



Dulles Area Association of REALTORS®

Strategic Plan 2021

Effective 1/1/2021 – 12/31/2021

Executive Summary

The purpose of the Dulles Area Association of REALTORS® 2021 Strategic Plan is to provide direction, a road map and an overall framework for making decisions. This is a one-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.

The original 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 remaining goals from the 2018-2020 Strategic plan have been adopted as the 2021 Strategic Plan due to limitations on creating a three-year plan due to the COVID19 pandemic. In March 2021, a Diversity, Equity, and Inclusion (DEI) component was added to the strategic plan to be in compliance with NAR Core Standards.

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
- Diversity, Equity, and Inclusion (Addendum added 3/18/21)

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.

<u>OBJECTIVE</u>	<u>ACTION PLAN</u>	<u>UPDATE</u>
Ensure every REALTOR® member and non member understands the value of DAAR membership.	<ul style="list-style-type: none"> Develop and sustain a print and online value proposition campaign to include ideas such as a proud-to-be DAAR member campaign materials. 	BOD in the process of implementing membership recruitment and retention campaign assets developed by consultant IMAGINE. Launch of campaign began in Q4 2019.
Conduct an annual evaluation of DAAR's competitive position.	<ul style="list-style-type: none"> Create a comparison document of neighboring association. Present findings to develop recommendations for improvements. 	A matrix detailing dues and benefits comparison has been created. Following the implementation of the membership recruitment and retention campaign, recommendations will be developed.

#3 PROFESSIONAL DEVELOPMENT AND STANDARDS

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

<u>OBJECTIVE</u>	<u>ACTION PLAN</u>	<u>UPDATE</u>
Design education to provide REALTORS® with a connection between being active in DAAR and being a successful REALTOR®.	<ul style="list-style-type: none"> Consider development of a "core competency" program potentially that would support NAR's "Commitment to Excellence" program. 	The BOD approved the Core Competencies Task Group recommendations to identify competencies in professional development and beyond. A joint task group was created to implement the recommendations.

BROKER RELATIONS

DAAR brokers recognize that membership is vital to their business.

<u>OBJECTIVE</u>	<u>ACTION PLAN</u>	<u>UPDATE</u>
Enhance relationships with small brokerages in order to increase involvement.	<ul style="list-style-type: none"> Conduct outreach survey to determine specific needs. 	Work with Membership Development Committee to create a survey.
Develop resources so that all brokers work in cooperation with DAAR to inform members of resources and activities.	<ul style="list-style-type: none"> Review of resources of value during broker-only events. 	Will request feedback via the broker survey.

TECHNOLOGY AND COMMUNICATIONS

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

<u>OBJECTIVE</u>	<u>ACTION PLAN</u>	<u>UPDATE</u>
Continually evaluate communication efforts with members and explore new platforms.	<ul style="list-style-type: none"> Track website analytics and improve functionality and content accordingly. 	Will learn how to do this more effectively with google analytics.
Research and implement creative strategies to engage with members, including the use of new and emerging technologies and media outlets.	<ul style="list-style-type: none"> Update/improve website platform every two years. 	Will plan to discuss in 2020.
Deliver an annual report of the association	<ul style="list-style-type: none"> Create an annual report to disseminate to the membership to highlight programs, accomplishments and issues worked on throughout the year 	Under development by staff.

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.

<u>OBJECTIVE</u>	<u>ACTION PLAN</u>	<u>UPDATE</u>
Be a leader in RPAC fundraising and awareness.	<ul style="list-style-type: none"> Develop a recognition plan for all investors. 	Committee working on ways to recognize members beyond NAR recognition program.
Support property rights, housing and the business interests of the membership by strengthening advocacy efforts.	<ul style="list-style-type: none"> Create a reusable "WIN" document annually. 	Framework for document to be discussed by the GPAC.

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.

<u>OBJECTIVE</u>	<u>ACTION PLAN</u>	<u>STATUS</u>
Promote the value proposition of using a REALTOR® and the importance of transactional representation.	<ul style="list-style-type: none"> Create and include REALTOR® Value ad in Loudoun Times Mirror publications and social media. 	The MDC will determine how to incorporate the new NAR "That's Who we R" campaign materials into the local market.

Continue to develop long-term, multi-year relationships with non profit organizations focused on improving quality of life in our community.	<ul style="list-style-type: none"> • 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. 	<p>CSC is working on the matrix.</p> <p>CSC will develop a framework and work plan for this effort.</p>
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ASSOCIATION MANAGEMENT

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

<u>OBJECTIVE</u>	<u>ACTION PLAN</u>	<u>UPDATE</u>
Consider expansion opportunities in Western Loudoun County.	<ul style="list-style-type: none"> • Form a BOD work group to explore this idea. 	



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Addendum 1

DIVERSITY, EQUITY, AND INCLUSION			
<i>DAAR strives to be a diverse and inclusive Association for all members.</i>			
<u>OBJECTIVE</u>	<u>ACTION PLAN</u>	<u>STATUS</u>	<u>COMPLETION TIMEFRAME</u>
Provide educational opportunity for Association Leadership focusing on diversity, equity, and inclusion.	<ul style="list-style-type: none"> Host the At Home with Diversity Course for Leadership in April, which is fair housing month. 	In Progress – Scheduled for April 22.	Q2 2021
Create content that highlights diversity and inclusion in real estate and our community that can be featured in DAAR’s newsletter and other communications.	<ul style="list-style-type: none"> Provide content on diversity and inclusion in DAAR’s newsletter on a quarterly basis. Seek out opportunities to highlight diversity, equity, and inclusion in our communication plan. 	In Progress – Diversity and Housing Initiatives Committee is working to develop preliminary content.	Ongoing