are knowledgeable and engaging
- Classes provided in outlying areas serve members annually
- Instructor pool grew by 10% annually through recruitment
- At faarmembers.com, members easily view and register for courses from phones or desktops



#### Implementation Tactics

- Classes marketed in social media, video and email updates, and at Managing brokers meetings and individual office visits
- Dynamic, new classes offered to 5 outlying areas once a year
- Various modalities leveraged when delivering education and training
- Outlying area education events combined with a meeting with area broker(s)
- New instructors attend an annual train the trainer opportunity
- Calendar and registration process continually improved

## Goal 3 Theme: Advocacy

### ENCOURAGE MEMBERS TO BE PROACTIVE CITIZENS AND STEWARDS OF THEIR COMMUNITIES



#### Objectives

- Protect and promote homeownership and private property rights
- Partner with local and regional organizations to expand housing opportunities and promote economic development
- Build RPAC culture of understanding, support, and investment
- Be recognized as a vital housing information resource in the community  
Explore opportunities to address local and regional housing issues through grant opportunities and land use assistance programs
- Support, encourage, and recognize members community service



#### Measures

- Current response rates on calls for action increase to least 20% of total membership
- RPAC Triple Crown Award achieved every year
- 10% of membership fill out Membership Profile (#Member Monday Spotlight) each year
- At least 1 article or spotlight per month with REALTOR® and affiliate content/comments published in various media
- FAAR represented when localities make decisions regarding housing, private property, land use, or other issues impacting FAAR interests; those decisions reflect FAAR's input
- Virginia Realtors® and National Association of Realtors® grant opportunities explored for FAAR projects and fundraisers



#### Implementation Tactics

- Understanding the correlation between RPAC investments and real-life success stories improve with better, more communication
- Agents spotlighted for their community engagement
- Studies and research commissioned by FAAR, advocate for housing choice and opportunity
- Various media outlets routinely utilized for quality content such as housing statistics, research projects, and FAAR community service projects