



**Dulles Area Association of REALTORS®
Strategic Plan 2018-2020
Effective 1/1/18 – 12/31/2020**

Executive Summary

The purpose of the Dulles Area Association of REALTORS® 2018-2020 Strategic Plan is to provide direction, a road map and an overall framework for making decisions. This is a three-year strategic plan. The plan will be monitored formally by The Board of Directors and the Chief Executive Officer. In addition, The Board of Directors and the staff will monitor the strategic plan quarterly to respond proactively. The strategic plan itself contains benchmarks for the association to chart its progress and make changes to the plan when needed.

This strategic plan was formed with extensive input from key leadership and staff. Both groups met to provide their input during a 1-day retreat and developed priorities and goals as well as objectives to give guidance on accomplishing goals.

The priority areas that that the Board established are:

- Membership Development and Services
- Professional Development and Standards
- Broker Relations
- Technology and Communications
- Advocacy
- Consumer and Community Outreach
- Association Management

DAAR Values

Strives at all times to be strategic, adaptive, and innovative
Communicates in a way that is professional and knowledgeable
Strives to increase DAAR's relevance to members and the public
Upholds Code of Ethics
Understands the rapidly changing industry
Anticipates the future

Mission Statement

Supporting the business of real estate, our members, and the communities we serve with the highest standards of conduct and professionalism.

MEMBERSHIP DEVELOPMENT AND SERVICES

DAAR members and non members recognize that membership is vital to their business.

OBJECTIVE

Evaluate the effectiveness of ALL services and programs.

Ensure every REALTOR® member and non member understands the value of DAAR membership.

Encourage member relationship development, by offering networking events on an annual basis.

Maximize the value of DAAR Headquarters in order to best serve the ever-changing needs of members.

Develop outreach plan for new members of the Association. Ensure that new members are satisfied with their membership and utilization of DAAR services.

Conduct an annual evaluation of DAAR's competitive position.

Ensure that every Affiliate member and non member understands the value of DAAR membership and involvement.

Annually assess Affiliate sponsor programs in terms of value to membership.

ACTION PLAN

- Evaluate the effectiveness of events and educational offerings via print and online evaluation forms.
- Evaluate the effectiveness of all programs and services via an annual online membership survey. Offer small award (gift card) to encourage participation and maximize feedback.
- Develop and sustain a print and online value proposition campaign to include ideas such as a proud-to-be DAAR member campaign materials.

- Develop and execute an awards program event in the spring of every year. Include a minor community service and/or RPAC focus.
- Develop and execute a networking event with a major community service focus.
- Develop and execute YPN mixer events to include one with an RPAC and/or with a community service focus.
- Develop and execute a holiday party and officer installation event in December. Include a minor community service and/or RPAC focus.
- Develop and execute a volunteer appreciation event in December with a community service focus.
- Form a BOD appointed work group to determine the best strategy to create a “third place” for members within DAAR.
- Develop and sustain a work plan to include preliminary, in -person and follow-up communication.
- Potentially utilize the ambassador program and Membership Development Committee for outreach/follow-up.
- Create a comparison document of neighboring association.
- Present findings to develop recommendations for improvements.
- Create improved marketing materials for the affiliate program.
- Obtain testimonials from current affiliate members to include in promotional materials.
- Evaluate the effectiveness of sponsorship programs via Affiliate surveys and personal interviews.
- Request return on investment feedback from major sponsors.
- Conduct regular outreach calls/visits with all sponsors.

PROFESSIONAL DEVELOPMENT AND STANDARDS

DAAR strives to offer timely and relevant professional development opportunities to members to enhance professional standards and grow their business.

OBJECTIVE

Enhance the professionalism of REALTOR® members through education, best practices, and other methods.

Identify and offer market-justified educational programs, including specialty topics, NAR designations and certifications, etc., and provide various delivery methods and options.

Design education to provide REALTORS® with a connection between being active in DAAR and being a successful REALTOR®.

Develop solutions that strengthen and sustain instructor professionalism and competencies (Train the Trainer, etc.).

Encourage participation in the Virginia REALTORS® leadership development program for potential and aspiring leaders.

ACTION PLAN

- Educate, encourage, and enforce the purpose and value of the REALTOR® Code of Ethics.
- Develop a professional standards outreach program raising awareness about process and compliance.
- Consistently poll members through surveys, focus groups, and personal conversations to determine desire for specific class topics, and the current trends and business challenges which could be addressed through the development of timely education classes.
- Develop or sponsor classes for various practice specialties (e.g., residential brokers/sales agents, owner/managers, property managers, commercial sales, etc.) based on member wants and needs.
- Consider development of a “core competency” program potentially that would support NAR’s “Commitment to Excellence” program.
- Track and educate members on rapidly changing industry challenges and opportunities.
- Continue to develop methods to diversify the instructor expert base to strengthen quality of instruction.
- Audit evaluations to provide formal feedback to instructors for improvement purposes.
- Continue evaluation process of hiring instructors.
- Advertise opportunity to members.
- Consider recommending a way to sponsor a member to participate.
- Consider scholarship funds toward program.

BROKER RELATIONS

DAAR brokers recognize that membership is vital to their business.

OBJECTIVE

Enhance relationships with small brokerages in order to increase involvement.

Develop resources so that all brokers work in cooperation with DAAR to inform members of resources and activities.

Increase broker attendance at events and use of services.

ACTION PLAN

- Conduct outreach survey to determine specific needs.
- Develop education targeted to this group.
- Create monthly broker newsletter.
- Create ambassador program to improve information and communication to offices and brokers.
- Conduct office visits annually September through June to maximize number of members reached.
- Review of resources of value during broker-only events.
- Continue one-on-one broker lunches (BOD and staff) to assess needs and issues.
- Conduct broker forums featuring high-profile speaker. Include section on agenda to address issues of concern and feedback for improvement.

TECHNOLOGY AND COMMUNICATIONS

DAAR works to strengthen the use of technology and communications with members and the community.

OBJECTIVE

Continually evaluate communication efforts with members and explore new platforms.

Research and implement creative strategies to engage with members, including the use of new and emerging technologies and media outlets.

Enhance communication about DAAR within office sales meetings.

Deliver an annual report of the association

ACTION PLAN

- Track deliverability and open rate of electronic newsletter and improve content for improvement purposes.
- Track website analytics and improve functionality and content accordingly.
- Utilize text messaging to improve participation in signature events and last-call dues notifications.
- Develop and unveil new DAAR website.
- Update/improve website platform every two years.
- Stengthen use of all social media channels include the use of social media ads.
- Utilize the Loudoun Times Mirror column to advertise events, activities, issues and programs.
- Create an ambassador program to assign one member in each office to disseminate information about activities, programs, events and educational offerings.
- Create an annual report to disseminate to the membership to highlight programs, accomplishments and issues worked on throughout the year

ADVOCACY

DAAR is recognized by members, legislators, the public and the media as the leading advocate for property rights and real estate issues in Loudoun County.

OBJECTIVE

Be a leader in RPAC fundraising and awareness.

Support property rights, housing and the business interests of the membership by strengthening advocacy efforts.

Educate members on the importance of advocacy issues and strongly encourage participation.

ACTION PLAN

- Achieve Triple Crown status annually.
- Consistently educate members on the importance of RPAC.
- Create and sustain a RPAC Fundraising Committee.
- Develop an annual fundraising plan that includes the use of RPAC grants and resources.
- Develop a recognition plan for all investors.
- Develop and enhance legislative priorities beginning in January of each year.
- Create and provide verbal and written testimony on key issues before the Loudoun County Board of Supervisors.
- Create letters to the editor on key issues of concern.
- Create a reusable "WIN" document annually.
- Include information on REALTOR® Party App at New Member Orientation and all communication channels.
- Improve responses to calls to action from 9% to 13%.
- Investigate opportunities to access My REALTOR® Party funds to conduct policy topic appropriate forums (e.g., smart growth, affordable housing, overlay districts).

Continue to maintain collaborative relationships and educate elected leaders on issues of importance to REALTORS®.

Develop further relationships with government and private organizations to enhance DAAR's advocacy footprint.

Provide active campaign assistance for local candidates who are friendly to REALTOR® Party Issues.

- Invite local elected officials and high-level county staff to discuss issues of interest with members at committee meetings and forums.
- Host a panel of elected leaders to discuss priority issues before the membership.
- Include an elected or high-level county staff at signature events such as the Economic Summit.
- Encourage members to serve and track issues addressed within Loudoun County's key commissions and groups including the Housing Advisory Board, Affordable Dwelling Advisory Committee, Zoning Ordinance Action Group.
- Encourage members and advocacy staff to serve on the Economic Development Authority, Economic Development Advisory Committee and the Rural Development Advisory Council.
- Continue to serve on the Loudoun County Chamber of Commerce Board of Directors and Public Policy Committees.
- Work with the Virginia REALTORS® to identify state candidates for support via the scorecard.
- Work with other local REALTOR® associations adjacent to DAAR's charter footprint to identify state candidates for support via a joint interview process.
- Conduct local candidate interview process for Loudoun County Board of Supervisors in August 2019.

CONSUMER AND COMMUNITY OUTREACH

DAAR serves as the "Voice of Real Estate" in Loudoun County, promotes the REALTOR® image in the community and invests in the community through its involvement and charity.

OBJECTIVE

Be the "Voice of Real Estate" and improve the way we promote market statistics and/or real estate trends and issues and their impact on consumers.

Promote the value proposition of using a REALTOR® and the importance of transactional representation.

Bolster community service efforts to improve quality of life, with a focus on housing affordability, in Loudoun County.

Continue to develop long-term, multi-year relationships with non profit organizations focused on improving quality of life in our community.

ACTION PLAN

- Forward monthly housing market press releases to media, elected officials and business organizations. Include social media shareable infographic.
- Respond to and suggest to local reporters to reach out to President and BOD members to obtain insight into market.
- Include monthly market stats in Loudoun Times Mirror Homes section.
- Offer an opportunity to members to include articles in Loudoun Times Mirror column to showcase expertise and promote the value of using a REALTOR®.
- Create and include REALTOR® Value ad in Loudoun Times Mirror publications and social media.
- Provide administrative support for community service events and promote efforts to media and within DAAR's communication channels.
- Create a matrix of non profits DAAR has worked with and supported in the past to track history and consideration of future efforts.
- Determine best way to develop long-term relationships via the Community Service Committee.

ASSOCIATION MANAGEMENT

DAAR has a governance and administrative structure that provides for efficiency and flexibility while striving for operational excellence.

OBJECTIVE

Ensure each committee's annual plan of work is aligned with DAAR's Strategic Plan.

Committee structure review

Manage expenses and revenue according to the DAAR policies, Strategic Plan, and annual budget.

Explore the feasibility of a rebranding initiative which supports and ensures the sustainability of the Association.

Consider expansion opportunities in Western Loudoun County.

Consider association options for future space.

ACTION PLAN

- Committees shall create a work plan aligned with the Strategic Plan.
- Committees shall devote a portion of each meeting agenda to review and work on their plan.
- Strategic Plan status updates shall be provided annually to the BOD in accordance with NAR Core Standards.
- Evaluate the committee structure every two years to streamline and improve effectiveness.
- Consolidate Events Committee functions within Community Services, RPAC Fundraising and the Young Professionals Network (YPN).
- Ensure that each event and educational offering is net positive.
- All projects must be backed by research, consideration and approval by committees.
- Update the investment policy and plan.
- Form a BOD work group to explore this idea.

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- Form a BOD work group to explore options.