



Strategic Plan

*Prepared for the
Tucson Association of REALTORS®,
Tucson Association of REALTORS® Multiple Listing Service, and the
Tucson REALTORS® Charitable Foundation
August, 2012*

(Approved by the TAR Board of Directors on Oct. 18th, 2012; Approved by the TAR MLS Board of Directors on Oct. 23rd, 2012; Approved by the Tucson REALTORS® Charitable Foundation Board of Directors on Dec. 18th, 2012)

Table of Contents

I.	Retreat Agenda	3
II.	Strategic Planning Retreat Participants	4
III.	Member Survey and Results	5
IV.	Environmental Scan	19
V.	Vision / Mission Statements and Logos	22
VI.	Strategic Initiatives and Objectives.....	23
	• Strategic Initiative 1 – Communications	23
	• Strategic Initiative 2 – Operational Excellence.....	23
	• Strategic Initiative 3 – Education and Leadership Development	24
	• Strategic Initiative 4 – Government Affairs and Lobbying	24
	• Strategic Initiative 5 – Community Outreach.....	25
	• Strategic Initiative 6 – Technology	25
VII.	Organizational Structure.....	26
VIII.	Organizational Structure – Staff	30
IX.	Goal Assignments	31

Agenda for Tucson Strategic Planning Session

AGENDA

Strategic Planning Session – August 15th and 16th, 2012 – La Paloma

Day 1:

8:30 a.m.

Gathering Time / Coffee

8:45 – 9:15

Introductions, Objectives, and Expectations

- This is a two – three-year, plan. Everything should not be scheduled for completion during the plan's first year.
- This is not a vision/mission exercise.
- This is not a word-smithing exercise – focus on ideas and concepts, not writing management initiatives.
- When the plan is completed, and resources and timelines are identified, there should be a gap between resources available and resources needed to complete the plan. This is why priorities need to be set. There almost always are hard choices to make about what can be successfully accomplished.

9:15 – 10:15

Membership Survey Results Presentation

10:15 – 10:30

Break

10:30 – 12:00

Environmental Scan – 2012-14 (external factors that may impact the industry)

- Economic Considerations
- Demographic Considerations
- Political Considerations
- Legal Considerations
- Technological Considerations
- International Considerations

12:00 – 12:45

Lunch

12:45 – 1:45

Progress Report – Current Strategic Plan

What is ongoing? What has been completed? What should be discontinued?

- Education Committee
- Government Affairs Committee
- Green Committee
- Housing Opportunities Committee
- Marketing Session / Home Tour
- Member Outreach Committee
- Property Management Committee
- REALTOR® Risk Committee
- Young Professional REALTOR® (YPN)
- TAR MLS Technology Committee
- TAR MLS Standards Committee
- TAR MLS Commercial Committee
- Tucson REALTORS® Charitable Foundation Committees

1:45 – 2:00

Break

2:00 – 5:00

Alignment Discussion – Bringing It All Together

- Re-affirm mission and vision statements
- Discuss and develop strategic goals and objectives
- Considerations from environmental scan?
- Considerations from membership survey?
- Areas where the Foundation’s goals and objectives might be expanded?
- New Association / MLS Programs, Products and Services?
- Discontinued Association / MLS Programs, Products and Services?
- New goals and objectives that might be considered?

Day 2:

8:30 a.m.

Gathering Time / Coffee

8:45 – 9:15

Review Prior Day’s Progress

- Other considerations?
- Are we on the right track?
- Did we miss anything?

9:15 – 10:45 am

Review Established Goals and Objectives

- Commit to goals and objectives
- Prioritize goals and objectives
- Align resources needed to goals and objectives identified

10:45 – 11:00

Break

10:45 – 12:30

Goal and Objective Timelines

12:30

Adjourn

Roster of Participants

J.T. Tsighis, Facilitator	Cathy Erchull	Sean Murphy
Laura Baldwin	Tom Heath	Steve Redmond
Andrea Ballard	Steve Huffman	Kent Simpson
Tim Bott	Darla Johnson	Lisa Suarez
Nicole Brule-Fisher	Laura Kruszewski	Philip Tedesco
Sue Cartun	Cheri Meadows	Henry Zipf
Chris Cobb	John Mijac	
Jeff Ell	Annalisa Moreno	

Member Survey and Results

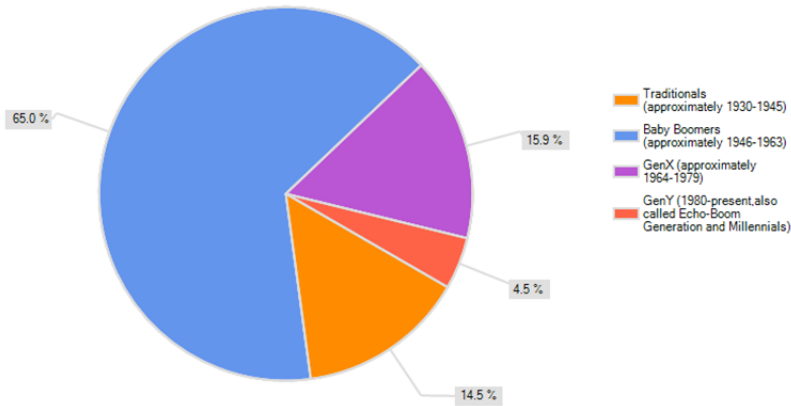
A survey was administered online over a six week period. Over 800 responses were received, or just over 17% of the membership. The survey and results follow.

2012 T.A.R. & T.A.R. MLS Survey

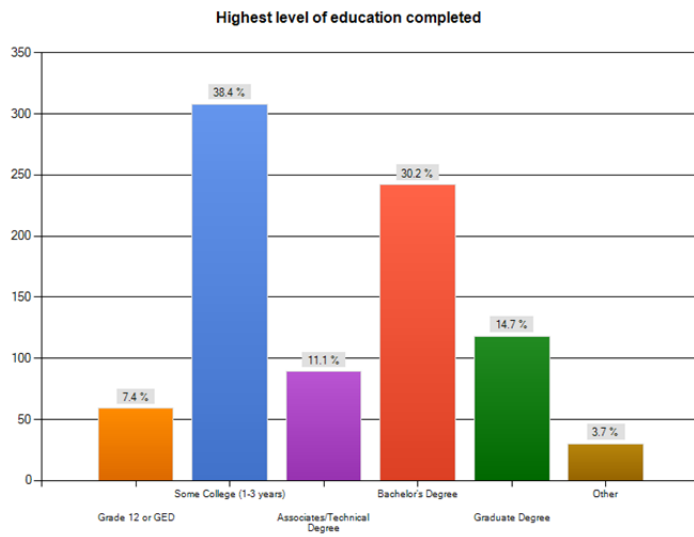
Welcome to the 2012 T.A.R. & T.A.R. MLS Survey which should take you approximately five – ten minutes to complete. Your answers and comments will be used to help shape the future of this organization.

1) Which Generation do you consider yourself to be a member? (Select only one)

Which Generation do you consider yourself to be a member?
(Select only one)



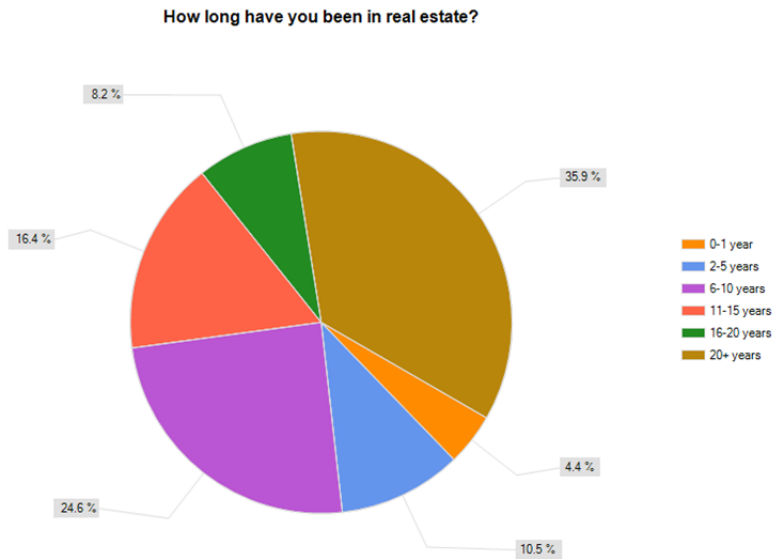
2) Highest level of education completed



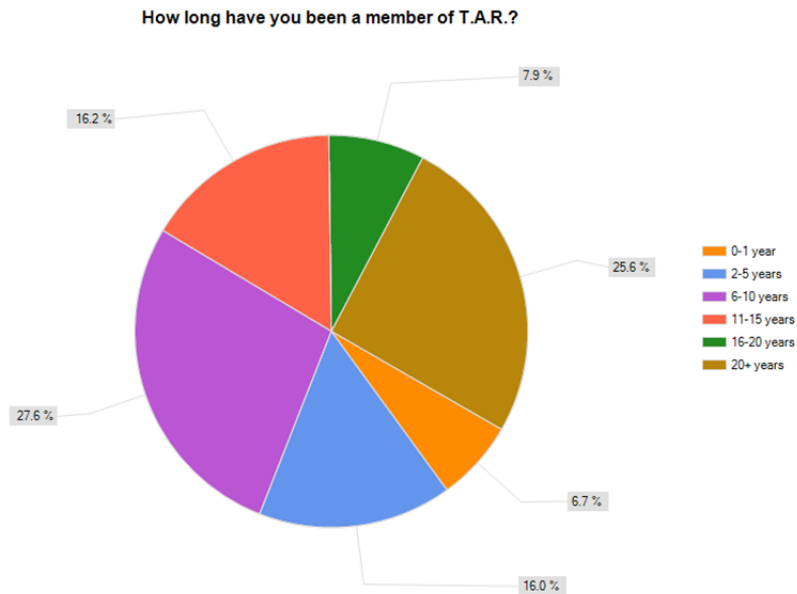
3) Please list any previous careers or particular talents and/or skills.

This was an open-ended question that received varied answers representing an incredibly eclectic group.

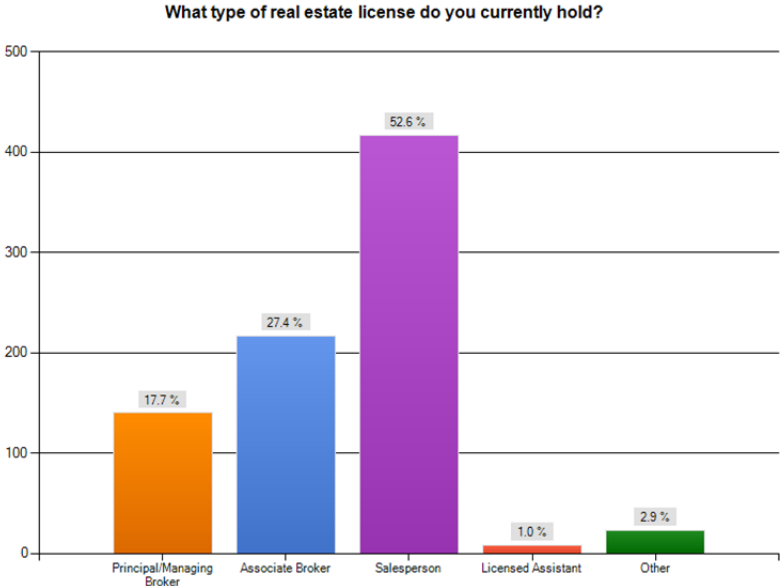
4) How long have you been in real estate?



5) How long have you been a member of T.A.R.?

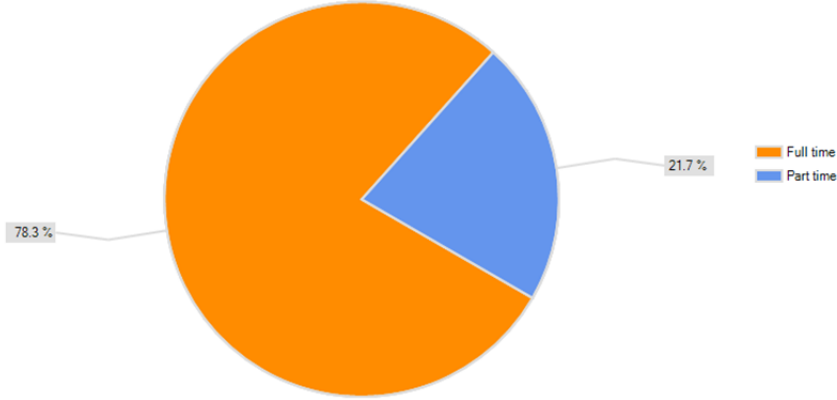


6) What type of real estate license do you currently hold?

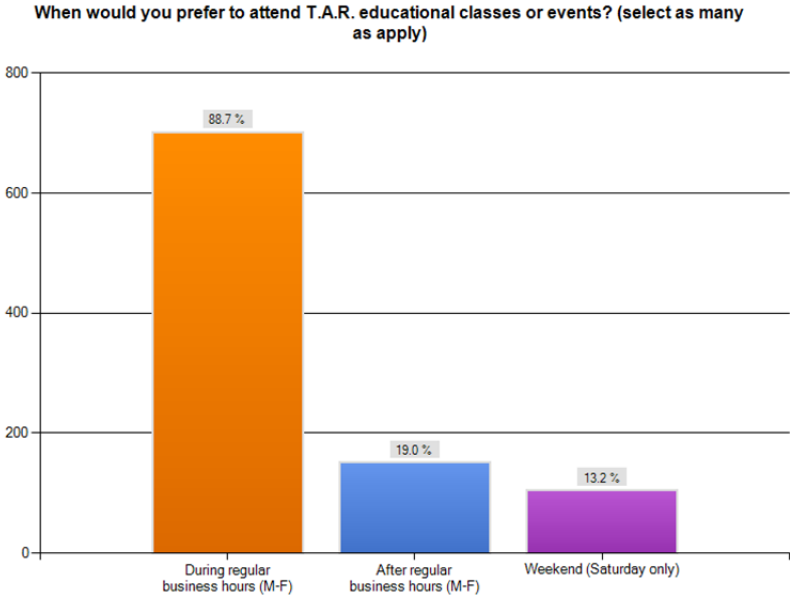


7) Which of the following best describes your current status as a real estate agent?

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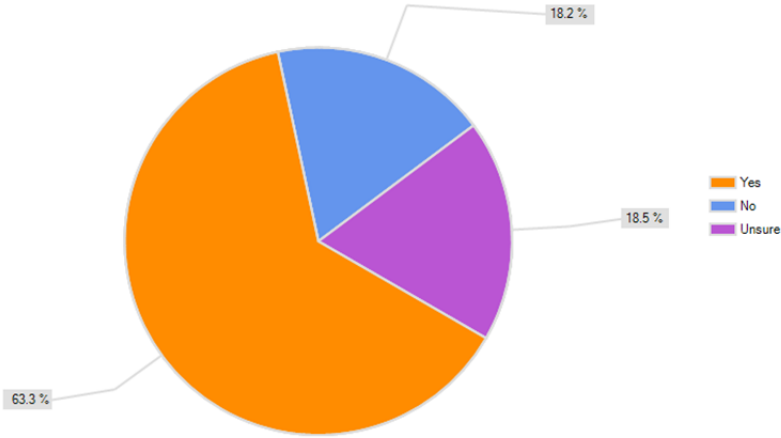


8) When would you prefer to attend T.A.R. educational classes or events? (Select as many as apply)

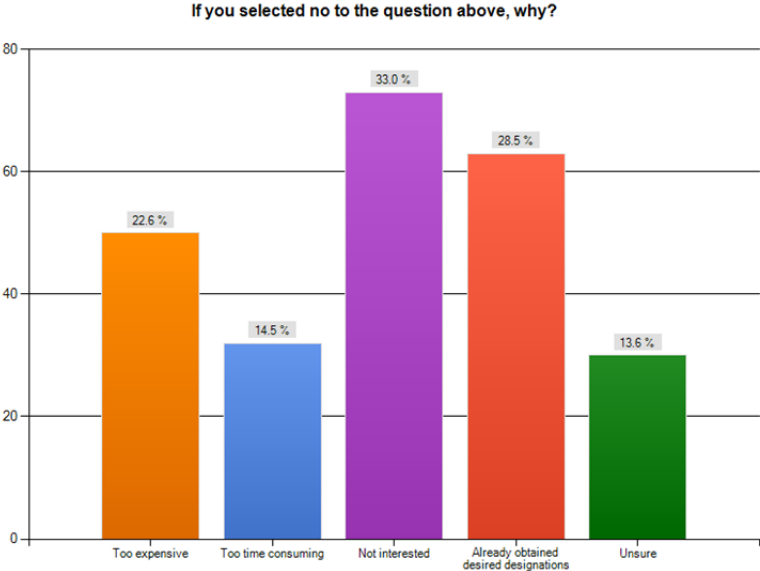


9) Are you interested in T.A.R. continuing to offer NAR Designation classes (i.e., GRI, CRS, ABR, etc.)?

Are you interested in T.A.R. continuing to offer NAR Designation classes (i.e., GRI, CRS, ABR, etc.)?

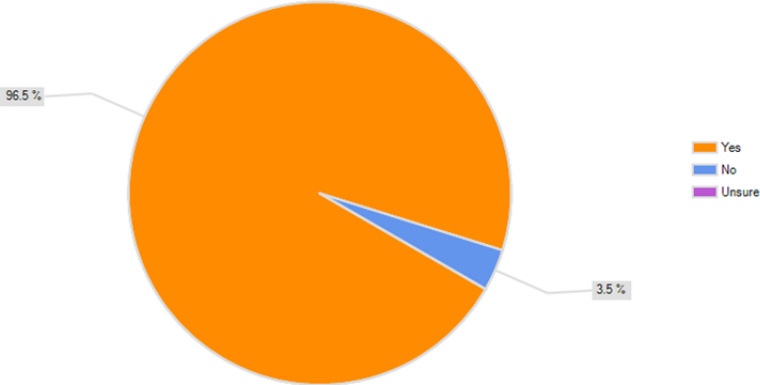


If you selected no, why?



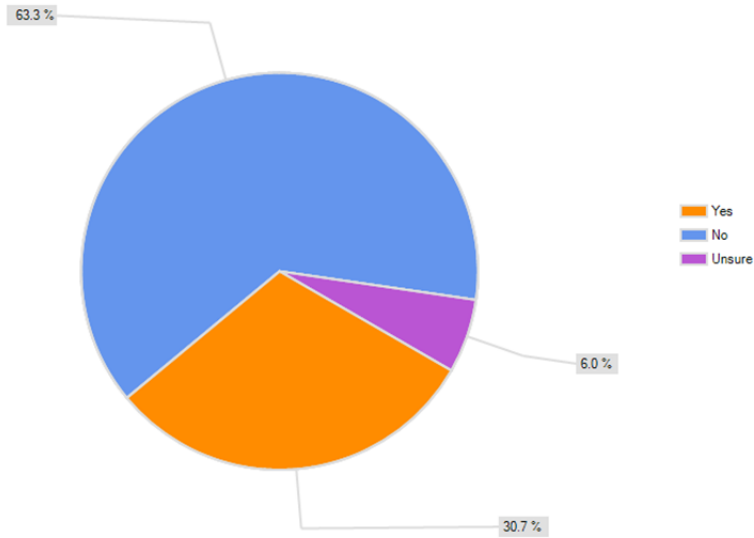
10) Are you a registered voter in Arizona?

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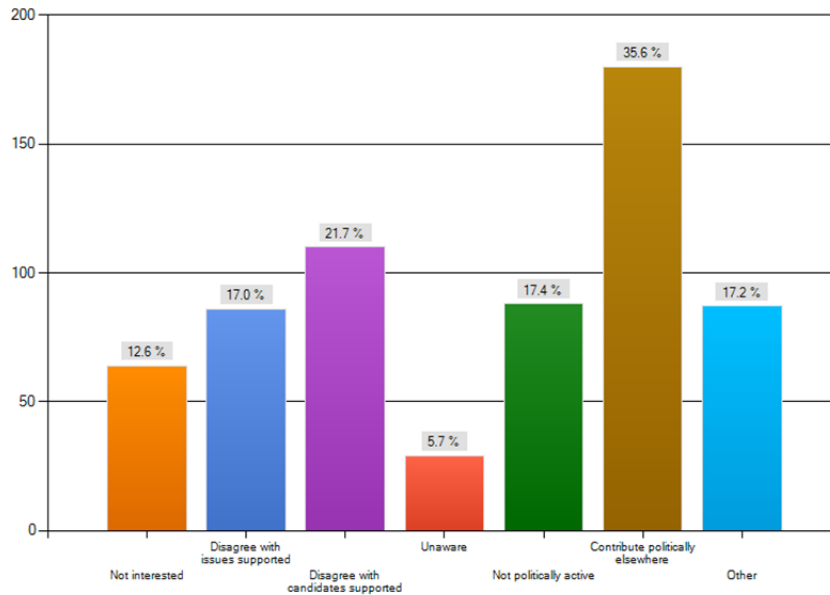
11) Do you contribute to REALTORS® of Arizona Political Action Committee (RAPAC)?

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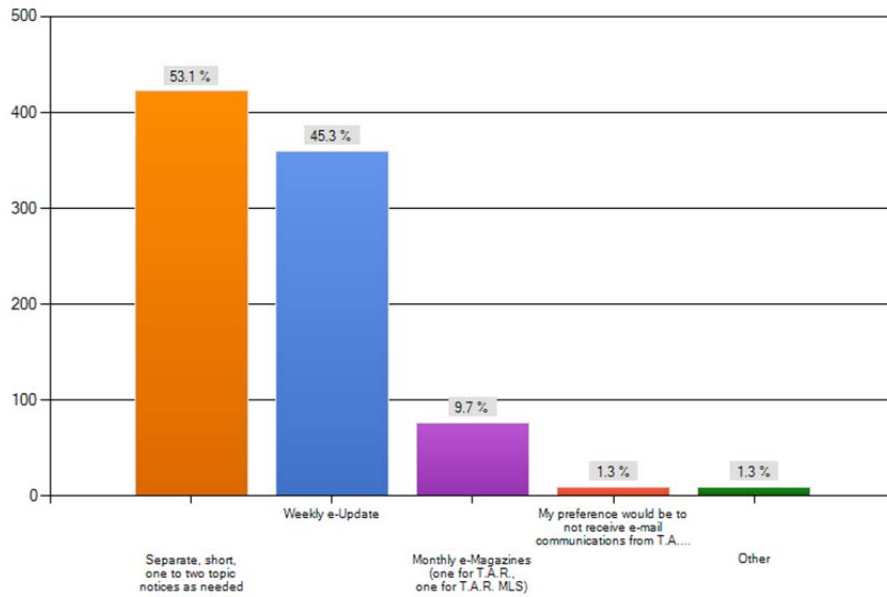
If you selected no, why? (Select as many as apply)

If you selected no to the question above, why? (select as many as apply)



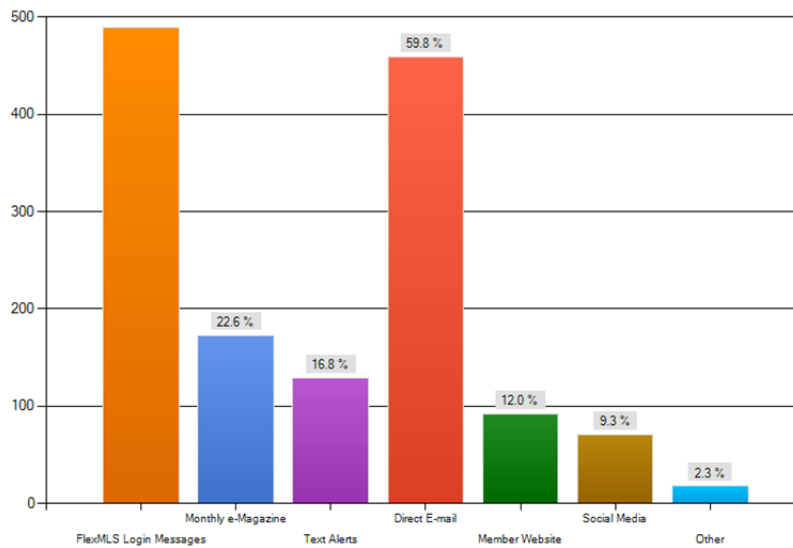
12) The primary source of communication for T.A.R. and T.A.R. MLS has been e-mail. How do you prefer to receive e-mail communications on T.A.R. meetings, events, education and industry news?

The primary source of communication for T.A.R. and T.A.R. MLS has been e-mail. How do you prefer to receive e-mail communications on T.A.R. meetings, events, education and industry news?



13) How else can T.A.R. and T.A.R. MLS communicate with you re: news, updates, and announcements? (Select as many as apply)

How else can T.A.R. and T.A.R. MLS communicate with you re: news, updates, and announcements? (Select as many as apply)



14) Which of the following have you done in the past 12 months? (Select as many as apply)

- 70.7% of respondents attended an educational class...Highest number of responses...more than those that read the weekly e-blast and accessed the TAR website!
- Read the TAR e-Magazine and the TAR MLS e-Magazine were also both in the 40% range.
- Other options, except 'Donated to RAPAC' which was about 24%, were in the single digits.

15) How important are the following T.A.R. Member Services to you?

Extremely Important:

- Promoting REALTOR® Image
- Education and Training
- TAR Website
- Real Estate Industry Updates

Important

- TAR Website
- RAPAC and Legislative Lobbying
- TAR REALTOR® Store
- Foundation Fund-raising and Awareness
- REALTOR® Expo
- Committee Involvement

Not Very Important

- TAR Mixers
- Installation & Awards Program

16) Please detail your use of the T.A.R. Website in the following areas:

Monthly

- Education and Event Calendar
- MLS Statistics

Less than once per month

- Register for classes
- Pay invoices
- Look for industry information
- Search for REALTOR® Members
- Access forms and documents

Never

- Search for Affiliate Members

17) Please indicate your level of satisfaction in the following areas:

Very Satisfied

- Front Desk Service

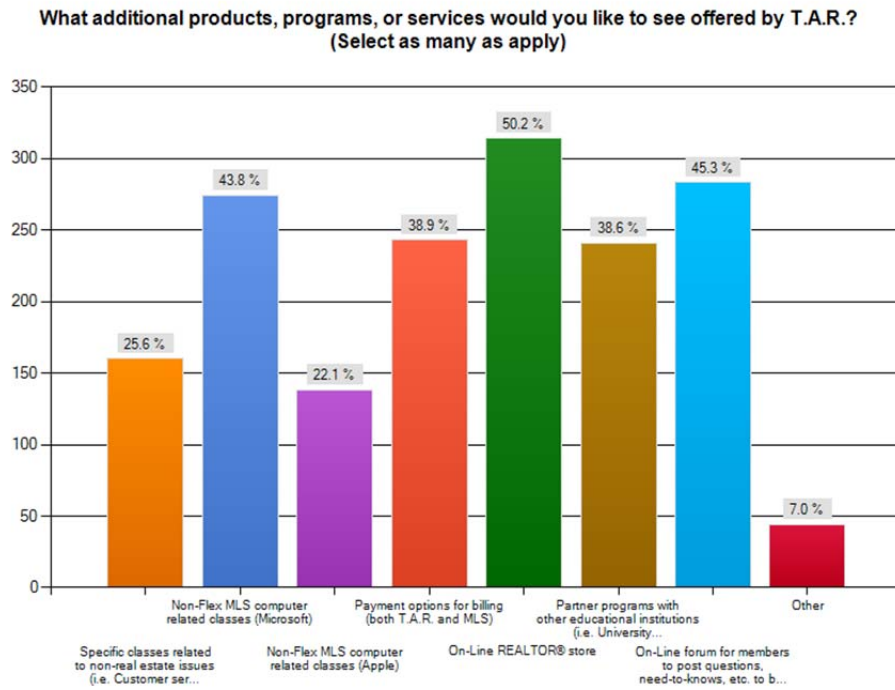
Satisfied

- Education
- TAR and TAR MLS Accounting/Billing
- TAR MLS Phone Support
- FlexMLS Helpline

Neutral

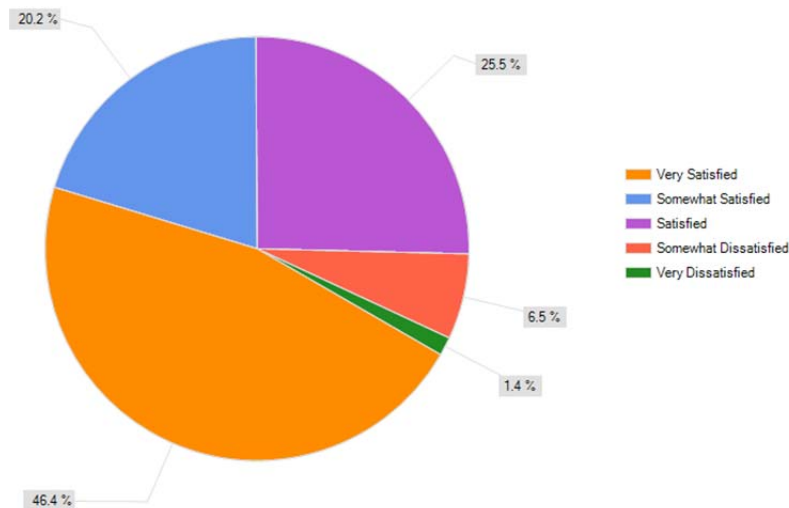
- TAR Government Affairs
- Supra Helpline

18) What additional products, programs, or services would you like to see offered by T.A.R.? (Select as many as apply)

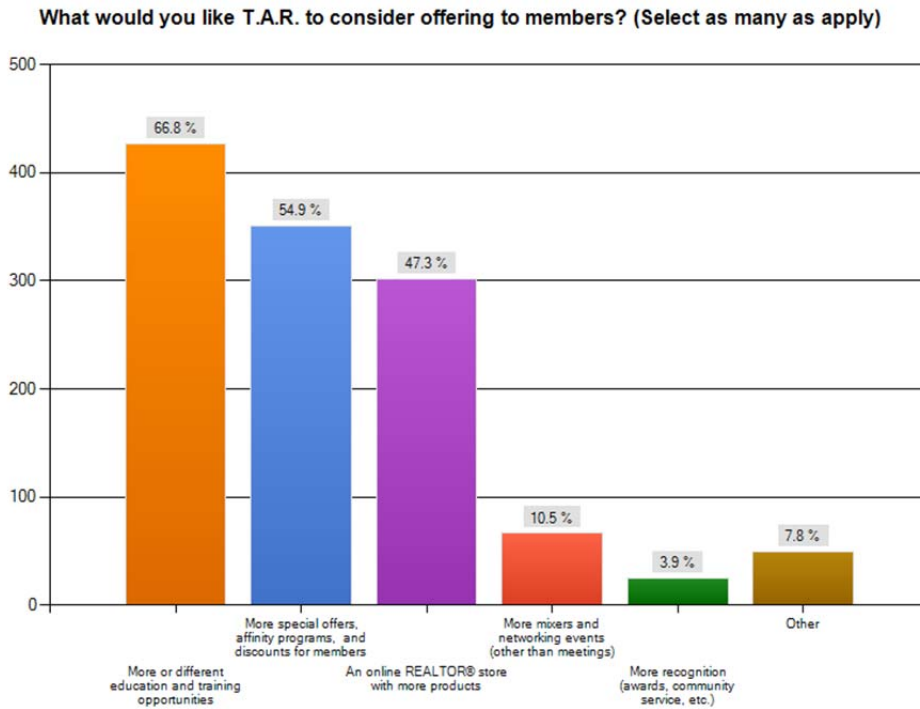


19) Please rate your overall satisfaction with your T.A.R. membership:

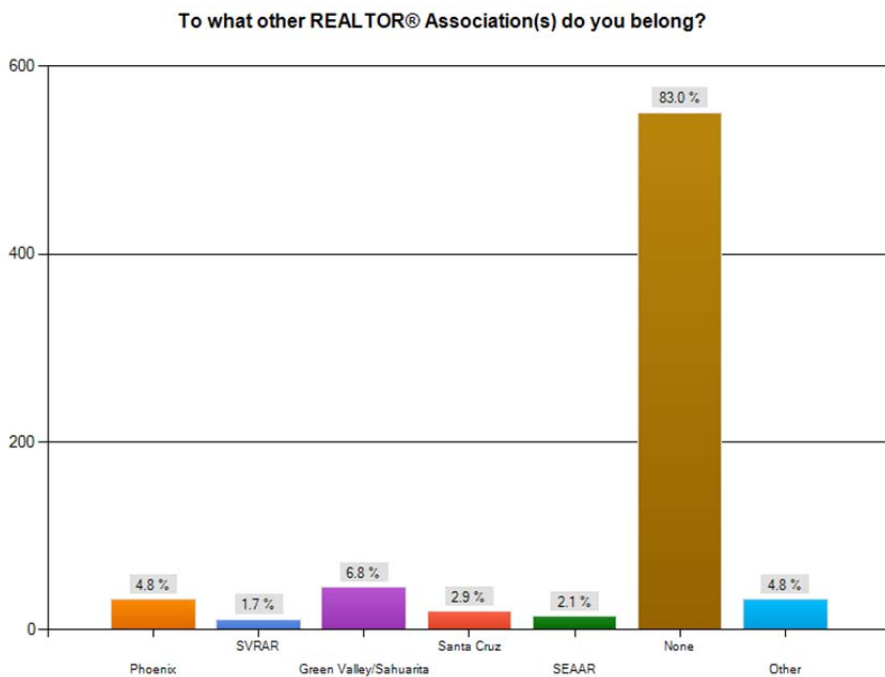
Please rate your overall satisfaction with your T.A.R. membership:



20) What would you like T.A.R. to consider offering to members? (Select as many as apply)

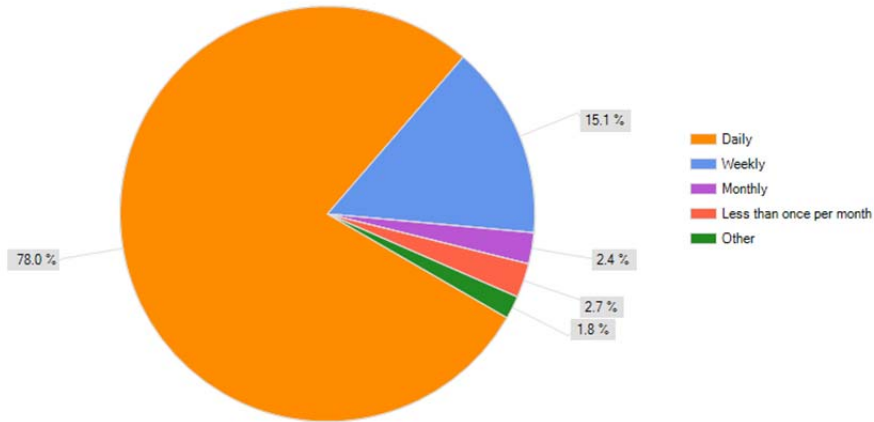


21) To what other REALTOR® Association(s) do you belong?



22) How often do you use the T.A.R. MLS?

How often do you use the T.A.R. MLS?



23) How important are the following T.A.R. MLS Subscriber Services and the value they provide to you?

Extremely Important

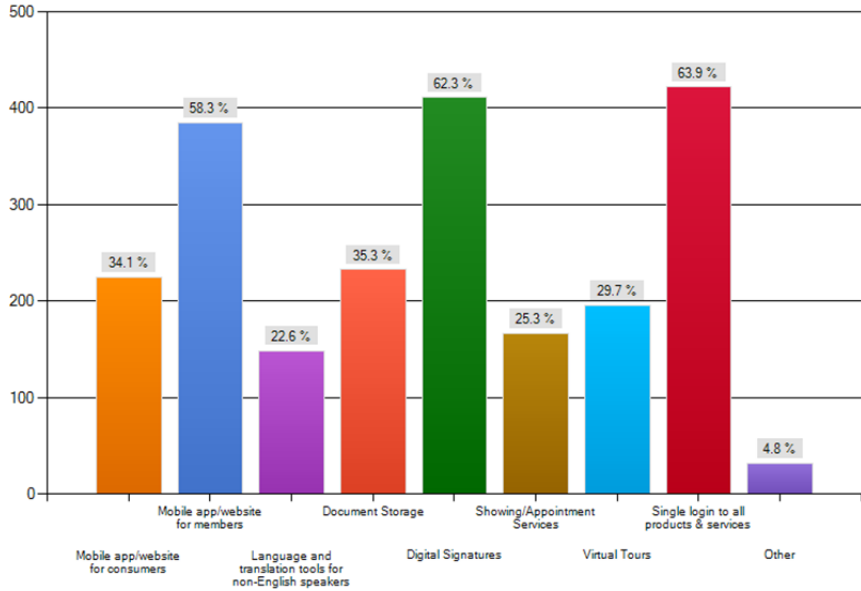
- Keys/Lockboxes
- Statistics
- Tech Support
- Listing Inputs/Photographs
- Enforcement of Rules & Regulations
- FlexMLS Computer Classes
- Telephone Support
- Public Records Integration
- Find Property Research Tool

Important

- ListingBook Consumer Portal
- Downpayment Resource
- Fannie Mae Short Sale Assistance Desk
- REALTORS® Property Resource (RPR)

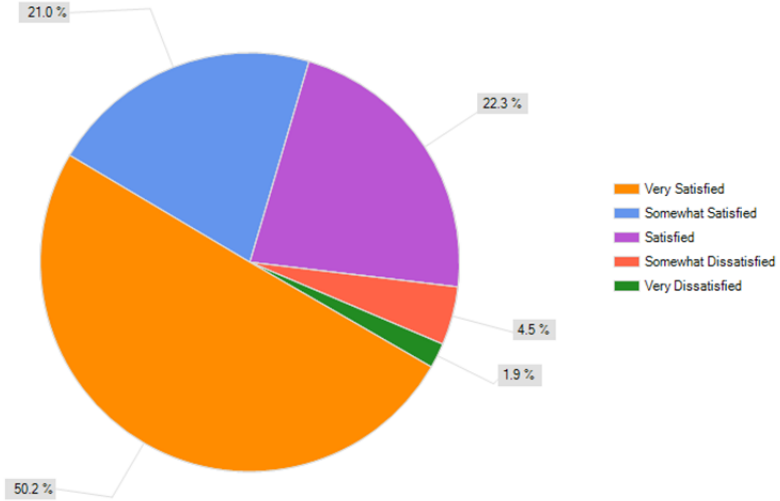
24) What additional products, programs, or services would you like to see integrated into T.A.R. MLS? (Select as many as apply)

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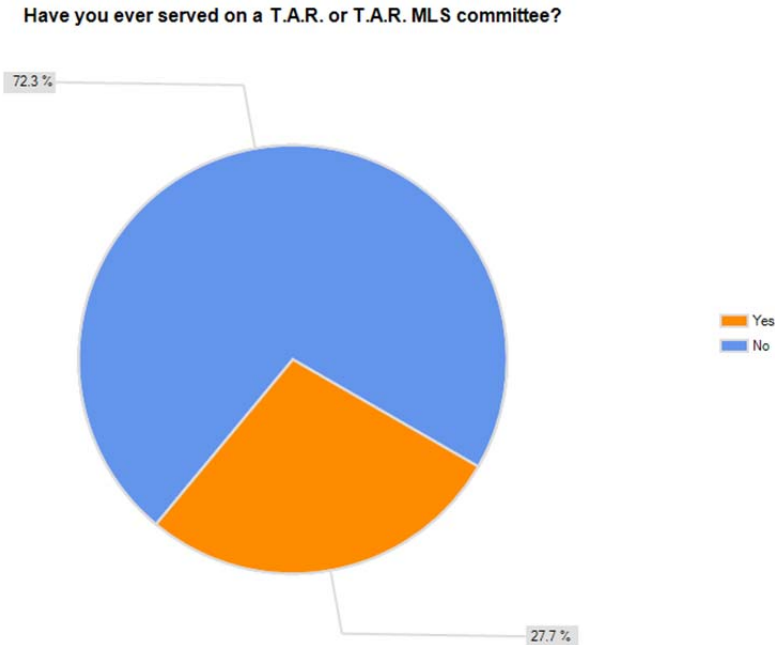


25) Please rate your overall satisfaction with T.A.R. MLS:

Please rate your overall satisfaction with T.A.R. MLS:



26) Have you ever served on a T.A.R. or T.A.R. MLS committee?

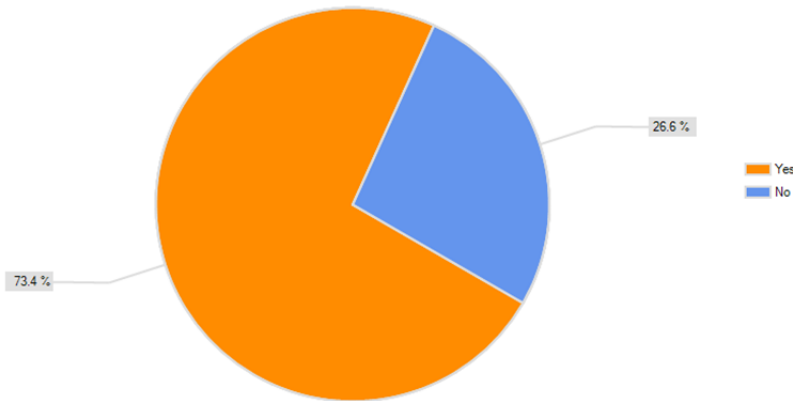


27) Is there anything that T.A.R. or T.A.R. MLS might consider that may make you more involved?

- Be less political, and I don't mean government. I mean local politics that affect membership that benefits only the squeaky wheels. I am over it?
- Not that I can think of. "I thought I wanted a career but I found I just wanted a paycheck."
- be more welcoming of new people, new ideas, and appreciate it when members show up for committee meetings or any TAR event... don't take it for granted... members take time out of their business and family to volunteer and support the local associations. Be more neutral in the government affairs. Be proactive to technology instead of reactive.
- Don't treat Cochise County as an afterthought!
- Pay me to be involved.

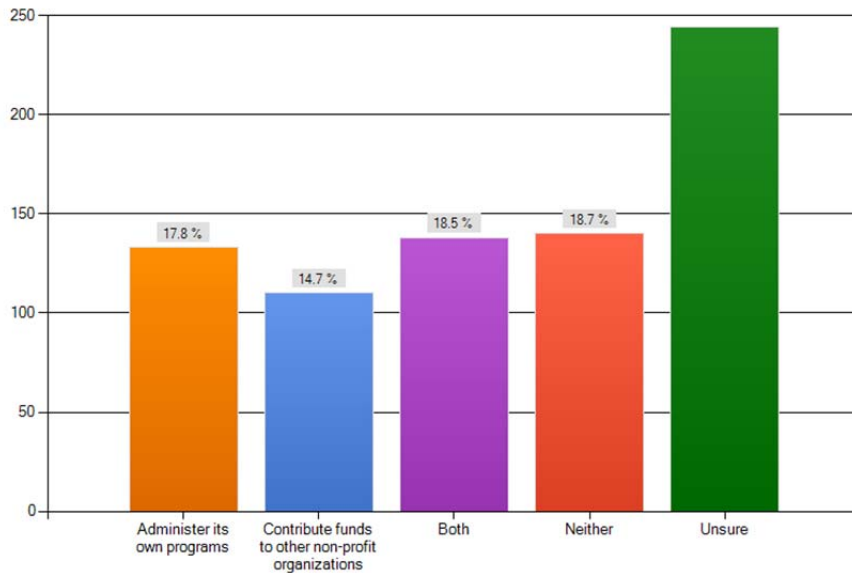
28) Are you aware of the Tucson REALTORS® Charitable Foundation?

Are you aware of the Tucson REALTORS® Charitable Foundation?



29) Do you think that the Tucson REALTORS® Charitable Foundation should administer its own programs, such as providing Closing Cost Assistance Grants to low-income home-buyers, or contribute funds to other non-profit organizations throughout Tucson?

Do you think that the Tucson REALTORS® Charitable Foundation should administer its own programs, such as providing Closing Cost Assistance Grants to low-income home-buyers, or contribute funds to other non-profit organizations throughout Tucson?



30) Are there any suggestions that you might have for improving our Association and MLS or are there any other issues that you would like to bring to our attention that may not have been addressed by this survey?

This was an open-ended question that received varied answers.

Environmental Scan for 2012-14

The environmental scanning process began with a video produced by the NAR Association Executive Committee Strategic Issues Workgroup that identified eight (8) trends that are vital for setting strategic direction for agents, brokers, and associations alike. Those are:

1. **Simplify**—Brokers and agents are leaner, and more focused on maximizing results.
2. **Consolidate**—Association and MLS are consolidating, creating more viable organizations and addressing industry overcapacity.
3. **Collaborate**—Agents and brokers are embracing the collaborative spirit.
4. **Enrich**— Consumers are demanding a richer experience.
5. **Dream**—The dream of homeownership is being challenged.
6. **Embrace**—REALTORS® provide unique value. Embrace new technology for the advantage it offers.
7. **Leadership**—Times of uncertainty call for Leadership.
8. **Evolve**—New real estate business models are evolving.

Additional environmental scanning comments and observations follow...

- Reinvigorate the Dream – repurpose (generations living together) – education to get to the dream
- Be local leader – voice
- How to simplify? Need for REALTOR® role/value
- Region opportunity w/ collaboration/consolidation
- Technology – enrich experience for consumer – short/concise videos
- Bits from media monitoring to give homeowners
- Use testimonials – “I didn’t think I could get a house, but.....”
- Need to address trust – prepare for successful homeownership
- Resource to home-buying public
- Help members – they are afraid – give tools how to navigate changes
- Technological – educational opportunity
- Electronic – work with outlying areas to participate in meetings/education

Economic Factors

- Jobs
- Global uncertainty
- Interest rates
- Elections
- Lack of education – public
- Cost of energy - live in town or out of town
- Condition of Tucson – how we see Tucson
- Perception of quality of community – education, economic development
- Shift to downtown
- Infill versus urban sprawl

What Can We Control?

- Demographics - challenges – Asian/Hispanic – how do we communicate?
- Generation squeeze – cultural, economic
- Shift in political swing due to Hispanic influx
- Megapolitan – Sun Corridor
- Attitude shift in generations – lifestyle
- Living solo – service/lifestyle
- Mass of investors coming in - rent to new generations, neighborhood changing

Political Factors

- Dissolution – fed up
- General distrust, apathy
- It's a cycle – doesn't matter 2012-2014 – people buy and sell
- Expectation of accountability/transparency
- Policies direct effect – i.e., HARP
- Supervisor race
 - Mirror state, federal
 - Weak to non-existent leadership – can't influence
 - Lack of unwillingness to come to agreement
 - Uncertainty
- Can you gain support? More bipartisan – bring together
- Process doesn't allow for collaboration
- Candidate knowledge base on industry

Legal Factors

- Take away deficiencies – lawsuits, affect those that didn't receive good advice
- 3rd party negotiators
- Rules keep changing – who can legally negotiate? - A.G., Federal Gov't all need to weigh in
- E&O insurance policies – will they survive?
- Reputation of industry
- Scope of license – liable for doing job
- Deed in lieu of lease – 3rd parties
- Year of the short sale

Technological Factors

- Aggregators, syndication – impact, be aware, explore
- Zillow, realtor.com, Trulia
- Tech or legal challenges with syndication – what to choose as fields, where else going and how?
SANDICOR example
- Mobile apps
- Education/Meetings – Skype, 'Go-To' meetings

International Factors

- Fast moving economics – China
- Where is capital coming from?
- How to tap into market? Help agents with education
- Promote CIPS designation
- Ability to tap into market – language considerations
- Phoenix Mart in Casa Grande – 2nd in the world – bring trade into country/distributorships – opportunity for area

What Should We Be Doing?

- New technology
- Ways of getting involvement
- Two year follow up with new members
- New member → assign to a committee → attend – committee chair handhold, you are part of our committee – expose them to committees and next year they can pick their own
- Consider having committee chairs or member of committees attend new member orientation as ambassadors to promote volunteering for committees to new members
- Ask new agents what their strengths are – survey at orientation – start compiling information when task forces, etc. are needed
- Communication – opportunity to educate – approach everything we do as an educational opportunity

Vision / Mission Statements and Logos



Vision: *Creating the best prepared real estate practitioners with the highest standards.*

Mission: *The Tucson Association of REALTORS® will defend private property rights, promote a positive regulatory climate and elevate the professionalism and public perception for our members.*



Vision: *The Voice of Real Estate within Southern Arizona.*

Mission: *The Tucson Association of REALTORS® MLS will provide our participants state-of-the-art cost effective tools and accurate information to better serve the consumer and advance professionalism.*



Vision: *Serving Our Community First.*

Mission: *The Tucson REALTORS® Charitable Foundation will assist our community by enhancing its quality of life through financial programs, education, and housing-related initiatives and community activities.*

Strategic Initiatives and Objectives

Strategic Initiative 1 – Communications

- 1.1: Monitor and inform REALTORS® regarding any and all risks that affect their business (**REALTOR® Risk Management Committee**).
- 1.2: Create custom communications to specific constituents/groups, including Broker and Manager specific communications, and communications designed for industry niches and/or specialties (**Staff**).
- 1.3: Implement an Office Liaison Taskforce (**Staff**).
- 1.4: Continue to have staff available at Friday morning Tour meetings to keep communications open (**Staff**).
- 1.5: Summarize high points of NAR and AAR communications; distribute timely information to members following State and National meetings (**Staff, Office Liaison Taskforce**).
- 1.6: Begin a 'Did You Know?' Series – 1 per day for each day of the year (**Staff**).
- 1.7: Survey membership annually regarding satisfaction to set benchmarks (**Staff**).
- 1.8: Increase ambassadorial role of leadership and volunteers; create a communications 'team' (**TAR Board of Directors, TAR MLS Board of Directors**).
- 1.9: Communicate why TAR endorses political candidates (**Candidate Ballot Measure Taskforce, Government Affairs Committee, and Staff**).
- 1.10: Continue to improve electronic communication; benchmark and record how often members' access media and demonstrate measurable improvement (**Staff**).
- 1.11: Continue to provide annually – at least two broker meetings, two member Town Halls (including the annual member meeting), and two member mixers (**Staff**).
- 1.12: Continue to host broker forums (**Staff**).
- 1.13: Continue to host Affiliate forums (**Affiliate Forum**).
- 1.14: Host Green forums (**Staff, Green Forum**).
- 1.15: Continue to host weekly Marketing Session / Home Tour Meetings (**Marketing Session / Home Tour Committee**).

Strategic Initiative 2 – Operational Excellence

- 2.1: Enhance participation at every level of the three-way agreement – Local, State, and National (**TAR Board of Directors, TAR MLS Board of Directors**).
- 2.2: Explore implementing a third party-administered payment plan (**Operations Committee**).
- 2.3: Explore administering our own programs at the Tucson REALTORS® Charitable Foundation (**TRCF Board of Directors**).
- 2.4: Implement an "a la carte" model of services for TAR MLS (**TAR MLS Board of Directors**).
- 2.5: Clarify and update TAR MLS Rules and Regulations (**TAR MLS Standards Committee, TAR MLS Board of Directors**).
- 2.6: Review TAR MLS violations and fines; develop procedure for addressing repeat violators (**TAR MLS Standards Committee, TAR MLS Board of Directors**).
- 2.7: Continue to raise and disburse funds through the Tucson REALTORS® Charitable Foundation (**TRCF Board of Directors, TRCF Fundraising and Event Committee, TRCF Grant Evaluation Committee**).
- 2.8: Implement commercial overlay board or commercial information exchange (CIE) (**TAR MLS Commercial Taskforce, TAR MLS Board of Directors**).
- 2.9: Proactively involve 'outer areas'; be less 'Tucson-centric' and focus more on all of Southern Arizona (**TAR Board of Directors, TAR MLS Board of Directors**).

- 2.10: Explore acquiring commercial space in outlying areas (**Operations Committee**).
- 2.11: Continue to build the Tucson REALTORS® Charitable Foundation brand (**TRCF Board of Directors, TRCF Fundraising and Event Committee**).
- 2.12: Increase TAR MLS revenue outside of subscribers' fees (**TAR MLS Board of Directors**).
- 2.13: Keep MLS Regional Standardization Taskforce in place beyond the revision and implementation of the new input forms; determine future tasks collectively with the rest of the region (**TAR MLS Board of Directors**).
- 2.14: Improve phone system; consider implementing a call-back system (**Operations Committee**).
- 2.15: Explore re-purposing the TAR Installation (**Operations Committee**).
- 2.16: Consider assigning new members to committees versus waiting for them to sign up (**Education Committee**).
- 2.17: Develop a schedule to review forms at least every three years for compliance and risk issues (**REALTOR® Risk Management Committee**).
- 2.18: Continue to work collaboratively with Southern Arizona MLSs when appropriate, beyond standardizing the MLS input sheets (**MLS Regional Standardization Taskforce**).

Initiative 3 – Education and Leadership Development

- 3.1: Continue to offer continuing education classes at a price that reflects the strategic priority of providing education as a value to members (**Education Committee**).
- 3.2: Educate membership on the benefits of obtaining an NAR designation (**Education Committee**).
- 3.3: Continue to explore Tucson specific classes that enhance member knowledge of the Tucson market (**Staff, Education Committee**).
- 3.4: Continue to develop leadership training programs; develop processes for identifying future leaders (**TAR Board of Directors, TAR MLS Board of Directors**).
- 3.5: Expand education opportunities to the community (**Staff, Housing Opportunities Committee, and Education Committee**).
- 3.6: Explore Affiliate member leadership opportunities (**Affiliate Forum**).
- 3.7: Formalize a structure to incorporate broker feedback and input for future TAR leadership (**Small Broker Forum, Operations Committee**).
- 3.8: Continue to engage and recruit younger members for association leadership; explore the right mix of social and educational events to keep this portion of the membership involved (**Young Professional Network Taskforce**).

Strategic Initiative 4 – Government Affairs and Lobbying

- 4.1: Engage local governments in efforts to build a sustainable community (**Government Affairs Committee**).
- 4.2: Obtain association representation on appropriate public or private bodies deliberating topics that relate to water, urbanization, transportation and land use (**Staff, TAR Board of Directors**).
- 4.3: Increase and maintain representation on local government boards and committees (**Staff, TAR Board of Directors**).
- 4.4: Continue to collaborate with other business groups in the Southern Arizona; implement collaborative strategies that promote the Association agenda (**Staff, Operations Committee**).
- 4.5: Strive to achieve the Annual RAPAC goal; create a culture of supporting RAPAC and increase the total number of members participating (**RAPAC Fundraising Taskforce, Government Affairs Committee, Staff, and TAR Board of Directors**).

- 4.6: Increase awareness of RAPAC annually, prior to the dues billing and MLS billing; promote payment plan for RAPAC. **(RAPAC Fundraising Taskforce, Government Affairs Committee).**

Strategic Initiative 5 – Community Outreach

- 5.1 Continue to successfully sponsor the Tucson Association of REALTORS® Shootout; assist organizers in achieving a successful event that highlights the role of REALTORS® in the community **(Member Outreach Taskforce, TAR Board of Directors).**
- 5.2: Successfully sponsor the “School Supplies Drive” campaign; continue to partner with KVOA/Kristi’s Kids **(Member Outreach Taskforce, TAR Board of Directors).**
- 5.3: Provide information about housing opportunities throughout Tucson through seminars, summits, or online through the Association’s website **(Housing Opportunities Committee).**
- 5.4: Maintain the financial literacy program for high school students **(Housing Opportunities Committee).**
- 5.5: Increase opportunities for members to enhance the community; consider partnering with ‘Tucson Clean & Beautiful’ **(Member Outreach Taskforce).**
- 5.6: Increase opportunities to be a resource to the community through education, awareness, and consumer protection activities **(REALTOR® Risk Management Committee, TAR Board of Directors, and TRCF Board of Directors).**

Strategic Initiative 6 – Technology

- 6.1: Explore hosting a ‘Technopalooza’ **(Education Committee, Staff).**
- 6.2: Increase educational opportunities for technology outside of FlexMLS **(Education Committee, Staff).**
- 6.3: Promote interactive education **(Education Committee).**
- 6.4: Improve MLS functionality as related to Commercial practitioners; ensure forms necessary for Commercial within FlexMLS are created and available to membership **(TAR MLS Commercial Taskforce).**
- 6.5: Continue to identify third party technologies that would enhance Tucson MLS **(TAR MLS Technology Taskforce, Staff).**
- 6.6: Provide input on MLS rental system relative to property management issues, including historical rental data applications **(Property Management Committee).**
- 6.7: Improve and maintain an up-to-date website that provides timely information for members and consumers **(Staff).**
- 6.8: Create online REALTOR® store **(Staff).**
- 6.9: Expand and promote usage of FlexMLS Online **(TAR MLS Technology Taskforce).**
- 6.10: Implement Single Sign-On (SSO) for TAR MLS **(Staff, TAR MLS Technology Taskforce).**
- 6.11: Implement mobile MLS App for TAR MLS subscribers **(Staff, TAR MLS Technology Taskforce).**
- 6.12: Implement mobile MLS App for consumers **(Staff, TAR MLS Technology Taskforce).**
- 6.13: Integrate a multi-lingual option into TAR MLS **(Staff, TAR MLS Technology Taskforce).**
- 6.14: Implement ‘Skype’ or teleconferencing for committee and/or taskforce meetings **(Operations Committee).**

Organizational Structure

Current	Notes	Proposed
Arizona Association of REALTORS® (AAR) Directors		
National Association of REALTORS® (NAR) Directors		
Tucson Association of REALTORS® (TAR) Board of Directors		
		Implement an Affiliate Forum
Candidate Ballot Measure Taskforce (CBMTF)		
Education Committee	The RESPA sub-committee falls under the Education Committee.	
Government Affairs Committee		
Green Committee		Change to Green Forum
Housing Opportunities Committee		
Marketing Session / Home Tour		
Nominating / Credentials Committee		
		Implement an Office Liaison Taskforce
Operations Committee	Executive Committee	
Property Management Committee		
Member Outreach Committee		Change to Member Outreach Taskforce
		Implement a RAPAC Fundraising Taskforce
REALTOR® Risk Management Committee	The Forms sub-committee falls under the REALTOR® Risk Management Committee.	
		Implement a Small Broker Forum
Strategic Planning Taskforce		
Young Professional Network (YPN) Committee		Change to Young Professional Network (YPN) Taskforce
TAR MLS Board of Directors		
MLS Technology Committee		Change to MLS Technology Taskforce
MLS Standards Committee		
MLS Commercial Committee		Change to MLS Commercial Taskforce
Tucson REALTORS® Charitable Foundation Board of Directors		
Grant Evaluation Committee		
Fundraising and Event Committee		

Definitions:

Committee – a group appointed to oversee a specific area. Has a chair and/or vice-chair. May have regularly scheduled meetings. Maintains minutes.

Sub-committee – a group appointed to oversee a specific area within the responsibilities of the committee under which it falls. Has a chair and/or vice-chair. May have regularly scheduled meetings. Maintains minutes.

Taskforce – a group appointed to accomplish a specific task. Meets only as needed to accomplish that task. Has a taskforce leader. Sunsets when the task is accomplished.

Forum – ongoing events on specific topics within the identified segment of the membership for the purpose of education, awareness, and staying abreast on current issues within the selected field.

Arizona Association of REALTORS® (AAR) Directors: Represent Tucson and AAR’s Region at Arizona Association of REALTORS® Meetings.

Affiliate Forum: Provides opportunities for Affiliate members to gather, discuss current and future membership needs, and provide feedback and guidance to the leadership on issues pertaining to Affiliate members.

Candidate Ballot Measures Taskforce (CBMTF): Determines Association’s position as it relates to candidate and issues endorsements and financial contributions made from PAC.

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.

Government Affairs Committee: Positions the Tucson Association of REALTORS® as a community leader and opinion shaper as we try to strategically lead the community on local legislative 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.

Green Forum: Keeps members informed on Green issues and their impact on the Real Estate Industry.

Housing Opportunities Committee: Informs members about fair housing issues, developing programs for housing affordability, and presenting educational seminars for the buying public; educates future home buyers about the responsibilities and opportunities of owning a home.

Marketing Session / Home Tour Committee: Organizes and promote weekly Marketing Session and Home Tours for members to promote their listing and buyer needs.

Member Outreach Taskforce: Promotes the value and role of REALTORS® to the community. Members of this committee are responsible for 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.

National Association of REALTORS® (NAR) Directors: Represent Tucson and Arizona's Region at National Association of REALTORS® Meetings.

Nominating / Credentials Committee: Responsible for recruiting at least one (1) qualified candidate for each vacant Officer, Director, AAR Quota Director and NAR Director position to be filled, as well as recommends Honorary Life Member candidates to the Board of Directors. Additionally, this Committee identifies the outstanding work of Association volunteers to be recognized at the Annual Installation and Awards Gala.

Office Liaison Taskforce: Responsible for disseminating NAR and AAR information to brokerage community; the taskforce meets following State and National meetings for the purpose of collecting and distributing the information within their respective brokerages.

Operations Committee: The current seated TAR Executive Committee.

Property Management Committee: Educates membership on the standards of practice and competency reasonably expected in the property management discipline, and make recommendations regarding the MLS system with respect to rentals.

RAPAC Fundraising Taskforce: Assists in raising money for the REALTORS® of Arizona Political Action Committee (RAPAC).

REALTOR® Risk Committee: Monitors risk trends, educate REALTORS® about the risks, constantly promote professionalism and demonstrate why people should have confidence in REALTORS®.

Small Broker Forum: Provides opportunities for members from small brokerages to gather, discuss current and future membership needs, and provide feedback and guidance to the leadership on issues pertaining to small brokerages.

Strategic Planning Taskforce: Establishes and prioritizes the strategic objectives for the Association and the MLS; implements Strategic Plan.

Young Professional Network (YPN) Taskforce: Provide the tools and encouragement for young real estate professionals to excel in their careers through activities such as social events, volunteering and education.

TAR MLS Technology Taskforce: Identifies and assesses the best products to achieve the strategic goals of developing the most reliable, secure and accessible MLS system.

TAR MLS 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.

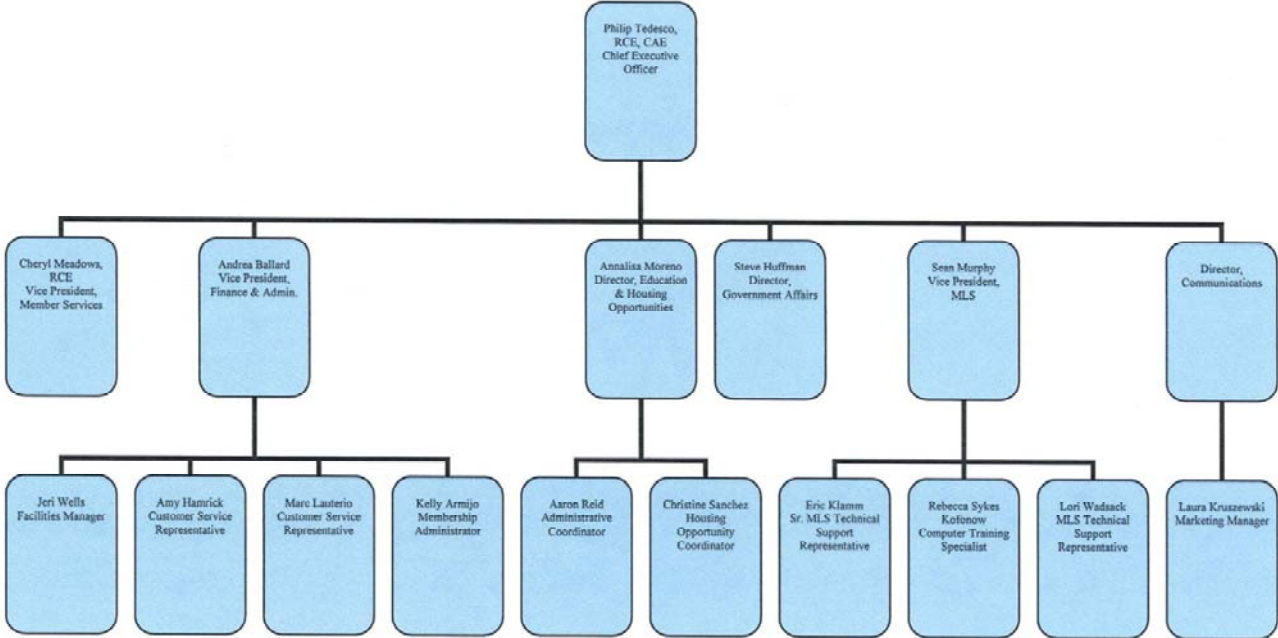
TAR MLS Commercial Taskforce: Works to ensure integrity of MLS data, develop tools and guidelines specific to commercial MLS users, and attract more commercial users to the Tucson MLS.

REALTORS® Charitable Foundation Grant Evaluation Committee: Reviews and evaluates grant applications that are received quarterly; makes recommendations to the Tucson REALTORS® Charitable Foundation Board of Directors for disbursements.

Tucson REALTORS® Charitable Foundation Fundraising and Event Committee: Promotes awareness of the foundations identity and its achievements to the membership and Tucson community; plans and promotes various fundraising events as requested and approved by the Tucson REALTORS® Charitable Foundation Board of Directors.

Organizational Structure – Staff

Organizational Chart



Goal Assignments

To be completed by:	Goals
Tucson Association of REALTORS® (TAR)	
TAR Board of Directors	1.8; 2.1; 2.9; 3.4; 4.2; 4.3; 4.5; 5.1; 5.2; 5.6;
Affiliate Forum	1.13; 3.6.
Candidate Ballot Measure Taskforce (CBMTF)	1.9;
Education Committee	2.16; 3.1; 3.2; 3.3; 3.5; 6.1; 6.2; 6.3;
Government Affairs Committee	1.9; 4.1; 4.5; 4.6;
Green Forum	1.14;
Housing Opportunities Committee	3.5; 5.3; 5.4;
Member Outreach Taskforce	5.1; 5.2; 5.5;
Marketing Session / Home Tour Committee	1.15
Office Liaisons Taskforce	1.5
Operations Committee	2.2; 2.10; 2.14; 2.15; 3.7; 4.4; 6.14;
Property Management Committee	6.6;
RAPAC Fundraising Taskforce	4.5; 4.6;
REALTOR® Risk Management Committee	1.1; 2.17; 5.6;
Small Broker Forum	3.7;
Young Professional Network Taskforce	3.8;
Tucson Association of REALTORS® MLS (TAR MLS)	
TAR MLS Board of Directors	1.8; 2.1; 2.4; 2.5; 2.6; 2.8; 2.9; 2.12; 2.13; 3.4;
MLS Technology Taskforce	6.5; 6.9; 6.10; 6.11; 6.12; 6.13;

MLS Standards Committee	2.5; 2.6;
MLS Commercial Taskforce	2.8; 6.4;
MLS Regional Standardization Taskforce	2.18;
Tucson REALTORS® Charitable Foundation (TRCF)	
TRCF Board of Directors	2.3; 2.7; 2.11; 5.6;
TRCF Fundraising and Event Committee	2.7; 2.11;
TRCF Grant Evaluation Committee	2.7;
Staff	1.2; 1.3; 1.4; 1.5; 1.6; 1.7; 1.9; 1.10; 1.11; 1.12; 1.14; 3.3; 3.5; 4.2; 4.3; 4.4; 4.5; 6.1; 6.2; 6.5; 6.7; 6.8; 6.10; 6.11; 6.12; 6.13;