



2021-2023 Strategic Plan

Prepared by



Perpetual Movement to Results

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Executive Summary

Fredericksburg Area Association of Realtors' (FAARs) board and strategic planning committee engaged in a multi-step process at the end of October 2020 to co-create its new 2021-2023 Strategic Plan. During a Strategic Planning session on October 29-30 facilitated by C Parker Consulting, Inc., participants came together to examine the best of what has been in recent years and collectively agree on what is possible in the coming three years.

During the highly interactive virtual session, conducted via Zoom, the group: shared and celebrated successes from the past three years; reviewed survey and focus group data; participated in a "Resiliency & Responsiveness" presentation; and conducted gap analyses. These activities, taking place through a variety of robust large and small group discussions, helped inform the four key goals in this Strategic Plan: education, value, diversity, and broker involvement. As small groups created vision boards and mind maps, they were able to more clearly define the goals and related visions, and identify supporting objectives and details.

4 CORE GOAL AREAS:

1. Education
2. Value
3. Inclusion
4. Broker involvement



The four key goals included in this Strategic Plan include:

1. Education: Excel as the preferred and sought-after source of education among members.
2. Value: Create and deliver a resonant value proposition for affiliates, brokers, and agents
3. Inclusion: Demonstrate inclusiveness in everything we do
4. Broker involvement: Establish a purposeful broker-outreach system

The pages that follow include an At-A-Glance look at the Strategic Plan as well as the details of the goals and accompanying objectives and implementation tactics. The final pages of this report include a list of items participants identified as needing additional review as well as a pictorial summary of the Strategic Planning Session.

Strategic Plan At-A-Glance





Goal 1 Theme: Education

EXCEL AS THE PREFERRED AND SOUGHT-AFTER SOURCE OF EDUCATION AMONG MEMBERS



Objectives

- Members eagerly attend classes beyond those mandated
- Rich relationship-building occurs during classes
- FAAR is recognized as a premier source of education
- Eager brokers enthusiastically help promote classes
- A highly effective marketing system enables us to reach our audience
- The right classes are delivered at the right time in the right ways



Measures

- 10% of agent members attend at least one session outside of mandatory classes
- Better leverage our data to identify opportunities to expand attendance
- Increase cadre of educators annually
- 20% participation in surveys
- Leverage technology to create more engaging live online programs
- Continue to train educators in new technology
- Diversify offerings by adding at least 5 new classes that directly correspond to members requests/needs
- Be flexible in choosing course delivery platforms



Implementation Tactics

- Provide brokers marketing tools that make it easy to promote classes and events
- Utilize marketing tools at all levels of Association by sharing marketing materials at member gatherings
- Identify FAAR fans or “ambassadors” who will outreach to members to invite them to programs and classes
- Create and disseminate an annual survey to gauge needs/ interests
- Fine tune education checklist
- Continue to pursue innovative collaborations with other partners
- Continue to seek offerings beyond real estate transaction-related programming to include more granular, diverse offerings such as financial and retirement planning



Goal 2 Theme: Value

CREATE & DELIVER A RESONANT VALUE PROPOSITION FOR AFFILIATES, BROKERS AND AGENTS



Objectives

- Affiliates, brokers, agents and staff who clearly understand and articulate the FAAR value proposition
- Brokers and members see the value proposition reflected in the website
- Members are proactive citizens engaging in advocacy to protect private property rights and contributing to RPAC
- Members strive to be good stewards of our local community



Measures

- Create a clear value proposition with Board of Directors and Committee input
- Create tracking system to record member website challenges
- Annually review the Communications Plan related to value proposition
- RPAC Triple crown is achieved annually
- Meetings with elected officials are scheduled regularly and members engage with local government on issues impacting real estate
- Signature fundraisers and community service events like the Foundation Golf Tournament and FAAR Cereal Drive continue to expand along with exploration of new ideas



Implementation Tactics

- Task each Committee and the Board of Directors with articulating the following statement for their area of work, “FAAR helps my business move to the next level by....”
- Revamp website to promote our value quickly, unmistakably, and powerfully
- Increase exposure on social media by encouraging leadership to like and share content
- Spotlight agents each month who are using resources and tools provided by FAAR
- Engage brokers in spotlighting agents
- Focus on new members to generate enthusiasm for involvement through a robust orientation, comprehensive drip campaign, and exposure to best practices



Goal 3 Theme: Inclusion

DEMONSTRATE INCLUSIVENESS IN EVERYTHING WE DO



Objectives

- Diversity, equity and inclusion are evident in our staff, BOD, committee members, volunteers, affiliates, brokers and agents
- Diversity Committee increases momentum
- Members representing diverse backgrounds proactively seek to engage with FAAR
- FAAR demonstrates equity in all its practices



Measures

- Use NAR resources to gauge year-over-year changes as a result of diversity efforts
- Make a concerted effort to ensure equity and inclusion are considered in every event, communication, and decision
- Leadership positions are filled by a diversity of the membership



Implementation Tactics

- Marketing pieces represent FAAR's diverse membership
- Hold community-based, multicultural events
- Research which organizations in the community excel with diversity, and reach out to collaborate with them
- Create a campaign that includes verbiage that diversity is for everyBody
- Be intentional with personal outreach to diverse members, inviting them to attend events and/or collaborate on the event planning
- Augment existing communications to include micro-sessions about diversity/bias training
- Consider budgeting for a national speaker at Expo that includes diversity
- Utilize NAR and VAR resources
- Nominating committee seeks individuals from diverse backgrounds



Goal 4 Theme: Broker Involvement

ESTABLISH A PURPOSEFUL BROKER OUTREACH SYSTEM



Objectives

- Brokers feel valued, prefer FAAR membership over others for services
- Meaningful programming and materials are delivered that emphasize the FAAR value and excite brokers
- FAAR offers the right products at the right time
- Staff and Board are keenly aware of brokers and their management needs



Measures

- Retain/recruit MBN participants
- Brokers feel like they get personalized outreach from FAAR reflected in high open rates for broker emails
- Brokers identify with a culture of inclusion at FAAR



Implementation Tactics

- Expand MBN attendance through a variety of speakers, networking, and relevant topics that appeal to brokers
- Provide staff, Board and managing brokers with list of new brokers every month
- Develop and implement an intentional broker outreach system that includes high-touch connection efforts such as office visits, phone calls, and customized emails
- Leverage our communications to increase engagement and better identify what brokers need and want
- Provide member tools and resources that brokers are happy to endorse and market
- Poll brokers for ways to stimulate meeting attendance
- Identify ways to recognize brokers' value and convey personal appreciation