

# 2 YEAR PPAR STRATEGIC PLAN

2008 – 2010



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PIKES PEAK ASSOCIATION OF REALTORS®

## BACKGROUND

### I. INTRODUCTION

In the opinion of William M. Lester, PPAR's Strategic Planning Consultant, *"The value of strategic planning is the experience that the participants gain in going through the process, rather than the written plan itself. A written plan can be developed in a relatively short time frame, but unless the planning group believe it is their plan, the organization will experience difficulty in getting from the planning to the action stage."*

The purpose of the strategic planning efforts of the Pikes Peak Association of REALTORS® is to develop an updated Strategic Plan that is workable for the members, officers, directors and staff.

While the Strategic Plan, together with the regovernance policies, provides the broad guidance and direction for the organization, the key to insuring that the strategic plan is implemented is at the operational level.

The strategic plan is the framework for the organization and was developed to assist the organization in shaping its future and controlling its destiny. Therefore, it is paramount that the plan and regovernance policies be fully integrated into the operational structure and must be on everyone's minds as they make day-to-day decisions for the Association.

### II. THE TASK FORCE

PPAR's Strategic Planning and Regovernance Planning committees include past, present and future leadership, key staff members, thinkers and conceptualizers and should represent the broad membership with many diverse viewpoints. The following individuals were selected to serve on the task force with these criteria in mind.

TASK FORCE  
Sam Cameron-Chair  
Barbara Asbury  
Gary Beres  
Judy Carty  
Rosalinda Chaney  
Bob Cope  
Dana Duncan  
Gary Eisenbraun  
Cherri Fischer  
Joel Gazibara  
Jay Gupta  
Gene Hall  
Skip Howes  
Bill Hurt  
Tom Hyde  
Alan Lovitt

Mike MacGuire  
Jim Martin  
Todd McLain  
Randy Morley  
Wynne Palermo  
Tony Rose  
Scott Shepherd  
Lori VanDerWege  
Chuck Woodard

LEADERSHIP DEVELOPMENT:  
Chris Cowles  
Eileen Healy  
Kim Shultz

FACILITATOR:  
Gar Anderson, NAR Staff

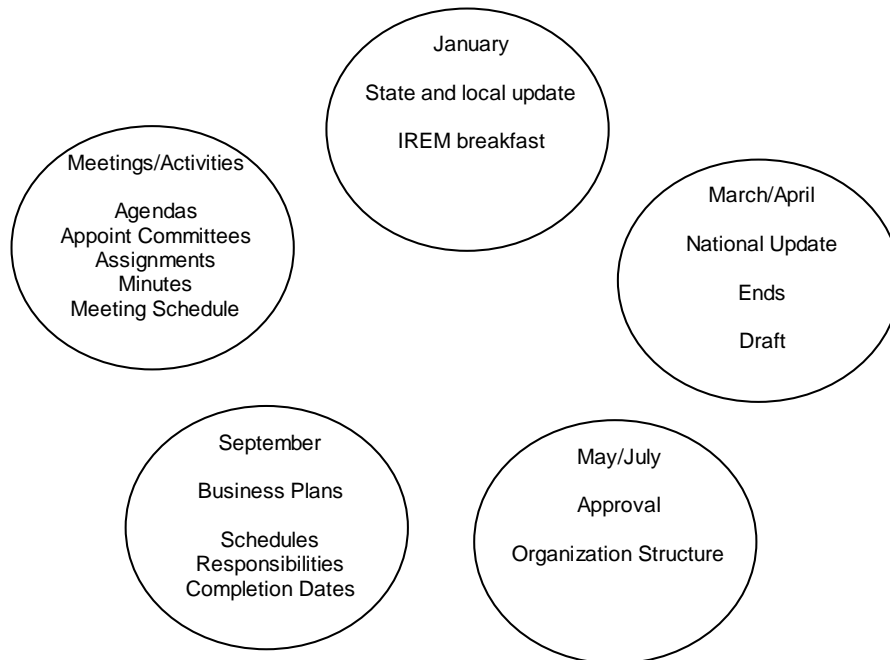
STAFF:  
Clarissa Arellano  
Anthony Daemke  
Lynn Damewood  
Jennifer Forbes  
Linda Littlefield  
Anne Marie Smith  
Terry Storm  
Michele Van Metre  
Robin Waller  
Scott Wardlow

### III. HISTORY OF PLANNING IN THE ASSOCIATION

PPAR first developed a Strategic Plan in 1983. Over the years it has become a working and breathing document for PPAR staff to use in implementing the board approved Association mission and vision and to make sure that the strategic plan was adhered to. In 2001, PPAR investigated and developed a new policy governance manual and policies that are within this plan. There has been a transformation of all elements of enterprise: marketing, information systems, production, inventory management, personnel management, communications, etc.

### IV. THE PLANNING PROCESS

The Strategic Planning Committee has its first meeting in September of each year to approve staff prepared business plans and to assign schedules and set responsibilities. In January, the committee reviews and analyzes information about the real estate industry and other related industries that affect real estate. In the spring, a national consultant is used to study national real estate trends. In May, the new strategic plan is written and approved by the Board of Directors.



## SITUATION ANALYSIS

### VIII. INTERNAL FACTORS

PPAR MEMBERSHIP DATA						
YEAR	DR'S	R's	TOTAL MEMBERS	NON-MEMBERS	TOTAL: INC NON-MEM	% CHANGE
1975	188	1029	1217		1217	
1976	211	1050	1261		1261	3.6%
1977	291	1641	1932		1932	53.2%
1978	346	1572	1918		1918	-0.7%
1979	419	1857	2276		2276	18.7%
1980	441	1650	2091		2091	-8.1%
1981	492	1778	2270		2270	8.6%
1982	532	1635	2167		2167	-4.5%
1983	584	1851	2435		2435	12.4%
1984	624	2214	2838	487	3325	36.6%
1985	698	2235	2933	420	3353	0.9%
1986	688	2233	2921	495	3416	1.9%
1987	687	2016	2703	384	3087	-9.6%
1988	637	1795	2432	288	2720	-11.9%
1989	553	1540	2093	160	2253	-17.2%
1990	474	1372	1846	121	1967	-12.7%
1991	415	1380	1795	152	1947	-1.0%
1992	451	1494	1945	146	2091	7.4%
1993	466	1634	2100	114	2214	5.9%
1994	528	1864	2392	147	2539	14.7%
1995	523	1752	2275	174	2449	-3.5%
1996	542	1759	2301	148	2449	0.0%
1997	592	1772	2364	145	2509	2.4%
1998	598	1695	2293	113	2406	-4.1%
1999	612	1701	2313	114	2427	0.9%
2000	576	1711	2287	84	2371	-2.0%
2001	601	1783	2384	121	2505	3.5%
2002	644	1902	2546	113	2659	6.1%
2003	674	2206	2880	102	2782	4.6%
2004	733	2193	2926	124	3050	9.6%
2005	757	2466	3223	125	3348	9.8%
2006	793	2646	3439	106	3545	5.9%
2007	831	2589	3420	102	3522	-.65%

PROJECTIONS 2008/2009 PAR and RSC: 3800 Most Likely Case Scenario

## STRATEGIC PLAN

### Vision Statement:

*“To be an Association of real estate professionals which is the premier source of real estate services for the industry.”*

### Mission Statement:

*“The Pikes Peak Association of REALTORS® helps its members to be ethical, professional and successful by providing quality services and protecting the free enterprise system and real property rights.”*

The ends (goals) are from the policy governance manual as approved by the Strategic Planning Committee.

#### Policy 1.0 Ends Statement

- 1.1 The public values, respects and uses REALTORS®
- 1.2 REALTORS® adhere to Ethical Standards which are enforced
- 1.3 Public policy/regulations are favorable to the real estate industry
- 1.4 RSC Participants have current, accurate and comprehensive information services
- 1.5 Members are knowledgeable about industry issues/trends
- 1.6 Members are educated about professional courtesies and industry standards
- 1.7 There is a sense of mutual purpose and support among members
- 1.8 Members are aware of exclusive benefits

## **BOARD DEVELOPMENT COMMITTEE (1.6)**

- A. End
  - i. Board Governing Policies
  - ii. Leadership Recruitment
  - iii. Nominating Task Force
  
- B. Composition
  - i. Committee Leadership
    - a. Chairperson is Immediate Past Chairman of the PPAR Board of Directors
    - b. Vice Chairperson nominated by PPAR Chairman of the Board, approved by the PPAR Board of Directors
    - c. Staff is PPAR CEO and assigned administrative assistant
  - ii. Committee members appointed by the PPAR Chairman of the Board, approved by PPAR Board of Directors, with nominations from
    - a. Board officers and directors
    - b. Leadership Development Program Coordinator
    - c. CEO and staff
  - iii. Committee representation (preferred) from
    - a. Large and small member real estate firm managing brokers
    - b. Large and small member real estate firm from REALTORS<sup>®</sup>
    - c. El Paso and Teller County REALTORS<sup>®</sup> - residential, commercial and property management REALTORS<sup>®</sup>
    - d. Experienced REALTORS<sup>®</sup> of both genders and all age groups
    - e. REALTORS<sup>®</sup> with experience from non-industry boards of directors and leadership programs such as Colorado Springs Leadership Institute, non-profits and business
  
- C. As coordinated by the Committee Vice Chairman and staff, liaison with
  - i. Leadership Development Program
  - ii. Strategic Planning
  - iii. Member Linkage Committee
  
- D. Governance
  - i. Monitor Governing Policies Manual compliance
  - ii. Recommend Governing Policies Manual updates by March/April Strategic Planning meeting

- E. Leadership Recruitment
  - i. Review and enhance the PPAR and RSC Leadership Application Form.
  - ii. Identify and recruit member REALTORS® for future Leadership Development Class (LDC) nomination.
    - a. Task Forces
    - b. Board Committees
    - c. Board of Directors
    - d. Company Brokers
    - e. Leadership Development Program
    - f. CEO and Staff
  - iii. Remind Directors, Committees, Task Forces, Company Brokers, CEO and staff throughout the fiscal year about LDC nominations.
  
- F. Nominating Task Force

Pursuant to the PPAR Bylaws, the PPAR Chairman-Elect of the Board will nominate five members and two alternates, with PPAR Board of Directors approval.

  - a. The PPAR Immediate Past Chairman as Chairperson
  - b. One or two other Past Chairmen
  - c. Other Board Development Committee members
  - d. Other PPAR members
  
- G. Committee Meetings
  - i. Initially in October of each year and as needed
  
- H. Election Task Force
  - i. Responsibility: To conduct the election of officers and Directors at the Annual Meeting, pursuant to the PPAR Bylaws. Count the ballots in a contested election.
  - ii. Composition: Three REALTORS® appointed by the PPAR Chairman of the Board to count the ballots in a contested election.
  
- I. CEO Compensation and Benefits Task Force
  - i. Evaluate the CEO annually and recommend a new contract bi-annually.
  - ii. Chaired by the Immediate Past Chairman
  - iii. Composition: Three other PPAR Directors and one RSC-only Director as nominated by the Chairman of the Board.

## COMMUNITY RELATIONS COMMITTEE (1.1, 1.6)

- A. End: The public values, respects and uses REALTORS®
  - i. The public recognizes the contributions to and support within our community.
  
- B. Composition
  - i. Committee Leadership:
    - a. Chairperson is appointed by the PPAR Chairman of the Board, with approval by the PPAR Board of Directors
    - b. Staff is a Member Service Representative.
  - ii. Committee representation (preferred) from
    - a. Large and small member real estate firm managing brokers
    - b. Large and small member real estate firm REALTORS®
    - c. El Paso and Teller County REALTORS®
    - d. Residential, commercial and property management REALTORS®
    - e. REALTORS® of both genders and all age, ethnic and cultural groups
    - f. REALTORS® with experience from non-industry boards of directors and leadership programs such as Colorado Springs Leadership Institute, non-profits and business
    - g. Non-industry project specific community leaders
    - h. PPAR Affiliate members
  
- C. Means
  - i. Determine and schedule community service programs.
  - ii. Review new projects.
  - iii. Maintain Volunteer REALTOR® program with military installations.
  - iv. Seek out alliances and collaboration with other community programs and various ethnic and cultural business groups.
  - v. Promote positive REALTOR® image through continued involvement in various community projects.
  - vi. Actively seek to maintain and increase committee membership.
  
- D. Committee Meetings
  - i. Monthly

## **GOVERNMENT AFFAIRS COMMITTEE (1.3, 1.5)**

- A. Ends
  - i. Public policy/regulations are favorable to the real estate industry
  - ii. Members are knowledgeable about industry issues/trends
  
- B. Composition
  - i. Committee Leadership:
    - a. Chairperson is appointed by the PPAR Chairman of the Board, with approval by the Board of Directors
    - b. Staff is PPAR Director of Government Affairs and Government Affairs Assistant.
  - ii. Committee representation from all interested members
  
- C. Means
  - i. Provide timely information and help strategize positions on local, state and federal issues.
  - ii. Interact with the Quality Community Group, CAR, NAR, and the community to coordinate or strategize political issues.
  - iii. Provide candidate and elected official information to membership.
  - iv. Encourage interaction with elected officials, the political process, voting and participation in the caucus system.
  - v. Conduct candidate interview selection process, endorse candidates and recommend funding.
  - vi. Inform membership of opportunities to serve on government committees that are relevant to the industry.
  - vii. Encourage participation in Government Affairs Committee and increase contributions to Political Survival Fund and REALTOR Small Donor Committee.
  - viii. Sustain and enhance the Quality of Life enjoyed by citizens of the Pikes Peak region with the implementation of the Quality of Life program.
  
- D. Liaison With
  - i. PPAR Board of Directors
  - ii. Strategic Planning
  
- E. Committee Meetings
  - i. Monthly

## **MEMBER LINKAGE COMMITTEE (1.5, 1.6)**

- A. Ends:
  - i. Members are knowledgeable about industry issues/trends
  - ii. There is a sense of mutual purpose and support among members
  
- B. Composition
  - i. Committee Leadership:
    - a. Chairperson is appointed by the PPAR Chairman of the Board, with approval by the PPAR Board of Directors
    - b. Staff is Education Coordinator
  - ii. Encourage representation:
    - a. Exchangors
    - b. Farm and Land
    - c. IREM
    - d. RCIS
    - e. REALTAC
    - f. WCR
  
- C. Means
  - i. Survey member needs on an on-going basis (in- house and outsourced)
  - ii. Inform members
    - a. Town hall meetings
    - b. Annual membership meeting
    - c. Weekly e-mail of Member News
    - d. Implement strategies for Board of Directors to brokers communication
  
- D. Committee Meetings
  - i. Initially in October of each year
  - ii. Monthly

## **PROFESSIONAL STANDARDS COMMITTEE (1.2)**

- A. End: REALTORS® adhere to Ethical Standards which are enforced
  - i. Disputes are resolved without litigation.
  
- B. Composition
  - i. Chairperson is appointed by the PPAR Chairman of the Board with approval by the PPAR Board of Directors
  - ii. Committee and Hearing Panel members are appointed by the PPAR Chairman of the Board
  - iii. Staff is PPAR Professional Standards Administrator
  
- C. Means
  - i. Enforce ethical standards and resolve without litigation.
  - ii. Provide Professional Standards enforcement consistent with NAR mandate.
    - a. Maintain a current Code of Ethics and Arbitration Manual.
    - b. Have at least one certified Professional Standards administrator.
    - c. Use a court reporter for all hearings.
    - d. Offer mediation of arbitrable disputes.
    - e. Convene Grievance Committees and Hearing Panels as necessary.
  - iii. Train Professional Standards Committee members.
    - a. Provide annual procedural training classes.
    - b. Provide other professional standards procedures training classes throughout year.
    - c. Provide trained mediators to assist in resolving of arbitrable disputes.
    - d. Provide training to Board of Directors to hear appeals.
  - iv. Educate and improve the image of members as professionals.
    - a. Send articles on professionalism to local publications.
    - b. Present professional Standards information monthly at new member orientation.
    - c. Provide a mediation flyer to encourage mediation (in orientation packet).
    - d. Develop a list of professional courtesies for member distribution.
    - e. Provide the current Code of Ethics to members via the Internet.
  
- D. Committee Meetings
  - i. As needed

## **REALTOR® Services Corporation Board of Directors (1.4, 1.5)**

- A. End: RSC Participants have current, accurate and comprehensive information services
  - i. Multiple Listing Service (MLS)
  - ii. Commercial Information Exchange (CIE)
  - iii. Secure lock box and key system
  - iv. Internet/Intranet Presence
  - v. Other services that support current, accurate and comprehensive information services
  
- B. Composition
  - i. Board of Directors Leadership:
    - a. RSC President, Vice President, Secretary and Treasurer are elected by the RSC Directors
    - b. Staff is RSC CEO and RSC Director of Services
  - ii. Directors are elected by the PPAR Board of Directors, and shall be from 7 to 13 members
  - iii. Board of Directors representation (preferred) from:
    - a. Large and small member real estate firm managing broker or DR or their appointee
    - b. El Paso and Teller County REALTORS®
    - c. Residential, commercial, appraisal, and property management REALTORS®
    - d. Experienced, financially sound REALTORS® of both genders and all age groups that are educated in technology
    - e. REALTORS® with experience from non-industry boards of directors and leadership programs
    - f. RCIS shall nominate at least one Directors to serve on RSC
  
- C. Means
  - i. Maintain a Multiple Listing Service (PPMLS) of residential and commercial properties.
    - a. Provide accurate statistical and historical PPMLS information.
    - b. Provide current PPMLS Rules and Regulations.
    - c. Monitor the system for data input violations.
  - ii. Maintain a Commercial Information Exchange (PPCIE).
    - a. Provide current PPCIE Rules and Regulations.
  
  - iii. Maintain a safe and secure lock box and key system.
  - iv. Maintain an Internet site at [www.pikespeakrsc.com](http://www.pikespeakrsc.com).
    - a. Provide a central place for logins and announcements.
    - b. Promote the services and benefits of RSC participation.

- v. Maintain other support services.
  - a. Review and incorporate current trends in technology.
    - i. Establish alliances/partnerships through licensing agreements.
    - ii. Evaluate NAR initiatives such as Commercial Source and National Gateway.
    - iii. Survey members to see if they are aware of technology and services.
  - b. Review and make recommendations on the existing PPMLS and PPCIE information services offered to Participants, Subscribers, and Data Users.
    - i. Conduct meetings, focus groups, surveys, and staff office visits to assess member needs as needed.
  - c. Have computer systems that enhance access, operation, technology, and information.
    - i. Create in-house programming to provide additional support tools and services
    - ii. Maintain "Ace" emergency systems.
  - d. RSC Directors are encouraged to nominate candidates for RSC.
    - i. RSC representatives will attend pertinent CAR, NAR, and industry-related meetings.
    - ii. A residential Director and a commercial Director will attend the NAR meetings. Encourage reps to participate in discussions.
  - e. Provide quality customer service.
    - i. Poll brokers to see if customer satisfaction has improved.
    - ii. Staff will attend pertinent CAR, NAR, and industry-related meetings.

D. Liaison with

- i. PPAR Board of Directors
- ii. Strategic Planning
- iii. Professional Standards Committee
- iv. Leadership Development
- v. HBA

## Staff Task Forces

1. Strategic Planning
  - A. Goal: Annually update the Strategic Plan
  - B. Composition: Coordinator is PPAR Chair-Elect.
    - i. PPAR Board of Directors
    - ii. RSC Board of Directors
    - iii. Committee Chairs and Vice Chairs
    - iv. Staff Task Force Coordinators
    - v. Leadership Development Class Members
    - vi. Staff
  - C. Schedule:
    - i. September: orientation for Directors and Committee Chairs, Vice Chairs and Coordinators
    - ii. January: Colorado Real Estate Commission Update and IREM Economic Forecast Breakfast
    - iii. April: Full day retreat: facilitator industry update and plan redraft
    - iv. July: Approval of Plan including Board and staff organization structure
    - v. August: Presentation to membership at Annual Membership Meeting
  - D. Staff responsibility: Director of Administration
2. Investment—according to the Investment Policy Statement
  - A. Goal: Maintain investment program according to approved investment policy statement.
  - B. Composition: in accordance with investment policy
  - C. Schedule: Annually
  - D. Staff Responsibility: Chief Financial Officer
3. Past Chairman Advisory
  - A. Goal: Advise current PPAR Board of Directors
  - B. Composition: All active Past Presidents and Chairpersons
  - C. Schedule: as necessary

- D. Staff responsibility: CEO
- 4. Company Broker Forum
  - A. Goal: Communicate with PPAR and RSC Boards of Directors
  - B. Composition: All member company Designated REALTORS® or their representative
  - C. Schedule: as necessary
  - D. Staff responsibility: CEO
- 5. Leadership Development
  - A. Goal: Provide a leadership program to recruit, train, and develop leadership.
  - B. Composition: Coordinator nominated by PPAR Chairman of the Board.
  - C. PPAR Board of Directors nominates participants.
  - D. Schedule:
    - i. PPAR Organization Class
    - ii. Real Estate Commission Briefing
    - iii. IREM Economic Forecast Breakfast
    - iv. CARVAN
    - v. MRE Advanced Ethics Course
    - vi. REALTOR® Day at the Capitol
    - vii. Strategic Planning Sessions
    - viii. Conflict Resolution Class
    - ix. Board of Directors Meetings
  - E. Staff responsibility: Education Coordinator
- 6. Political Survival Fund (1.3)
  - A. Goal: Members are knowledgeable about industry issues/trends and contribute to PSF to address these issues
  - B. Composition: Coordinator nominated by PPAR Chairman of the Board.
  - C. Schedule: as necessary
  - D. Staff Responsibility: Government Affairs Director

7. Orientation (1.6, 1.7)
  - A. Goal: Provide an orientation program to
    - i. Familiarize new members with the benefits available through the Association
    - ii. Summarize REALTOR® professionalism through risk reduction.
  - B. Composition: Coordinator nominated by PPAR Chairman of the Board.
  - C. Schedule: Monthly classes, meetings as necessary
  - D. Staff responsibility: Membership Coordinator
8. CARHOF/Housing Opportunities
  - A. Goal: Provide information to make members aware of CARHOF and the affordable housing projects going on in the Pikes Peak region.
  - B. Composition: Coordinator nominated by PPAR Chairman of the Board.
  - C. Schedule: as necessary
  - D. Staff Responsibility: Government Affairs Assistant
9. Education (1.5, 1.6)
  - A. Goal: To provide quality educational programs that meet present and future needs.
  - B. Composition: Members of PPAR, instructors, and liaison community groups.
  - C. Schedule: as necessary
  - D. Staff responsibility: Education Coordinator
10. Member Benefits (1.7)
  - A. Goal: To educate and communicate to members several ways they may save money using the vendors listed on the Member Discount website.
  - B. Composition: Coordinator nominated by PPAR Chairman of the Board.
  - C. Schedule: as necessary
  - D. Staff responsibility: Accounts Receivable Coordinator