



# 2012 BUSINESS PLAN

## TUCSON ASSOCIATION OF REALTORS® MULTIPLE LISTING SERVICE

*(Approved by the TAR MLS Board of Directors January 24<sup>th</sup>, 2012)*

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## **I. The Leadership Association**

The Tucson Association of REALTORS® MLS is moving to a leadership model. The Board of Directors will empower committees and staff by delegating to them specific roles that will enable the Board of Directors to achieve their visionary, strategic objectives as defined by the strategic plan.

According to the National Association of REALTORS® “(a) leadership association initiates policy formation and advocacy on all levels and seeks and implements innovative and creative programs, products and services that ultimately provide enhanced value for all REALTOR® association constituencies. Volunteer leaders determine future direction and set parameters within which staff is empowered to manage the organization; internal structure is created and managed by staff.”

The components of a leadership model are:

- A. Elected leadership that determines a long term (2-3 year) strategic vision and a short term (1 year) business plan to help achieve that vision.
- B. Committees that are fluid determine policy within defined parameters and develop policy and action plans for achieving specific objectives.
- C. Professional staff that possesses expertise and provides leadership in legal, regulatory and business issues impacting the association and transparently manages association business.

## **II. The Board of Directors**

The Board of Directors is the governing body of the corporation empowered by the bylaws to lead, and ultimately be responsible for, the corporation called the Tucson Association of REALTORS®, MLS Inc.

*The Board of Directors:*

- Approves the strategic and business plans
- Approves the annual budget and exceptions to the budget
- Accepts financial statements
- Approves minutes of previous meetings
- Approves committees nominated by the President
- Ratifies committee recommendations
- Employs a Chief Executive Officer to manage the day to day affairs of the association and be responsible for staff
- Oversees the strategic direction of the organization
- Ensures compliance with legal norms and good business practices

The Board may, in compliance with bylaws and policies, have access to any corporate documents, review any process or service of the association and pass binding resolutions to achieve the goals of the organization.

It is the board members responsibility to carefully analyze the potential long term effects of their decisions in terms of serving members needs and the practical applications of those decisions. Board members are expected to thoroughly study issues as they develop in order to make well informed decisions at the point of ratification. Board members are also expected to be able to explain the merits of such decisions to their constituents even though they may not formally speak on behalf of the association.

The Board of Directors is a strategic body that oversees the strategic plan and delegates to committees and staff the roles of policy development and administration. The board may choose to direct assignments to the appropriate committee if it is deemed to fall within the scope of our strategic direction.

#### *The Board Member*

The role of a Director is to:

- Regularly and punctually attend meetings.
- Offer opinions and exercise reasonable judgment on issues before the committee.
- Understand the fiduciary responsibility to the corporation and exercise reasonable prudence in fulfilling that responsibility without regard for personal business interests.
- Know the financial condition of the association and be acquainted with the budget process.
- Be primarily concerned with the strategic direction of the organization delegating operations and consideration of action items to committees or staff.

### **III. Committees**

Committees consist of volunteer members. Committee Chairs are nominated by the President and both the Chair and full committee roster are approved by the Board of Directors. A non-voting staff liaison member (key staff) is also assigned by the CEO, who carefully considers issues within their scope of responsibility and work to achieve the goals of the business plan. Committees recommend policies and action plans to the Board for approval. A Committee member may be removed by the President if the member misses three (3) meetings in a year or does not comply with responsibilities listed below. New members may be added to the committee upon nomination by the President and approval by the Board.

#### *Role of the Chairman*

- Schedule and effectively preside over meetings.
- Know the scope and purpose of the committee.
- Establish measurable and quantifiable goals in cooperation with the MLS Vice President.
- Know the financial and budgetary parameters of the committee.
- Develop a strategy for achieving the goals of the business plan.
- Manage the workload of the committee with due consideration for members' time.
- Appoint subcommittees and work groups when appropriate.
- Ensure that committee members have meaningful input and are consulted on all matters facing the committee.
- Genuinely reflect the will of the committee.
- Develop future leaders.
- Attend Board meetings and present committee activities in an informed, concise, impartial manner.
- Provide general guidance and serve as a resource to the key staff member for questions or clarification.
- Understand the decision making processes of the association and respect the rights and privileges delegated to staff with reasonable deference to their due diligence in recommending appropriate action to the committee.

The Vice Chair of the committee will perform the Chair's role when the Chair is unavailable or when the Chair delegates responsibilities to the Vice Chair.

#### *Role of the Committee Member*

- Regularly and punctually attend meetings.
- Develop expertise in the committee's area of responsibility.
- Serve on subcommittees or workgroups as time permits.
- Offer opinions and exercise reasonable judgment on issues before the committee without regard for personal business interests.
- Serve as a resource to the chair and key staff person for advice and guidance.
- Positively represent committee decisions to association members and the public.
- Respect the management role delegated to staff with reasonable deference to their due diligence in carrying out their duties.

#### **IV. Staff Liaisons (Key Staff)**

The CEO, in conjunction with the MLS Vice President, assigns staff liaisons to committees to support the work of the committee, memorialize meetings, notify members of the meeting, prepare the agenda with the Chairperson, administer committee work between meetings, coordinate with other key staff and communicate with the Board of Directors. Staff liaisons are expected to be familiar with policies, procedures and bylaws and able to advise committees on

how decisions they may be considering may apply. The key staff member is a non-voting member of the committee with the responsibilities of a committee member.

#### *Additional Key Staff Person Responsibilities*

- Know the committee's purpose and scope and enable communication between the Board of Directors, committee leadership and senior management.
- Serve as a resource to chairs on processes for effectively managing meetings and the purpose of the committee.
- Prepare the meeting site, notify members of meetings, prepare the agenda with the chairperson and memorialize the meeting.
- Work with senior management to avoid duplication and create synergy between committees.
- Know the financial aspects of the committee and be familiar with the budget process.
- Ensure the committee has clear outcomes and evaluate progress against goals throughout the year with regular reports to the Board.
- Work with senior management to avoid conflicts between committees.
- Provide administrative support for committees and perform administrative duties between meetings.
- Respect the rights and privileges of the Board of Directors and Committees, their authority to set policy and guidelines with reasonable deference to their expertise and recognition the association exists for their benefit.

## **V. Organizational Structure**

The 2012 standing committees are created by the MLS President and relate to priorities in the strategic plan. A strategic priority is a visionary statement that identifies where the Tucson Association of REALTORS® wants to be in 2-3 years. Standing committees include: Technology, Standards, and Commercial.

## **VI. Committee Structure**

### ***Committee: Technology***

Chair: Rob Hallberg  
Key Staff: Sean Murphy

#### *Strategic Priorities*

- Ensure the MLS system software is configured and updated for maximum efficiency.
- Work with MLS Standards Committee to update MLS Rules and Regulations as needed to support technology changes.

### *Strategic Direction*

We hope to develop stronger MLS and Association websites, which will be the source for Real Estate information for our participants, agents and the public. We will complement the outreach efforts of the association to become the favored source of real estate information for the media. Our goal is to provide enhanced online resources and improved data integrity. We will put security measures and additional error checking in place, resulting in reliable, accurate and easy to use information.

We will strive to keep our data as proprietary as absolutely possible so that it may be as reliable as possible.

Over this period, we plan to increase education and offer better education to members and brokers in every aspect of functionality of our data system. Our classes can be offered as beginner, intermediate, and advanced MLS; and we can communicate better to our membership about their availability. We expect our membership to be well-trained on our MLS system. We can contribute to improvements in real estate practice by better defined regulations, rules, and standards.

### *Committee Description*

The Technology Committee is charged with the task of identifying and assessing the best products to achieve the strategic goals of developing the most reliable, secure and accessible MLS system.

### *Business Plan*

- Continue to work with FBS in addressing issues within FlexMLS by reviewing, revising, and adding to the 'JIRA Open Issues' list monthly.
- Implement Remediation Plan for SAFE MLS from Clarity Security.
- Working with staff and the Southern Arizona Regionalization Taskforce, continue to identify and revise MLS fields that may be beneficial to add to FlexMLS.
- In conjunction with the Property Management Committee, provide input on MLS rental system relative to property management issues; include historical rental information in the MLS.
- In conjunction with a task force set by the Board of Directors, review, revise and implement the TAR MLS Listing Syndication Policy.
- Continue to work with the Green Committee and Property Management Committee as needed to improve MLS functionality.
- Develop a comprehensive mobile strategy for TAR MLS.
- Review TAR MLS consumer web presence; increase revenue through website advertising.

- Continuously identify, and involve potential future leaders for the committee and Association.

***Committee: Standards***

Chair: Jodie Koch  
Key Staff: Lori Wadsack

*Strategic Priorities*

- \* Maintain and enforce MLS Rules and Regulations.
- \* Increase the professionalism and integrity of the membership and the MLS system.

*Strategic Direction*

To be competitive, REALTORS® must use the MLS. Thus, we hope to maintain an accurate flow of information from the agents.

We will aggressively strive to reduce rules violations.

We can contribute to improvements in real estate practice by better defined regulations, rules and standards and the enforcement of standards.

*Committee Description*

The Standards Committee works to ensure integrity of MLS data, develop policies and procedures, and uniformly and predictably apply those rules to a variety of real world situations so that participants may rely on the MLS as the most accurate and most up to date system for real estate information in Southern Arizona.

*Business Plan*

- Continue to comprehensively review and revise the MLS Rules and Regulations; update as needed based upon changes due to FlexMLS and/or NAR guidelines.
- Review Violations and Fines and develop procedure for addressing repeat violators; develop a Fine Structure to specifically address repeat violators as identified by the Violations Database.
- Perform comprehensive review of the current MLS Certification Test.
- Continuously identify, and involve potential future leaders for the committee and Association.

***Committee: Commercial***

Chair: John Hamner  
Key Staff: Sean Murphy

*Strategic Priorities*

- \* Improve the Tucson MLS's ability to serve Commercial practitioners.
- \* Determine how MLS should be structured to best serve Commercial practitioners.
- \* Facilitate increased participation of local and national Commercial practitioners.

*Strategic Direction*

To be competitive, Commercial practitioners need access to accurate and timely information. MLS should be a competent and reliable resource for the Commercial practitioner.

We will work to make the Commercial portal of MLS a valuable asset to Commercial specialists.

Our goal is to improve participation and increase the membership of Commercial practitioners in the Tucson MLS.

*Committee Description*

The Commercial Committee works to ensure integrity of MLS data, develop tools and guidelines specific to Commercial MLS users, and attract more Commercial users to the Tucson MLS.

*Business Plan*

- Develop Commercial Lease Listing Agreement.
- Clarify and update MLS Rules and Regulations as related to Commercial practices.
- Ensure forms necessary for Commercial within FlexMLS are created and available to membership.
- Implement best practices for Commercial within FlexMLS.
- Research feasibility of launching a Commercial Information Exchange (CIE).
- Explore offering limited access to TAR MLS to NAR Institute Affiliate members (CCIM, etc.)
- Continuously identify, and involve potential future leaders for the committee and Association.

**VII. Board Specific Strategic Priorities**

*Strategic Priorities*

- \* Communicate with and educate members to value and fully utilize our services.
- \* Determine the future business model of the Tucson Association of REALTORS® MLS.
- \* Strengthen our organization from within.

### *Strategic Direction*

We expect our organization to become vital to the community and be **the** source of real estate information. We can develop a stronger presence within the region.

We will evaluate competing business models and determine a strategy for engaging future trends and maintaining the relevance of the Tucson Association of REALTORS® MLS.

We also will continue to invest in professional staff, develop our leadership model and improve communication between staff, committees, Participants and the Board.

### *Business Plan*

- Monitor the activities of the Technology Committee to ensure that FlexMLS is continually improved and enhanced for the benefit of the subscribers.
- Increase non-dues revenue by actively pursuing third party program, products and services that may benefit the subscribers as well as provide revenue opportunities to the MLS; current MLS products and service will also be reviewed to determine if fees should be associated with them.
- Monitor the activities of the Commercial Committee to ensure that current and future Commercial practitioners have a viable MLS system in place to serve this portion of the constituency.
- Comprehensively review existing MLS policy, modify and update as needed; keep consistent with TAR where applicable.
- Continue to explore implementing an “a la carte” model of services.
- Increase communication with the subscribers through office visits.
- Continuously identify, and involve potential future leaders for committees, the MLS and Association.

On a semi-annual basis, the Board will review its progress towards the Business Plan, identify where changes are needed.

The officers of the Board will work with staff to strengthen the organization from within and:

- Annually conduct a Board Self-Evaluation Survey.
- Have an orientation with senior staff, board and chairs regarding expectations, roles, and composition.
- Instruct the staff on board informational needs.

- Develop leadership training for MLS leaders (board, committees, staff, brokers, interested parties.)
- Survey membership annually regarding satisfaction to set benchmarks.
- Communicate benefits of MLS to MLS subscribers.
- Identify 3<sup>rd</sup> party technologies that would enhance the Tucson MLS.