

ORGANIZATION ASSESSMENT CHECKLIST – MARCH 2013

		NOTES/LOCATION OF DOCUMENTS
First Chartered by NAR	<ul style="list-style-type: none"> • When chartered? • Location of charter? 	
Articles of Incorporation	<ul style="list-style-type: none"> • When incorporated? • Where are the relevant documents? • Last update with Secretary of State? 	
IRS & Tax	<ul style="list-style-type: none"> • Are you for-profit or nonprofit? • Do you operate other entities or corporations? • Are you obligated to pay local/state taxes? • Do you have a copy of your IRS Tax Exempt Letter? Located where? • Do you have a copy of your Form 990 and/or 990T? • Do you have a copy of the “Public Inspection Copy” of your 990? 	
Charitable Solicitation	Does your state require you to register to collect charitable contributions? If so, where is a copy of your current certificate?	
Business License	<ul style="list-style-type: none"> • If you operate a board store, a business license may be required; produce a hard copy of your current business license. • If you operate unrelated business income products/projects, do you need a business license? 	

Current Membership #	<p>Latest Membership Report dated -</p> <ul style="list-style-type: none"> • REALTORS® - • REALTOR®- ASSOCIATES® - • Secondary REALTOR® Members - • Institute Affiliates – • Affiliates – • Non-Member Salespersons – • Other (describe) - • Total Membership - 	
Membership Change: 5 - 6 years	Have available graph showing membership growth/loss for past 6 years.	
Insurance	<p>Have available copies of the following policies:</p> <ul style="list-style-type: none"> • Do you have a copy of NAR's umbrella policy? Other policy? • Property & Casualty • Additional E & O and D & O • Workers' Compensation • Employee Honesty Bond 	

Financial Procedures, including Accounting Controls & Audits	<p>Describe how you manage your finances, the software used and whether integrated with RPAC and NRDS.</p> <ol style="list-style-type: none"> 1. Do you use zero-based budgeting? 2. Do you use program-based budgeting? 3. Do you use top-down/bottom-up budgeting? <p>Have available for review:</p> <ul style="list-style-type: none"> • Financial procedures manual • Current year budget • Last two year-end financial reports (income, expense, profit/loss) • Last month's financial report • Last audit report • Last tax return (Form 990 or other; public inspection copy) • Who can sign checks (authorized signers) 	
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Reserves & Restricted Accounts	<p>List all:</p> <ul style="list-style-type: none"> • General Operational - \$ • Capital Sinking or Building - \$ • Capital Equipment Maintenance - \$ • Issues Mobilization Fund - \$ • Legal Action Fund - \$ • Education Funds - \$ • Housing Opportunity Fund - \$ • Other - Specify - \$ 	
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Fixed and Movable Assets	<p>How do you track your fixed and movable assets?</p> <ul style="list-style-type: none"> • Furniture and equipment • Computers • Other • Describe write-off procedures 	
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Dues & Fees	<ul style="list-style-type: none"> • Designated REALTOR® Dues – \$ • Designated REALTOR® Application Fee – \$ • REALTOR®- ASSOCIATE® Dues - \$ • REALTOR®- ASSOCIATES® Application Fees - \$ • REALTOR® Dues -\$ • REALTOR® Application Fee - \$ • Affiliate Dues – \$ • Affiliate Application Fee - \$ • Late Fee for late payment of dues - \$ • Designated REALTOR® MLS application Fee - \$ • Monthly/Quarterly MLS Fee - \$ • Secondary MLS Member Fee - \$ • Other - \$ Describe • Can you produce a membership trends chart? 	
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<p>Governing Documents</p> <p>When last updated & approved?</p>	<p>State when these documents were last updated and approved by NAR or your Board of Directors: (Have copies available for review)</p> <ul style="list-style-type: none"> • Bylaws - • Policies and/or procedure manual – (BOD actions and policies) • Leadership position descriptions • Committee chair position descriptions • Personnel policy - • Financial procedures policy - • Reserve policy - • Travel policy - • Professional standards policy - • Crisis management plan/emergency procedures - • Housing opportunity rules and forms • Other: List 	
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Staff Positions	Name	Position	Designations, Certifications, Advanced Degrees	Start Date	<u>LOCATION OF STAFF DOCUMENTS</u>

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Staff Benefits	Describe all that are provided: (Have policies available for review) <ul style="list-style-type: none"> • Health Insurance - • Dental Insurance - • Life Insurance - • Long Term Disability Insurance - • Other 																																																	

- Have Staff Position Descriptions available for review
- Do you do background checks?
- Number of full-time staff? Part-time staff?
- Number of exempt staff?
- Staff/member ratio
- How often is staff evaluated?
- Is the chief staff under contract?
- If so, what is the term of the contract?
- Who evaluates the chief staff and how often?
- Are federal, state, and OSHA employment posters current and prominently displayed?
- What's your methodology for determining staff compensation?

Describe all that are provided: (Have policies available for review)

- Health Insurance -
- Dental Insurance -
- Life Insurance -
- Long Term Disability Insurance -
- Other

Staff Training	<p>Describe:</p> <ul style="list-style-type: none"> • Does the AE/CEO attend annual NAR AE Institute? • Team Training • REALTOR® Association Management Self-Study Course (NAR) • Antitrust • Sexual Harassment/Harassment • Safety • Cultural/Diversity issues • RCE study groups • e-PRO, Web 2.0 and Technology • Incentives and bonuses and/or reimbursement for professional development • Other 	
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Organizational Structure	<p>Describe the composition and structure of your Board of Directors and Executive Committee per your bylaws:</p> <p>1. Board of Directors</p> <ul style="list-style-type: none"> • Composition • Terms • Primary Responsibilities • Who do they represent? • How often do they meet? • How do you keep them informed? <p>2. Executive Committee</p> <ul style="list-style-type: none"> • Composition 	
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	<ul style="list-style-type: none"> • Terms • Designated authority and responsibilities • How often do they meet? • How do you keep them informed? <p>Do you have a Leadership Team? If so, please describe and the extent of their authority (usually a subset of the Executive Committee).</p>	
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Organizational Model per Local Association Leadership	Are you familiar with the Models Planning Tool ? Board of Directors to go online to realtor.org and complete the Associations Model document together to determine what type of association leadership model they feel is a best fit for the association.	
Committees	Please complete the attached “Organization Assessment Checklist – Committee Exhibit”	

Identifying and Developing New Leaders	<p>Do you have a system for identifying new leaders?</p> <p>If so, please describe –</p> <ul style="list-style-type: none"> ○ Describe your Executive Committee/Board of Directors training – ○ Do you have a problem recruiting qualified leaders to run for office? ○ How do you identify and develop new leaders? ○ How do you train your leadership on parliamentary 	
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	<p>procedures?</p> <ul style="list-style-type: none"> ○ Do your leaders sign confidentiality/conflict of interest statements? ○ Describe your election process. 	
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<p>Relationship with the State & National Associations</p>	<ul style="list-style-type: none"> ● What is your budget for volunteer leaders to travel to state and NAR meetings? ● What is the policy regarding to who should travel and represent the association at state and NAR meetings? ● Do you reimburse your directors for travel to each state and NAR meeting? If so, how much? Is this policy in writing? ● Other than your officers and directors, do you reimburse anyone else for travel to state and NAR meetings? If so, who? ● What is your budget for staff to travel to state and NAR meetings? ● How many staff attend state and NAR meetings? ● How many members serve on state and NAR committees? ● Who serves as your delegate at the NAR Delegate Body meetings? ● How do you appoint/elect your state and NAR directors? 	
<p>Relationship with Local Boards/</p>	<ul style="list-style-type: none"> ● Are you involved in any shared services or cooperative agreements with other associations and/or outside groups (rotary, chamber of 	

Associations	commerce, etc.)? If so, please describe.	
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Membership Systems	<ul style="list-style-type: none"> • What membership system vendor do you use? • Is it Internet based? • Are you central database compliant? • Have you eliminated social security numbers? • What percentage of home addresses are in database? • What percentage of e-mail addresses are in your membership database? • Do you have a method for protecting confidential information (credit card numbers, social security numbers, personnel information, etc.)? 	
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Professional Standards Administration & Mediation	<ul style="list-style-type: none"> • Are you part of a statewide program to administer professional standards for local associations, or do you administer your own professional standards process? • Are you familiar with the required Code of Ethics training? • Number cases heard in last 12 months: <ul style="list-style-type: none"> ○ Arbitrations ○ Ethics ○ Appeals/Procedural reviews 	
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	<ol style="list-style-type: none"> 1. Number of mediations held 2. Number of trained mediators 	
Education and Designation Training, GRI, CRS, REBAC Courses such as ABR, ALC, etc.	<p>Do you offer designation and/or certification courses:</p> <ol style="list-style-type: none"> 1. List the courses 2. How are courses offered; how many are offered? 3. How many students went through these classes last year? 4. How many members are currently enrolled in designation and/or certification courses? 	
CE Courses	<ol style="list-style-type: none"> 1. Number of continuing education courses you offer. 2. How are courses offered? 3. How many courses were offered last year? 3. How many instructors do you have? 4. Do you partner with other associations? 	
Online Course Offerings for Members, including Designation courses, CE courses and e-PRO	<p>Do you offer online courses, including those that offer CE:</p> <ul style="list-style-type: none"> • Continuing education • Designation courses • REALTOR® University • e-PRO and Web 2.0 • Other online courses 	
Government Affairs	<ul style="list-style-type: none"> • Describe your lobbying efforts within your jurisdiction. • Do you have a local government affairs director or lobbyist, or government affairs director network? • Do you have a local monitoring network? • Do you have key contacts for all state legislators? • Do you use Get Active or Voter Voice? 	

	<ul style="list-style-type: none"> • How do you disseminate Calls to Action? • How do you screen candidates? • Describe your efforts with the Broker Involvement Program. • Are you considered a “recognized voice or powerhouse” in your lobbying efforts? • How would you rank your sphere of influence with your counties and cities? • Do you have a specific legislative/government affairs newsletter? • Have you taken advantage of NAR’s REALTOR® Party initiative? 	
RPAC	<p>In the last complete year:</p> <ul style="list-style-type: none"> • What percentage of the NAR goal was raised? • What percentage of your members contributed? • How many major donors do you have? • Do you have a local PAC? • Describe your fundraising efforts. • Does your state set aside funds for local boards to use in their local efforts? If so, describe and indicate the percentage set aside. • Does your association have any say in how funds are distributed to state representatives and senators? 	
Issues Mobilization	<ul style="list-style-type: none"> • How is issues mobilization administered? • How is it funded? • Do you have enough money set aside to fund emerging issues? 	

Media & Public Relations	<ul style="list-style-type: none"> • Who is spokesperson for the association? • Do you issue press releases? • Do you hold press conferences? • Do you release housing stats to the media? Describe. • Describe any public relations or community service projects currently in the works. 	
Communications – Internal	<ul style="list-style-type: none"> • What method do you use to communicate with staff? • What method do you use to communicate with leadership? • Do you have a value proposition communicating the value of all programs and services that justify your association dues? • Have you completed the “President/Chief Staff Executive Check List?” (attached) 	
Communications – External	<ul style="list-style-type: none"> • Do you have a magazine/newsletter? Is it printed or online? • If so, describe frequency, advertising policy and number of pages. • Do you use broadcast e-mail? <ol style="list-style-type: none"> 1. How often? 2. What days? 3. Do you track the effectiveness of association email? 4. What other methods do you use to reach members? 	
Office Equipment	<p>Describe the following type of office equipment you have, including age and functionality:</p> <ul style="list-style-type: none"> • Phone system 	

	<ul style="list-style-type: none"> • Computers • Printers/copiers • Mail system • Other 	
Facilities/Adequacy	<ul style="list-style-type: none"> • Do you own or rent your offices? • Describe the adequacy of your offices and training facilities. • Do you rent out any of your facilities? If so, describe. • Total square footage available? • Estimated value/equity? 	
Website	<ul style="list-style-type: none"> • Do you have an association website? • When was your website last revamped? • Does the staff have the ability to update content? • Do you have both a public and member site? • Is your member site password protected? • Do you post association minutes, newsletters, etc., on your website? Describe. • Is your association calendar posted on your website? • Can members sign up for events and education courses online? • Do you have an FAQ page for answers to common questions? • Are you publishing your monthly/quarterly/annual MLS statistics and graphs on your website? 	
Technology and Data Security	<p>Describe your technology:</p> <ul style="list-style-type: none"> • LAN – networked PCs • Server with network 	

	<ul style="list-style-type: none"> • Cloud-based • Broadband access • Wireless hub within the offices • Exchange server for offsite access of e-mail, calendar, and contacts • Backup procedures for data • Firewalls and spam blockers • How old is your oldest PC currently in use? • How old is your server? • Does your server include a RAID configuration? • How many staff have laptop computers? • How many staff have PDAs? 	
Legal Services	<ul style="list-style-type: none"> • Do you have access to outside counsel? • Do you provide legal advice to members, ie: legal hotline? • Who can access the legal hotline? • Who reviews contracts/agreements? • Does legal counsel sit in on ethics hearings? Board meetings? • Are there any pending legal issues? 	

Legal Action Fund	<p>Describe any means you have to defend the association, or members, in issues of direct impact on the real estate profession or organized real estate:</p> <ul style="list-style-type: none"> • Do you have any lawsuits pending against the association or against any of your local 	
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	<p>associations?</p> <ul style="list-style-type: none"> • Do you have sufficient funds set aside for legal defense issues? • Describe any risk reduction efforts that are in place, with particular reference to antitrust education. 	
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<p>Meetings & Events</p>	<p>Please describe your membership meetings, including:</p> <ul style="list-style-type: none"> • Annual meeting – Describe your annual meeting (virtual, face-to-face, etc.) • What percentage of your members participated in your annual meeting? • Regular monthly/quarterly meetings – Number who participate on average - • Other meetings – Describe • Do you have special event insurance? 	
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<p>Strategic Planning</p>	<ul style="list-style-type: none"> • When was your strategic plan last updated? • Did you use an outside facilitator? • How often does your Board of Directors review the status of your Implementation plan? • Are goals and strategies prioritized and allocated to committees and/or staff for implementation? • Does your strategic plan drive your budget? • What is the major vision/mission of the association? • Do you have contingency plans for emergencies 	
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	<p>or a sudden downturn in the market? If so, describe the plans in writing.</p>	
Research and Statistics	<p>Describe any research and statistics provided by the association to the public and membership in general:</p> <ul style="list-style-type: none"> • Housing statistics based on MLS statistics • Economic impact or growth studies 	
MLS/Information Services	<ul style="list-style-type: none"> • Describe your basic, core, and optional MLS services. • Do you operate your own MLS or are you part of a regional MLS? • Is MLS a committee or separate corporation? • Who is your MLS vendor? • Is your MLS internet based? • When does your MLS contract expire? • Do you have licensing agreements with third party vendors? • Describe the ancillary agreements related to your MLS. • Do you have IDX? • Do you have a syndication policy? 	
Lockboxes	<ul style="list-style-type: none"> • Do you have a lockbox system in place? If so, is it a service of the association or the MLS? • Who is your vendor? • When does your contract expire? • What type of lockboxes do you offer? • What is your lockbox replacement policy? • Do you follow NAR's "Lockbox Security Measures?" 	

Specialist Services	<ul style="list-style-type: none"> • List all services provided Commercial members • List all services provided Appraisers • List all services provided Property Managers • List all affiliate/partner relationships/services • Other 	
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AE/CEO Assessment	<p>Strengths of the association:</p> <p>Weaknesses of the association:</p> <p>Opportunities for the association:</p> <p>Threats to the association:</p>	
Key Staff Assessment	<p>Strengths of the association:</p> <p>Weaknesses of the association:</p> <p>Opportunities for the association:</p> <p>Threats to the association:</p>	
Leadership Assessment	<p>Strengths of the association:</p> <p>Weaknesses of the association:</p> <p>Opportunities for the association:</p> <p>Threats to the association:</p>	
Conclusions		