



2021-2022 STRATEGIC PLAN

Vision: To be the trusted voice for real estate by providing value to our members and the communities we serve.

Mission: To protect our culture, provide member value and represent the real estate industry to our local communities.

Core Values:

- Professionalism**– We value the highest standards of professional service and ethical conduct.
- Respect** – We value a culture that encourages healthy, respectful interactions between members and consumers.
- Advocacy** – We value advocacy efforts that promote and protect private property rights.
- Education**—We value knowledge and experience in dealing with the everchanging real estate industry.
- Community Engagement**- We value partnerships that enhance the quality of life in North Central Massachusetts.

1. Relevancy and Engagement - Enhance the value of membership by providing resources to support the success of our members.

Strategy A: Evaluate current membership services, benefits and programs against our mission statement and NAR Core Standards to better meet our members' needs.

- Action item: 1. Continually monitor all communication vehicles (social media, newsletter, website, email, texting) and adjust as necessary.
- Action item: 2. Continually monitor and adjust as necessary all networking events, dinner meetings.
- Action item: 3. Continually monitor and adjust as needed the community involvement projects and fundraiser.
- Action item: 4. Continually build relationships by utilizing the revised sponsorship system and adjust as necessary to support our Business Partners and benefit REALTOR members.
- Action item: 5. Include committee reports in newsletter to inform members and solicit feedback.
- Action item: 6. Engage with uninvolved members of the association to identify ways we can provide relevant member benefits.

Strategy B: Market to current and prospective members the resources and benefits available to them at the local, state and national levels.

- Action item: 1. Promote the education classes, resources and services offered through the local, state and national REALTOR organizations through email, newsletter, text, media and website marketing.
- Action item: 2. Offer seminars or professional development courses that inform and educate members of changes to the real estate industry and how to adapt to them.
- Action item: 3. Offer Leadership training for the Association Executive, current and future leadership.
- Action item: 4. Conduct a yearly REALTOR Safety Program
- Action item: 5. Establish an Ambassador Program to promote the value of membership to current and prospective members.
- Action item: 6. Develop our story about what makes us unique and promote to current and prospective members.

Strategy C: Coordinate website and social media platforms to inform the public, promote the REALTOR brand and NCMAR.

- Action item: 1. Provide local market data through the website and social media.
- Action item: 2. Provide information regarding the buying and selling process on the website.

2. Membership Growth - Continue to grow the membership by creating strategies to attract members.

Strategy A: Create a marketing strategy to attract new members to our association.

- Action item: 1. Identify real estate offices in our area that are not members of any association.
- Action item: 2. Look for business partners that are a good fit for the association.
- Action item: 3. Encourage members to participate and take an active role on committees, task forces, fundraising and Board of Directors.

Strategy B: Create a plan to embrace diversity and inclusion

- Action item: 1. Promote and attract social diversity within our membership
- Action item: 2. Identify associations or organizations that have potential talents for engagement and inclusion in NCMAR activities

3. Advocacy – Support advocacy efforts locally, statewide and nationally and meet RPAC goals as set by the state association.

Strategy A: Support the REALTOR party's "Vote-Act-Invest" goals and annually conduct at least two initiatives or activities.

- Action item 1. Develop an annual fundraising plan with fundraising events as needed to meet 100% of the RPAC fundraising dollar and MAR participation goals.
- Action item: 2. Include in dues billing a voluntary contribution for PAC or PAF with appropriate disclaimers about the voluntary nature of member contribution.
- Action item: 3. Distribute information and communications from NAR and MAR regarding the value of investing in and the benefits received from member's participation in the PAC.
- Action item: 4. Explain RPAC and PAF to brokers and disseminate information for brokers to use in explaining RPAC and PAF to their agents.

Strategy B: Heighten awareness of the Broker Involvement Program and NAR and MAR Calls to Action.

- Action item: 1. Explain the broker involvement program to broker/owners.
- Action item: 2. Promote members to download and use the REALTOR Action Center App or Text # at meetings and educational events.
- Action item: 3. Promote participation in NAR and MAR Calls to Action.

Strategy C: Support property rights, housing and real property ownership by being active in the political process.

- Action item: 1. Recognize and encourage member involvement in the local political process (i.e. Legislative Breakfast, Mayor Meetings, Town monitor program and SPC).
- Action item: 2. Encourage participation in REALTOR Day on the Hill and NAR Legislative Meetings.
- Action item: 3. Hold Legislative event with local officials and state representatives to discuss current legislation and local issues and provide local market data at the event.
- Action item: 4. Investigate possible revitalization projects and other NAR funded opportunities to increase visibility and participation in the community.

4. Community Outreach – Be the Voice for Real Estate in our communities and provide valuable information to the public.

Strategy A: Promote market statistics, real estate trends and issues and their impact on local communities

- Action item: 1. Highlight local, state and national real estate data in a press release to local media.
- Action item: 2. Use social media to share local real estate data insights with members and the public.
- Action item: 3. When appropriate, mobilize members to forward Calls to Action to ask their clients and customers to contact their local representative about the issue.

Strategy B: Engage in community activities that enhance the image of REALTORS and promote the value proposition of using a REALTOR

- Action item: 1. Organize member involvement for local charitable organizations or conduct fundraising activities to benefit local community or charitable organizations.
- Action item: 2. When appropriate, apply for a NAR Housing Opportunities Grant.
- Action item: 3. Provide information on what distinguishes a REALTOR from a real estate agent and why that using a REALTOR is in the best interest of the client.
- Action item: 4. Promote community related NCMAR activities and member achievements (ie. community involvement fundraising and participation, scholarships, member recognition).
- Action item: 5. Participate in a Habitat for Humanity Build

5. PROFESSIONALISM – Inform members and consumers of REALTOR professional standards process and promote professionalism among members.

Strategy A: Promote a culture of courtesy, respect and professionalism among members.

- Action item: 1. Provide new member Code of Ethics training.
- Provide and track member compliance with the required Code of Ethics training for existing members
- Action item: 2. Promote the Code of Excellence Program to members.
- Action item: 3. Include the Code of Ethics procedures and filing process on the NCMAR website

Strategy B: Deliver complete and timely Professional Standards Administration.

- Action item: 1. Provide a viable professional standards process to enforce the Code of Ethics by training a sizeable professional standards committee.
- Action item: 2. Provide ethics complaint and arbitration request processing.
- Action item: 3. Provide free of charge mediation and ombudsman services to members, their clients and customers.

6. Financial Solvency -Sustain a model association through member involvement, leadership and financial resources.

Strategy A: NCMAR shall adopt policies to ensure the fiscal integrity of their financial operations.

- Action item: 1. Conduct an annual review process of financial policies, procedures and guidelines.
- Action item: 2. Have a CPA conduct an annual review which includes an accountant's review report at the completion of the tax preparation/review process.

Strategy B: Investigate methods of increasing membership and non-dues revenue.

- Action item: 1. Monitor and adjust as needed sponsorship packages currently available and make recommendations for changes.
- Action item: 2. Monitor and adjust the plan for the eventual market downturn.