

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, supports general organizational functions of REALTOR® constituencies and knows where to find information that is important to members in conducting their daily business activities. 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 both for virtually all association decisions and some logistical details, as well as working relationships with other service organizations.</p> <p><u>Governance of Association Structures and Organizational Operations</u> A. VOLUNTEER ROLE Volunteers have significant involvement in association administration</p>	<p>Operating philosophy: A management association is a source of information and is proficient in identifying and proactively communicating business practices and trends that impact the association's member constituencies. 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 for much association decision making and working relationships with other service organizations.</p> <p><u>Governance of Association Structures and Organizational Operations</u> A. VOLUNTEER ROLE Volunteers determine vision and provide qualitative feedback and counsel to staff in delivering organizational goals.</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. This model presumes a high level of sophistication, innovation and proactivity. 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> <p><u>Governance of Association Structures and Organizational Operations</u> A. VOLUNTEER ROLE Volunteers determine future direction and set parameters within which staff is empowered to manage the organization; internal organizational</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 Committee structure is administered predominantly by volunteers</p> <p>E. GOVERNING DOCUMENTS Governing documents and policies are based on standardized industry models to ensure effective administration of associations</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 and e-mail capability)</p> <p>B. FINANCES Sufficient source of revenue to administer the association at basic levels of service</p> <p>C. BUDGETING Detailed budget developed jointly by staff and volunteer leaders</p>	<p>B. ELECTED LEADERSHIP FOCUS Elected leadership determines strategic vision and directs staff in goal development and monitors implementation</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 established goals and objectives; staff administrative support provided</p> <p>E. GOVERNING DOCUMENTS Governing documents and policies are updated on a routine basis to match the association's mission and to manage goals</p> <p><u>Physical and Financial Resources</u></p> <p>A. OFFICE LOCATION Dedicated office location with up to date office equipment analyzed or updated on a routine basis</p> <p>B. FINANCES Reliable revenue sources to operate the association, with less focus on discovering new sources of revenue; research and development funds are in place for new initiatives</p> <p>C. BUDGETING Comprehensive budget developed by staff with input and approval by volunteer leadership</p>	<p>structure is created and managed by staff</p> <p>B. ELECTED LEADERSHIP FOCUS Elected leadership determines strategic vision; staff develops goals and plans to implement the vision</p> <p>C. DECISION-MAKING AUTHORITY Decision-making authority for all operational procedures is vested in the chief staff executive; authority for determining organizational vision and strategic outcomes belongs to the board of directors</p> <p>D. COMMITTEE STRUCTURE Committee structure is fluid, based on strategic goals; staff develops specific objectives and time frames for recommending an implementation plan to the directors</p> <p>E. GOVERNING DOCUMENTS Governing documents and policies are flexible enough to allow the association to creatively respond to changing market conditions</p> <p><u>Physical and Financial Resources</u></p> <p>A. OFFICE LOCATION Dedicated office location with sophisticated office equipment and technological resources for trends and analysis/research, etc. (state of the art)</p> <p>B. FINANCES Strong financial position and revenue sources to operate the association at optimum and future levels; suitable funding is available to act quickly on opportunities, threats, and new initiatives</p> <p>C. BUDGETING Comprehensive budget is developed by staff based on strategic outcomes and is approved</p>
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<p>D. RESERVES Basic level of association reserves available to support association operations</p> <p><u>Staff Competencies</u></p> <p>A. STAFF STRUCTURE Maintains a basic competency in the skills of office management; relies on volunteer assistance</p> <p>B. STAFF COMPENSATION Compensation is locally competitive</p> <p>C. STAFF PROFESSIONAL DEVELOPMENT Professional development opportunities are funded by the association to enhance accounting, word processing, and administrative-oriented skills</p> <p>D. STAFF EXECUTIVE'S ROLE AND FOCUS Staff executive is responsible for basic administration; some administrative services may be outsourced</p> <p><u>Member Services</u></p> <p>A. COMMUNICATIONS Internal communication systems and delivery vehicles focused on announcements and local information</p>	<p>D. RESERVES Financial reserves are maintained and actively managed, with designated funds for certain programmatic functions</p> <p><u>Staff Competencies</u></p> <p>A. STAFF STRUCTURE Maintains a comprehensive knowledge of office management skills performed either by internal staff or outsourced</p> <p>B. STAFF COMPENSATION Compensation is regionally competitive</p> <p>C. STAFF PROFESSIONAL DEVELOPMENT Professional development opportunities are funded by the association to enhance supervisory skills</p> <p>D. STAFF EXECUTIVE'S ROLE AND FOCUS Chief staff executive is responsible for all administration and management of the association, based on member needs; chief staff can act as a spokesperson</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</p>	<p>by volunteer leadership; staff is empowered to make adjustments within established guidelines and act quickly on opportunities, threats, or 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 Chief staff executive and senior management team are responsible for administration and management of the association</p> <p>B. STAFF COMPENSATION Compensation is nationally competitive</p> <p>C. STAFF PROFESSIONAL DEVELOPMENT Professional development opportunities for all staff levels are funded by the association with emphasis place to enhance leadership skills and knowledge of industry issues and trends</p> <p>D. STAFF EXECUTIVE'S ROLE AND FOCUS Chief staff executive is responsible for all administration and management of the association with a focus on developing visionary skills; develops staff positions based on envisioned real estate industry needs; chief staff can act as a spokesperson with added focus on community and real estate industry issues</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>
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<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 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 education programs based on review of current needs</p> <p>E. REAL ESTATE BUSINESS TOOLS Provides basic/limited access to business/marketing tool services</p> <p>F. MEMBER SERVICE DECISIONS Decision-making and industry ideas are based on volunteer initiative</p> <p>G. NETWORKING Networking and social opportunities are planned, organized, and implemented predominantly through committee volunteers</p> <p><u>Internal and External Relations</u> A. STAFF RELATIONS</p>	<p>New member recruitment and retention programs, managed by staff with volunteer participation, includes one orientation model for all</p> <p>C. PROFESSIONAL STANDARDS Strong skill in professional standards enforcement; certified professional standards administrator; participates in services via co-op enforcement agreement</p> <p>D. EDUCATION Offer or provide access to required and optional education programs, and if unavailable through association, it is outsourced or contracted for through other entities</p> <p>E. REAL ESTATE BUSINESS TOOLS Offers marketing services and provides access to related services and 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. NETWORKING Networking and social opportunities are planned by staff and volunteers to enhance member career success and future needs (i.e. target key groups to network with)</p> <p><u>Internal and External Relations</u> A. STAFF RELATIONS</p>	<p>B. MEMBERSHIP RECRUITMENT Innovative new member recruitment and retention program, with targeted orientation methods; outreach to specific targeted real estate groups, potential members from allied industries, and culturally and ethnically diverse groups (i.e., on-line orientation, new member CD, etc.)</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 Develops and offers innovative marketing tools 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. NETWORKING Networking and social opportunities positioned to enhance member career success and future needs (i.e. target key groups to network with)</p> <p><u>Internal and External Relations</u></p>
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<p>Chief staff executive administers all day to day operations, with support of clerical personnel and outside resources; positive working relationships exist between staff executive and all other staff</p> <p>B. STAFF-VOLUNTEER RELATIONS Volunteers predominantly recruit association leaders</p> <p>C. REALTOR® ORGANIZATION RELATIONS Positive relationship with local, state, and national associations, but staff and volunteers predominantly attend only local, regional, and/or state meetings</p> <p>D. PROFESSIONAL SERVICES Association accounting firm and attorney are utilized as needed and directed by the Board of Directors</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>F. INDUSTRY LEADERS Leading brokers view the organization as a helpful</p>	<p>Synergy between and among chief staff executive and all other staff; other staff has some management functions as well as providing clerical support</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; staff and/or volunteers participate 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 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>F. INDUSTRY LEADERS Leading brokers view association leadership,</p>	<p>A. STAFF RELATIONS Chief staff executive is visionary leader of all other staff, and 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 or program; staff and volunteers are strong partners based on strong culture of association</p> <p>C. REALTOR® ORGANIZATION RELATIONS Actively participates in affecting positive and collaborative relationships with local, state, and national associations</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 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 resources 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 political and business coalitions • Other advocacy groups
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<p>resource</p> <p>G. PUBLIC POLICY EFFORT Ability to support efforts to impact legal and regulatory issues</p> <p>H. POLITICAL ACTION Support political action fundraising and member mobilization efforts</p> <p>I. POLITICAL AWARENESS Volunteer-driven political awareness and fundraising plan</p> <p>J. GOVERNMENT ADVOCACY Support of state and national advocacy efforts and some volunteer involvement in issues advocacy at the association's level</p>	<p>AE, and organization as valued resources</p> <p>G. PUBLIC POLICY EFFORT Ability to impact legal and regulatory issues</p> <p>H. POLITICAL ACTION Development and implementation of special political action fundraising efforts and developing grassroots mobilization efforts</p> <p>I. POLITICAL AWARENESS Staff and volunteer implementation of political awareness and fundraising plan</p> <p>J. GOVERNMENT ADVOCACY Effective government advocacy to further association mission, either directly or as an active participant with other levels</p>	<p>F. INDUSTRY LEADERS Leading brokers view association leadership, AE, and organization as valued resources and industry leaders</p> <p>G. PUBLIC POLICY EFFORT Ability to analyze, address, and impact legal and regulatory issues and proactively frame the regulatory environment</p> <p>H. POLITICAL ACTION High level of political action skills, including special fundraising efforts, member mobilization efforts, and candidate development</p> <p>I. POLITICAL AWARENESS Political awareness is a significant component of the association's culture and activities</p> <p>J. GOVERNMENT ADVOCACY Recognized leader in governmental advocacy in your local community and in partnership with the state and/or national association</p>