



2012 BUSINESS PLAN

TUCSON ASSOCIATION OF REALTORS[®]

(Approved by the Board of Directors January 26th, 2012)

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I. The Leadership Association

The Tucson Association of REALTORS® (Association) is a leadership organization. The Board of Directors empowers the executive committee, committees and staff by delegating to them specific roles that will enable the Board of Directors to achieve their visionary, strategic objectives defined by the 2-3 year 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 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 Association empowered by the bylaws to lead, and ultimately be responsible for, the corporation called the Tucson Association of REALTORS®, 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 committee members and chairs nominated by the President
- 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.

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 Member

The role of a Director is to:

- Regularly and punctually attend meetings.
- Serve on a committee.
- Offer opinions and exercise reasonable judgment on issues before the Board.
- 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.
- Lead by example, and consider contributing to RAPAC.

III. The Executive Committee

The Executive Committee consists of:

President
Past President
President Elect
Vice President
Treasurer
Chief Executive Officer (Secretary and Non Voting Member)

The purpose of the Executive Committee is to oversee the CEO, deal with appropriate personnel issues and provide appropriate recommendations to the Board of Directors. The Executive Committee is also empowered, within parameters established by the bylaws and policies of the Board of Directors, to transact emergency business.

The Executive Committee

- Considers minutes of the previous meeting.
- Ensures compliance with legal norms and good business practices

- Take appropriate action on an emergency basis between Board of Director meetings
- Meet as an oversight committee, with the Association attorney, to consider issues listed in the authority matrix and personnel matters

The Executive Committee Member

The role of the Executive Committee member is to:

- Regularly and punctually attend meetings
- Offer opinions and exercise reasonable judgment on issues before the committee
- Know the financial condition of the association and be acquainted with the budget process
- Be primarily concerned with providing the appropriate amount of oversight for operations as prescribed by the bylaws and policies, particularly paying attention to emergency business and personnel matters.
- Understand the fiduciary responsibility to the corporation and exercise reasonable prudence in fulfilling that responsibility without regard for personal business interests
- Understand the decision making processes of the Association and respect the roles delegated to committees and staff with reasonable deference to their due diligence and expertise.

IV. Committees

Committees consist of volunteer members nominated by the President and approved by the Board of Directors, and a non-voting staff liaison member assigned by the Chief Executive Officer, that carefully consider issues within their scope of responsibility and work to achieve the goals of the business plan. New members may be added to the committee upon nomination by the President and approval by the Board.

Role of the Chair

- Schedule, preside over and effectively manage meetings.
- Know the scope and purpose of the committee.
- Establish measurable and quantifiable goals to achieve the business plan.
- 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 when a topic is controversial or requires special expertise that cannot be provided by staff.
- 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 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.

V. Staff Liaisons

The CEO assigns staff liaisons to committees to support the work of the committee and assist the chair in effectively managing the meeting. The staff liaison will 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. The staff liaison is a non-voting member of the committee with the responsibilities of a committee member.

Additional Staff Liaison Responsibilities

- Know the committee's purpose and scope and enable communication between the Board of Directors, Executive Committee, committee leadership and senior management.
- Serve as a resource to chairs to effectively manage meetings and maintain focus on 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, Executive Committee and Committees, their authority to set policy and guidelines with reasonable deference to their expertise and recognition the association exists for their benefit.
- Offer input and exercise reasonable judgment as a non-voting member of the committee.

VI. Organizational Structure

The 2012 standing committees are created in the bylaws and each relate to a strategic priority 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: Education, REALTOR® Risk, Government Affairs, Member Outreach, Housing Opportunities, and Nominating/Credentials. Additional committees, other than standing committees, may be formed to help the association accomplish its objectives.

VII. Committee Structure

Committee: Education

Chair: Eric Gibbs

Staff Liaison: Annalisa Moreno

Strategic Priority

Develop members who provide the highest level of professionalism, most value and best real estate practices in the state and in the nation.

Strategic Direction

The association should work to raise the bar for member eligibility, including more education and higher standards. In order to raise the bar for membership we need to:

- Educate buyers, sellers and agents.
- Provide programs to develop better educated agents.
- Provide continuing education free or at reduced cost and structure prices for designation training to encourage members to obtain additional designations.
- Educate new members on the content and use of contracts.

A better educated membership will be giving much better service. We would like to be teaching basic through advanced technology. Business success will be measured by the ability to use and provide technology. We want to offer better, and better attended, education programs with a broader scope of topics. We want to move toward an educational program that is a value added service of membership. We will do a better job of communicating the educational options, as well as benefits, presented by the Association.

Committee Description

The Education Committee recommends courses and presentations that are pertinent to the industry and current trends for our membership's knowledge and growth in professionalism and financial success. The Education committee also recommends new classes and curricula for REALTORS®, and is responsible for assisting with the coordination of the education programs offered by the Association.

Business Plan

- Offer continuing education and designation classes at the Tucson Association of REALTORS® at a price that reflects the strategic priority of providing education as a value.
- Offer two Short Sale/REO classes.
- Educate membership on the benefits of obtaining an NAR designation.
- In conjunction with MLS, offer appropriate technology classes for new concepts and tools and design those classes for members with different levels of technological background.
- Explore Tucson specific classes that enhance knowledge of the Tucson market.
- Offer two “panel of experts” classes.
- Continue to explore “new agent training” class or series that teaches basic skills to new members.
- Continue to compile attendance data and regularly submit attendance reports to the Board of Directors.
- Sponsor a RESPA Roundtable involving the Affiliate membership.
- Host a quarterly Arizona Department of Real Estate (AZDRE) Forum at the Tucson Association of REALTORS® with the AZDRE Commissioner.
- Provide additional Code of Ethics training opportunities to meet NAR Ethics Requirements for members.
- Explore offering a workshop in conjunction with the U.S. Treasury Department in 2012.
- Conduct a “Heroes Welcome Home” class in 2012.
- Conduct educational classes in conjunction with local partners.
- Conduct Broker-specific education classes.
- Offer educational opportunities for young professionals in conjunction with the YPN Committee.

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

Committee: Marketing / Home Tours

Chair: Steve Redmond

Staff Liaison: Cheri Meadows

Strategic Priority

Heighten member awareness of Association value.

Strategic Direction

Provide a forum for Association members to network and exchange information.

Committee Description

Organize and promote weekly Marketing Session and Home Tours for members to promote their listing and buyer needs.

Business Plan

- Further define Committee Description.
- Host weekly Marketing Session / Home Tours.
- Maintain an update-to-date website with reciprocal links.
- Continuously identify, and involve potential future leaders for the committee and Association.

Committee: Member Outreach

Chair: Adam Stewart

Staff Liaison: Laura Kruszewski

Strategic Priority

Heighten member awareness of Association value and continue to grow as a leader and major voice in our community.

Strategic Direction

Communicate the value of the Association to Affiliate and REALTOR® members. The Tucson Association of REALTORS® will be recognized as a leader for member value and satisfaction. REALTORS® will know they can turn to the Association for the support they need and perceive the Association as a valuable tool.

Increase public awareness about our value through a constant image building campaign. We will continue to be visible to the community by showing them who we are and what we do.

Committee Description

Seeks opportunities to communicate and promote the value and role of REALTORS® to the community. Members of this committee are responsible for promoting events that bring REALTORS® and affiliates together for networking opportunities, celebrations and forums to exchange information in an informal environment and create a sense of community among the Association family.

Business Plan

- Determine ways to increase attendance at the two broker meetings and member Town Halls (including the annual member meeting), and member mixers.
- Successfully sponsor the Tucson Association of REALTORS® Shootout; assist organizers in achieving a successful event that highlights the role of REALTORS® in the community.
- Successfully sponsor the “Stuff the Bus” campaign in conjunction with the Tucson REALTORS® Charitable Foundation; benchmark total number of donations to schools.
- Successfully host 2012 Tucson Home Week in conjunction with the Housing Opportunities Committee.
- Review and revise the Affinity Partner Programs; continue to recommend potential Affinity Partners.
- Continuously identify, and involve potential future leaders for the committee and Association.

Committee: REALTOR® Risk Management

Chair: K.C. Woods

Staff Liaison: Cheri Meadows

Strategic Priority

Develop members who provide the highest level of professionalism, most value and best real estate practices in the state and in the nation.

Strategic Direction

In the future there will be more regulatory barriers for real estate and more government regulation of the industry. This adversarial climate will make it easier to sue and more lawsuits will be filed. There will be a demand to know who, what and why sanctions are imposed.

The REALTOR® standards can be raised to create better quality practitioners. We want to be the source for real estate information in Southern Arizona. We could consider a shift in focus from being an information provider to a consumer services provider and protector.

Committee Description

REALTORS® are navigating uncharted territory of increased government scrutiny and an increasingly litigious society. The risks for REALTORS® in the marketplace are growing with regular headlines about RESPA violations and anti-trust investigations. The REALTOR® Risk Committee will monitor these trends, educate REALTORS® about the risks, constantly promote professionalism and demonstrate why people should have confidence in REALTORS®.

Business Plan

- Monitor and inform REALTORS® regarding any and all risks that affect their business with at least twelve risk tips in the e-update and one article in each issue of the Association magazine or successor publication promote applicable educational offerings.
- Monitor and inform REALTORS® regarding anti-trust developments; offer at least one Anti-trust class.
- Develop a schedule to review all Association forms at least every three years to ensure compliance with current practice and inclusion of risk related issues; work in conjunction with the Education Committee to provide form usage education to the membership.
- Continuously identify, and involve potential future leaders for the committee and Association.

Committee: Government Affairs

Chair Kent Simpson

Staff Liaison: Steve Huffman

Strategic Priority:

Grow our position as leader and major voice in the improvement of our community.

Strategic Direction:

The Association needs to systematically and comprehensively increase its involvement within the community as well as the Tucson Region. REALTORS® need to continually provide to and enhance the community and be perceived as doing so. We need to position ourselves as community leaders and the community involvement will create a better image for the Association.

We also need to further develop strategic alliances with a variety of groups and participate in strategic community organizations.

We need to be politically active and involve members in creating a new culture. The Tucson Association of REALTORS® should be the leading voice on public issues. Our political activities should be on behalf of the REALTOR® party, a truly non-partisan organization that is dedicated to working with other pro-prosperity, pro-private property rights groups on issues ranging from transportation to water to economic development. We should be, and be perceived as being, a community resource on strategic issues.

Committee Description

The Government Affairs Committee is concerned with government issues, candidates and influence as well as our relationships with outside organizations. The goal of the committee is to position the Tucson Association of REALTORS® as a community leader and opinion shaper as we try to lead the community on strategic issues. Specifically, the committee is concerned with candidate evaluation and development, community outreach development, issues mobilization, lobbying, member political mobilization and education and RAPAC fundraising.

Business Plan

- Engage local governments in efforts to build a sustainable community.
- Obtain association representation on any appropriate public or private body deliberating topics that relate to water, urbanization, transportation and land use.
- Collaborate with other business groups in the Southern Arizona Business Roundtable; implement collaborative strategies that promote the Association agenda.
- Strive to achieve the annual RAPAC goal; create a culture of supporting RAPAC and increase the total number of members participating by 15% and the dollar amount by 5% over previous years.
- Communicate why TAR endorses candidates.
- Continue to support new government affairs committee structure of more geographic representation (member representation by ward, supervisory district, regional cities and towns).
- Enlist a dedicated member (or members) to promote RAPAC.
- Increase member awareness of the importance of responding to 'Calls to Action' in 2012.
- Continuously identify, and involve potential future leaders for the committee and Association.

Committee: Green

Co-Chairs Nicole Brule-Fisher; Carolyn Minor

Staff Liaison: Steve Huffman

Strategic Priority:

Continue to increase member and community understanding of sustainable practices. Continue to encourage involvement and action amongst members and the community.

Strategic Direction:

- Enable public to find a house with green features in the MLS.
- Educate members on the value of using green features in the MLS.
- Heighten member and public awareness of green value in property.
- Maintain relevancy with sustainable practices and the broader community.
- Promote educational opportunities for sustainable practices within the community.
- Heighten member awareness of sustainable practices in relation to real estate.
- Grow our position as a leader and major voice in sustainable practices in our community.
- Influence what happens locally, state wide and nationally with the implementation on sustainable practices.
- We will position ourselves as community and sustainable leaders. The community involvement will create a better image for the industry and our Association.
- Identify Sustainable property issues and encourage positive change

Committee Description

The Green Committee seeks to educate members of the association on issues such as growth, planning and sustainability in our community. The committee seeks to work with both the Tucson Association of REALTORS® and the TAR Multiple Listing Service to ensure that information is available about the marketability and value of green features in real estate. The committee also seeks to create and expand partnerships with other community organizations and elected bodies to enhance knowledge of sustainable practices.

Business Plan:

- Continue to work proactively with other green minded groups.
- Ensure the continued growth and proper use of the green features in our FlexMLS.
- Monitor NAR's Green Resource Council recommendations for general practices and green MLS and adapt as deemed appropriate in conjunction with the MLS Technology Committee.
- Continuously identify, and involve potential future leaders for the committee and Association.

Committee: *Housing Opportunities*

Chair: Tom Heath

Staff Liaison: Annalisa Moreno

Strategic Priority

Promote real estate ownership and housing opportunities.

Strategic Direction

Housing opportunities are a moral and practical necessity in Southern Arizona considering the lack of affordable housing in the area. Providing access to resources for affordable housing, ensuring REALTOR® advocacy for fair housing, attending to the needs of those who require housing and preparing people for the responsibility of home ownership is an important goal of the Tucson Association of REALTORS®.

The Association will be a force in Tucson's future planning and it will flourish with family housing and community development programs.

Committee Description

The committee will achieve its vision by providing and promoting seminars regarding home ownership, educating members and the public regarding fair housing, providing resources for housing for those in need, raising member, government and public awareness of affordable housing issues, and raising the overall awareness of the responsibility of home ownership in the community.

REALTORS® are committed to providing fair housing, creating affordable housing for our community, reaching out to the less fortunate and educating future home buyers about the responsibilities and opportunities of owning a home. The Housing Opportunities committee is very active in informing members about fair housing issues, developing programs for housing affordability, sponsoring fundraisers for groups like Habitat for Humanity and presenting educational seminars for the buying public.

Business Plan

- Explore hosting the NAR Employer-Assisted Housing program.
- Provide information about housing opportunities throughout Tucson through seminars, or online through the Association's website.
- Successfully host 2012 Tucson Home Week in conjunction with the Member Outreach Committee.
- Expand the financial literacy program for high school students.
- Continue to develop financial literacy programs for adults; explore working in conjunction with the Boys & Girls Club, United Way, YWCA, etc. to expand the educational reach to the families.
- Develop and maintain partnerships within the community regarding affordable housing and financial literacy.

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

Committee: *Property Management*

Chair: Linda Seeley

Staff Liaison: Cheri Meadows

Strategic Priority

Heighten member awareness of Association value.

Strategic Direction

It is important to provide intrinsic value to our members. The Association can increase the number of members' activities and be more pro-active in the REALTOR® community.

The value of the Association will be increased for our agents. The Tucson Association of REALTORS® will be recognized as leaders for member value and satisfaction. REALTORS® will know they can turn to the Association for the support they need and see the Association as a valuable tool.

Committee Description

This committee will educate membership on the standards of practice and competency reasonably expected in the property management discipline, educate membership on the standards of care involved in property management and make recommendations regarding the MLS system with respect to rentals.

Business Plan

- Sponsor property management focused education.
- Provide input on forms to Tucson Association of REALTORS® Forms Committee.
- In conjunction with the MLS Technology Committee, provide input on MLS rental system relative to property management issues; include historical rental information in the MLS.
- Provide legislative input and recommendations on property management–related issues as needed.
- Continuously identify, and involve potential future leaders for the committee and Association.

Committee: *Operations (a function of the executive committee)*

Chair: Cathy Erchull

Staff Liaison: Philip Tedesco

Strategic Priority

Continue to implement and strengthen the leadership model for our organization among our directors, volunteers and staff.

Strategic Direction

We need to move to a stronger leadership model, making the commitment to a leadership model organization. The implementation of better leadership development programs will help to make a stable and consistent leadership.

The Association will need to mature as a leadership organization to empower and pay a truly professional staff. Staff should be liaisons to community organizations. The board and volunteer leaders need to focus on strategic vision and policy leaving staff to manage, implement and administer.

Committee Description

The Operations Committee is the current seated TAR Executive Committee. The Operations committee will provide oversight and accountability for staff and attend to the leadership needs of the organization. It will ensure a strong audit process, review legal representation, ensure that staff regularly reviews vendors, oversee nominations, elections, bylaws changes and awards and conduct strategic planning. It will review key administrative processes and identify critical success indicators.

It will also oversee leadership development and guide the implementation of the leadership model by providing training and continuously reviewing the roles of officers, boards, committees and staff.

Business Plan

- Annually conduct a Board Self-Evaluation Survey.
- Define, explain and promote what a leadership model is to all association stakeholders.
- Offer the NAR REALTOR® Leadership Program in 2012.
- Continue to promote broker and office outreach throughout 2012.
- Request that brokers and managers identify those with leadership potential; collectively work to get those candidates more involved with TAR.
- Expand regional collaboration efforts; consider offering services to other parts of the state.
- Expand on commercial, new home sales, and property management memberships by identifying value for these segments of the membership.
- Increase communication with the memberships through office visits; assign Directors 10-15 offices each for Broker Outreach visits in 2012.

- Promote volunteerism and follow up; take descriptions of volunteer opportunities to office visits, outside meetings and TAR functions.
- Continuously identify, and involve potential future leaders for the committee and Association.

Committee: *Young Professionals Network (YPN)*

Chair: Jeremiah Taylor

Staff Liaison: Laura Kruszewski

Strategic Priority

Provide the tools and encouragement for young real estate professionals to excel in their careers through activities such as social events, volunteering and education.

Strategic Direction

Communicate the value of the Association to young members. Continue to be visible leaders in the young professional community.

Committee Description

This committee is responsible for organizing social networking, professional development, and volunteer opportunities for the young professional members of the Association.

Business Plan

- Through 2012, explore the structure of the committee, its autonomy, etc.
- Provide at least two volunteer opportunities for YPN members.
- Host quarterly mixers.
- Offer educational opportunities for young professionals in conjunction with the Education Committee.
- Connect with the Tucson Young Professionals group for possible future events to be planned collaboratively.
- Develop a committed group of members to build the committee in its first year.
- Expand the awareness of YPN membership among TAR REALTOR® and Affiliate members.
- Encourage YPN members to get involved at TAR, by joining committees, attending town halls, member meetings, etc.
- Promote members liking or 'friend'-ing the organization via social networking.
- Continuously identify, and involve potential future leaders for the committee and Association.

VIII. Presidential Advisory Groups, Task Forces, Work Groups and Board Strategic Priorities

The President may appoint a Presidential Advisory Group (PAG) to consider specific topics and issue specific recommendations to the President. The Board may authorize a task force to consider specific topics and issue recommendations to the board. The Board, Executive Committee and/or Committee Chairs may create a work group to discuss general issues for the mutual education of all members.

On a quarterly basis, the Executive Committee and 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.