

REALTOR® Association Models

The ultimate role of the REALTOR® organization is to help shape and influence a favorable business environment for its members. Each REALTOR® association has the responsibility to efficiently and effectively provide value to its members. While the operating framework in which an association chooses to serve its members may vary depending on its organizational structure, demographics, size, available resources, and diversity of needs, there are many creative ways to deliver and optimize value, even with limited resources.

The three models below define services associations provide. These models should be viewed as just three points on a continuum, and not just in their pure sense. Associations should not expect to fit neatly into any one model, rather it is likely that many associations are operating in all modes, depending upon the function or service. For example, an association may fall predominantly into the Administrative Model, but its governance may be more closely aligned to the Management Model. Volunteer and staff leaders may use these models as a guideline to assess their current operations and determine where they aspire to be in delivering value. This document will also help them determine how they can partner with other associations to expand the menu of services they can offer their members.

Associations will benefit and prosper from this planning tool if their volunteer and staff leaders work together as partners to identify their model of choice based on their association's business philosophy and member needs and preferences.

Administration Model	Management Model	Leadership Model
<p>Operating philosophy: An administrative association is member-focused, knows basic activities of their REALTOR® constituencies, and knows where to find information that is important to members in conducting their daily business activities.</p> <p>This model is foundational. It represents the minimum competency/service level, a REALTOR® organization may offer. In such associations, staff will possess a general familiarity in legal, regulatory, and business issues impacting the association, and staff will efficiently administer association business. It relies on significant volunteer involvement and working relationships with other service organizations.</p>	<p>Operating philosophy: A management association is a credible source of information and is proficient in identifying and proactively communicating business practices and trends that impact the association's member constituencies.</p> <p>This model builds on the Administrative Model. It represents the advanced competency/service level that a REALTOR® organization may offer. In such associations, the staff will possess a proficiency in managing and communicating legal, regulatory, and business issues impacting the association, and will effectively manage association business. It relies on volunteer involvement and working relations with other service organizations</p>	<p>Operating philosophy: 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.</p> <p>This model builds on the Management Model, and presumes a high level of sophistication, innovation, and proactivity. It represents the highest competency/service level that a REALTOR® organization may offer. In such associations, the staff will possess expertise and provide leadership in legal, regulatory, and business issues impacting the association, and will transparently manage association business. It relies on volunteer input and strategic partnerships, and offers working relationships with other service organizations.</p>

<u>Governance of Association Structures and Organizational Operations</u>	<u>Governance of Association Structures and Organizational Operations</u>	<u>Governance of Association Structures and Organizational Operations</u>
<p>A. VOLUNTEER ROLE Volunteers have significant involvement in association administration</p> <p>B. ELECTED LEADERSHIP FOCUS Elected leadership manages all aspects of the organization</p> <p>C. DECISION-MAKING AUTHORITY Broad decision-making authority is vested in the board of directors</p> <p>D. COMMITTEE STRUCTURE Effective committee structure and committee management</p> <p>E. GOVERNING DOCUMENTS Maintenance of governing documents and records, per established policies</p> <ul style="list-style-type: none"> • Bylaws • MLS documents • Professional standards documents • Organizational Standards for Boards and Associations • Member records • Tax returns <p>F. POLICIES AND PROCEDURES Policies and procedures are in place for operations, financial management, budgeting, and record-keeping, as drafted and recommended by other organizations (national and state association, ASAE, etc.)</p>	<p>A. VOLUNTEER ROLE Volunteers determine future direction and set parameters within which staff is empowered to manage the organization; internal organizational structure is created and managed by staff</p> <p>B. ELECTED LEADERSHIP FOCUS Elected leadership focuses on the strategic direction of the organization and monitors staff progress in achieving organization’s goals</p> <p>C. DECISION-MAKING AUTHORITY Decision-making authority for determining strategic objectives is vested in the board of directors; authority for most operational decisions is delegated to staff, within defined parameters</p> <p>D. COMMITTEE STRUCTURE Committee structure is based on core competencies</p> <p>E. GOVERNING DOCUMENTS Governing documents and records are updated on routine basis, with attention to association mission and goals</p> <p>F. POLICIES AND PROCEDURES Policies and procedures are prepared, based on models from other organizations</p>	<p>A. VOLUNTEER ROLE Volunteers determine organization’s vision and provide qualitative feedback and counsel to staff in delivering organizational goals.</p> <p>B. ELECTED LEADERSHIP FOCUS Elected leadership determines and communicates vision and strategic outcomes</p> <p>C. DECISION-MAKING AUTHORITY Decision-making authority for all operational procedures is vested in chief staff executive; authority for determining organizational vision and strategic outcomes belongs to the board of directors</p> <p>D. COMMITTEE STRUCTURE Volunteer structure is flexible, fluid, and responsive; ad hoc work groups, within internal and external expertise, are formed to address specific issues in a short amount of time</p> <p>E. GOVERNING DOCUMENTS Governing documents are analyzed to ensure timeliness and flexibility</p> <p>F. POLICIES AND PROCEDURES Policies and procedures are initiated or revised, based on association competencies and goals, but remain flexible to allow for association creativity and responsiveness</p>

<p><u>Physical and Financial Resources</u></p> <p>A. OFFICE LOCATION Office location with basic office equipment (telephone, fax, computer with Internet access)</p> <p>B. FINANCES Sufficient source of revenue to administer the organization</p> <p>C. BUDGETING Detailed budget developed by staff and volunteer leaders</p> <p>D. RESERVES Basic level of association reserves available to support association operations</p>	<p><u>Physical and Financial Resources</u></p> <p>A. OFFICE LOCATION Dedicated office location with up to date office equipment</p> <p>B. FINANCES Greater financial strength and revenue sources to operate the organization at optimum management level</p> <p>C. BUDGETING Comprehensive budget developed by staff with volunteer input and approval</p> <p>D. RESERVES Financial reserves are maintained and actively managed, with designated funds for certain programmatic functions</p>	<p><u>Physical and Financial Resources</u></p> <p>A. OFFICE LOCATION Dedicated office location with advanced office equipment and technological resources for trends and analysis/research, etc.</p> <p>B. FINANCES Financial strength and reliable revenue sources to operate the organization, with less focus on discovering new sources of revenue</p> <p>C. BUDGETING Comprehensive budget developed by staff based on strategic outcomes is approved by volunteer leadership; suitable funding is available to act quickly on opportunities, threats, and new initiatives; research and development fund in place for new initiatives</p> <p>D. RESERVES Financial reserves are maintained and solid investment policy is in place with designated funds for programmatic function and research and development</p>
<p><u>Staff Competencies</u></p> <p>A. STAFF STRUCTURE Typically, the association has limited administrative and/or clerical staff and volunteers who possess the following competencies or out-sources services from other associations:</p> <ul style="list-style-type: none"> • Office management skills • Bookkeeping/record-keeping proficiency • Membership records proficiency • Office systems proficiency • Knowledge of information resources available • Responsiveness to member questions and concerns • Basic knowledge of member policy issues • Certified professional standards administrator • Knowledge and communication of legal and risk reduction issues • Knowledge and communication of regulatory environment 	<p><u>Staff Competencies</u></p> <p>A. STAFF STRUCTURE Size of staff is determined by an operating philosophy that considers whether administrative and management staff functions can be performed by paid staff or outsourced; if staff does not possess the following competencies, services may be outsourced:</p> <ul style="list-style-type: none"> • Office management skills • Bookkeeping/record-keeping proficiency • Membership records proficiency • Office systems proficiency • Knowledge and communication of information resources available • Responsiveness to member questions and concerns • Comprehensive knowledge and communication of member policy issues • Certified professional standards administrator 	<p><u>Staff Competencies</u></p> <p>A. STAFF STRUCTURE Chief staff executive and senior management team are responsible for administration and management of the association; chief staff executive is a leader and spokesperson for the association; chief staff executive is visionary, identifies and articulates trends and their impact on business and industry, recommends actions.</p>

<ul style="list-style-type: none"> • Political fundraising reporting requirements administration <p>B. STAFF COMPENSATION Compensation is locally competitive</p> <p>C. STAFF PROFESSIONAL DEVELOPMENT Administrative-oriented professional development opportunities are funded by the association</p> <p>D. STAFF EXECUTIVE'S ROLE AND FOCUS Staff executive is responsible for basic administration; some administrative services may be outsourced</p> <p>E. PUBLIC POLICY EFFORT Ability to support efforts to impact legal and regulatory issues</p> <p>F. POLITICAL ACTION Support political action fundraising and member mobilization efforts</p>	<ul style="list-style-type: none"> • Knowledge and communication of legal and risk reduction issues • Knowledge and communication of regulatory environment <p>B. STAFF COMPENSATION Compensation is regionally competitive</p> <p>C. STAFF PROFESSIONAL DEVELOPMENT Management-oriented professional development opportunities are funded by the association</p> <p>D. STAFF EXECUTIVE ROLE'S AND FOCUS Chief staff executive is responsible for all administration and management of the association, based on member needs, with added focus on community and real estate industry issues</p> <p>E. PUBLIC POLICY EFFORT Ability to impact legal and regulatory issues</p> <p>F. POLITICAL ACTION Development and implementation of special political action fundraising efforts and developing grassroots mobilization efforts</p>	<p>B. STAFF COMPENSATION Compensation is nationally competitive</p> <p>C. STAFF PROFESSIONAL DEVELOPMENT Leadership-oriented professional development opportunities are funded by the association</p> <p>D. STAFF EXECUTIVE'S ROLE AND FOCUS Chief staff executive and senior management team are responsible for all administration and management of the association; staff positions the organization based on envisioned real estate industry needs, with added focus on developing visionary skills</p> <p>E. PUBLIC POLICY EFFORT Ability to analyze, address, and impact legal and regulatory issues and proactively frame the regulatory environment</p> <p>F. POLITICAL ACTION High level of political action skills, including special fundraising efforts, member mobilization efforts, and candidate development</p>
<p><u>Member Services</u></p> <p>A. COMMUNICATIONS Internal and external communication systems and delivery vehicles (newsletter, e-mail, list serves, etc.)</p> <p>B. MEMBERSHIP RECRUITMENT New member recruitment and retention programs directed by volunteers, with staff support; new member orientation program largely based on materials from state and</p>	<p><u>Member Services</u></p> <p>A. COMMUNICATIONS Targeted internal and external communication systems and delivery vehicles focused on current information</p> <p>B. MEMBERSHIP RECRUITMENT New member recruitment and retention programs, managed by staff with volunteer participation, includes outreach to diverse real estate groups; association develops orientation,</p>	<p><u>Member Services</u></p> <p>A. COMMUNICATIONS Targeted internal and external communication systems and delivery vehicles focused on enhancing current knowledge and discussion of future trends</p> <p>B. MEMBERSHIP RECRUITMENT Sophisticated new member recruitment and retention program, with targeted orientation methods; outreach to specific targeted real estate groups, potential members from allied</p>

<p>national associations or others</p> <p>C. PROFESSIONAL STANDARDS Basic skill in processing professional standards complaints, according to established policies and procedures; obtain some services through co-op enforcement agreement</p> <p>D. EDUCATION Offer or provide access to required and optional education programs, outsourcing where possible</p> <p>E. REAL ESTATE BUSINESS TOOLS Offer or provide access to multiple listing services and related services; outsource professional services</p> <p>F. MEMBER SERVICE DECISIONS Decision-making and industry ideas are based on volunteer initiative</p> <p>G. POLITICAL AWARENESS Volunteer-driven political awareness and fundraising plan</p> <p>H. GOVERNMENT ADVOCACY Support of state and national advocacy efforts and some volunteer involvement in issues advocacy at the association's level</p> <p>I. NETWORKING Well-administered networking and social opportunities</p>	<p>with supporting materials from other sources</p> <p>C. PROFESSIONAL STANDARDS Strong skill in professional standards enforcement; certified professional standards administrator; provides services via co-op enforcement agreement</p> <p>D. EDUCATION Offer required and optional educational education programs based on review of current needs</p> <p>E. REAL ESTATE BUSINESS TOOLS Offer multiple listing service and provide access to other business tools developed by others</p> <p>F. MEMBER SERVICE DECISIONS Decision-making and industry issue initiatives are based on trend identification and analysis, with substantial work by volunteer committees and staff</p> <p>G. POLITICAL AWARENESS Staff implementation of political awareness and fundraising plan, developed jointly by volunteer and staff leaders</p> <p>H. GOVERNMENT ADVOCACY Effective government advocacy to further association mission, either directly or as an active participant with other levels</p> <p>I. NETWORKING Well-managed networking and social opportunities, positioned to enhance members'</p>	<p>industries, and culturally and ethnically diverse groups</p> <p>C. PROFESSIONAL STANDARDS Leadership in professional standards enforcement and certification efforts; provides service to others via co-op enforcement agreement; foster industry-wide ethical standards with other allied real estate groups affecting members' business</p> <p>D. EDUCATION Develop, offer, or promote access to required and optional education offerings, based on analysis of current needs and future trends</p> <p>E. REAL ESTATE BUSINESS TOOLS Develop and offer innovative business/marketing tools such as multiple listing service, elements of e-commerce platform, and other services based on analysis of current and future needs</p> <p>F. MEMBER SERVICE DECISIONS Decision-making and industry issue initiatives are made at the most effective leadership level, based on ongoing trends analysis and planning; new strategic initiatives are envisioned, identified, and implemented based on member needs</p> <p>G. POLITICAL AWARENESS Political awareness is part of the association's culture</p> <p>H. GOVERNMENT ADVOCACY Recognized leader in governmental advocacy</p> <p>I. NETWORKING Networking and social opportunities positioned to enhance member career success and future</p>
--	--	--

<p><u>Internal and External Relations</u></p> <p>A. STAFF RELATIONS Harmony between chief staff executive and all other staff; chief staff executive administers all day to day operations, with support of clerical personnel and outside resources</p> <p>B. STAFF-VOLUNTEER RELATIONS Staff and volunteers work together to forge strong relations</p> <p>C. REALTOR® ORGANIZATION RELATIONS Positive relationship with local, state, and national associations</p> <p>D. PROFESSIONAL SERVICES Association accounting firm and attorney support association operations</p> <p>E. OTHER RELATIONS Association volunteer leaders foster effective relationships with the following:</p> <ul style="list-style-type: none"> • Local government leaders and legislators • Service providers/vendors • Media (reporters) 	<p>career success</p> <p><u>Internal and External Relations</u></p> <p>A. STAFF RELATIONS Synergy between chief staff executive and all other staff</p> <p>B. STAFF-VOLUNTEER RELATIONS Staff helps identify and recruit volunteer leaders; staff and volunteer leaders work together to forge strong partnerships</p> <p>C. REALTOR® ORGANIZATION RELATIONS Collaborative relationships with local, state, and national associations; actively participate in state and national meetings</p> <p>D. PROFESSIONAL SERVICES Association CPA firm and attorney support association operations and network with counterparts in other REALTOR® associations</p> <p>E. OTHER RELATIONS Association volunteer leaders and staff participate in effective and synergistic relationships with the following:</p> <ul style="list-style-type: none"> • Local government leaders and legislators • Service providers, vendors, consultants, contractors • Influential and market share members/industry leaders, allied real estate groups • Media (reporters and editorial writers) and community groups 	<p>needs (i.e. target key groups to network with)</p> <p><u>Internal and External Relations</u></p> <p>A. STAFF RELATIONS Chief staff executive is visionary leader of all other staff, but is not focused entirely on day-to-day operations; chief staff executive gives senior staff significant latitude for individual initiative and decision-making</p> <p>B. STAFF-VOLUNTEER RELATIONS Staff recruits, develops, and nurtures volunteer leaders according to comprehensive leadership development plan; staff and volunteers are strong partners based on strong culture of association</p> <p>C. REALTOR® ORGANIZATION RELATIONS Leadership role in affecting positive and collaborative relationships with local, state, and national associations; leadership role in state and national meetings</p> <p>D. PROFESSIONAL SERVICES Association CPA firm and attorney support association operations and alert leadership to new and emerging issues</p> <p>E. OTHER RELATIONS Association volunteer and staff leaders forge effective and synergistic relationships with the following:</p> <ul style="list-style-type: none"> • Local government leaders and legislators • Service providers, vendors, consultants, contractors • Influential and market share members/industry leaders, allied real estate groups who view the AE and association as resource and industry leader • Media (reporters and editorial writers and publishers) and community groups • Allied organizations and culturally diverse groups, with eye on building and leading
---	---	---

<p>F. INDUSTRY LEADERS Leading brokers view the organization as a helpful resource</p>	<p>F. INDUSTRY LEADERS Leading brokers view association leadership, AE, and organization as valued resources</p>	<p>political and business coalitions</p> <ul style="list-style-type: none">• Other advocacy groups <p>F. INDUSTRY LEADERS Leading brokers view association leadership, AE, and organization as valued resources and industry leaders</p>
--	--	--