

# 2 YEAR PPAR STRATEGIC PLAN

2016 – 2018



---

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 believes 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 governance 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 policy governance 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 Policy Governance 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**

Barbara Asbury  
Jack Beuse  
Monica Breckenridge  
Jay Carden  
Camellia Coray  
Jacob Curbow  
Charles D'Alessio  
Cherri Fischer  
Debbie Howes  
Alan Lovitt  
Donna Major  
Patrick Muldoon  
George Nehme  
Wynne Palermo  
Hank Poburka  
Tony Rose  
Weldon Shaver  
J.P. Speers  
Gary Thompson  
Kathy Tutko

Jon Walker  
Darrell Wass

#### **LEADERSHIP ACADEMY**

Michelle Bennett  
Tiffany Canady  
Dodi D'Alessio  
Kimberly Gibson  
Rebecca Hasty  
Angela Hunter  
AnnaMarie Mudd  
Wayne Pinegar  
Steve Prewitt  
Lisa Robinson  
Dorothy Steel  
Rudy Thompson  
Richie Villanueva  
Andrea Warner  
Sean Warner  
Russ Winther  
Lisa Yens

#### **STAFF**

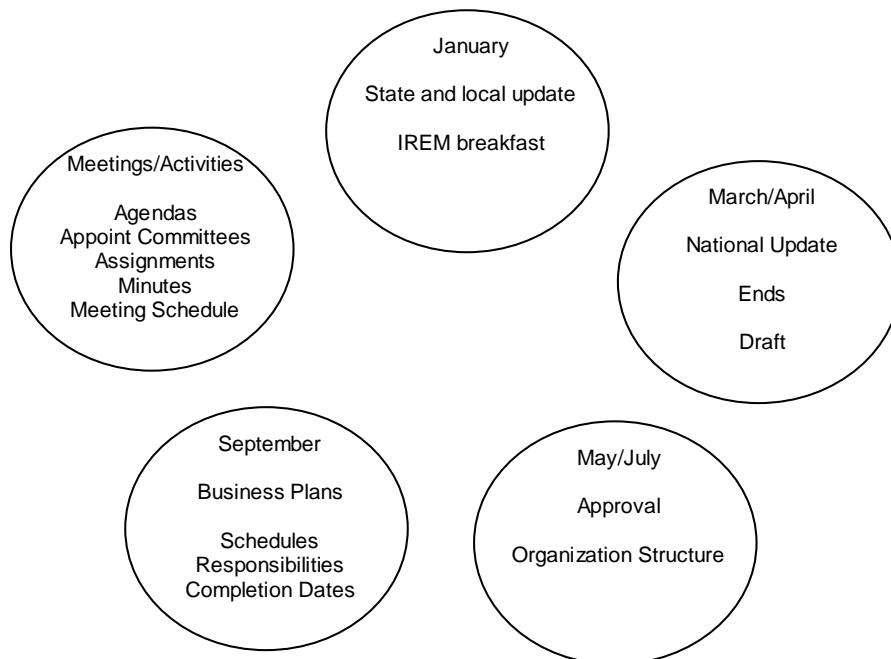
Clarissa Arellano  
Lynn Damewood  
Verna Dugan  
Linda Littlefield  
Lori Miller  
Gil Sandoval  
Sheila Sawycky  
Anne Marie Smith  
Terry Storm  
Michele Van Metre  
Robin Waller  
Scott Wardlow

### 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 volunteers and 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 Task Force 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/July, the new strategic plan is written and approved by the Board of Directors.



## SITUATION ANALYSIS

### VIII. INTERNAL FACTORS

<b>PPAR MEMBERSHIP DATA</b>						
YEAR	DR'S	R's	TOTAL MEMBERS	NON-MEMBERS	TOTAL: INC NON-MEM	% CHANGE
<b>PROJECTIONS 2015/16 PPAR &amp; RSC:</b>			<b>3200</b>			
as of 4/30/16	807	2270	3077	25	3102	4.06%
2015	793	2161	2954	27	2981	5.86%
2014	788	1995	2783	33	2816	3.04%
2013	790	1897	2687	46	2733	5.64%
2012	768	1774	2542	45	2587	-1.93%
2011	757	1819	2576	62	2638	-6.89%
2010	770	1999	2769	64	2833	-8.00%
2009	826	2139	2965	115	3080	-6.40%
2008	836	2374	3210	81	3291	-6.60%
2007	831	2589	3420	102	3522	-0.65%
2006	793	2646	3439	106	3545	5.90%
2005	757	2466	3223	125	3348	9.80%
2004	733	2193	2926	124	3050	9.60%
2003	674	2206	2880	102	2782	4.60%
2002	644	1902	2546	113	2659	6.10%
2001	601	1783	2384	121	2505	3.50%
2000	576	1711	2287	84	2371	-2.00%
1999	612	1701	2313	114	2427	0.90%
1998	598	1695	2293	113	2406	-4.10%
1997	592	1772	2364	145	2509	2.40%
1996	542	1759	2301	148	2449	0.00%
1995	523	1752	2275	174	2449	-3.50%
1994	528	1864	2392	147	2539	14.70%
1993	466	1634	2100	114	2214	5.90%
1992	451	1494	1945	146	2091	7.40%
1991	415	1380	1795	152	1947	-1.00%
1990	474	1372	1846	121	1967	-12.70%
1989	553	1540	2093	160	2253	-17.20%
1988	637	1795	2432	288	2720	-11.90%
1987	687	2016	2703	384	3087	-9.60%
1986	688	2233	2921	495	3416	1.90%

# 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 with support
- 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 (1.5, 1.6)**

- A. Ends
  - i. Members are knowledgeable about industry issues/trends
  - ii. Members are educated about professional courtesies and industry standards
  
- 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. PPAR Leadership Academy 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®
    - c. El Paso and Teller County REALTORS® - residential, commercial and property management REALTORS®
    - d. Experienced REALTORS® of both genders and all age groups
    - e. REALTORS® 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. PPAR Leadership Academy Program
  - ii. Strategic Planning
  - iii. Member Linkage Committee
  
- D. Governance
  - i. Monitor Governing Policies Manual compliance
  - ii. Recommend Governing Policies Manual updates by May/June 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 PPAR Leadership Academy nomination.
    - a. Task Forces
    - b. Board Committees
    - c. Board of Directors
    - d. Company Brokers
    - e. PPAR Leadership Academy Graduates
    - f. CEO and Staff
  - iii. Remind Directors, Committees, Task Forces, Company Brokers, CEO and staff throughout the fiscal year about Leadership Academy nominations.
  
- F. Nominating Task Force
 

Pursuant to the PPAR Bylaws change 08/2016, the PPAR Chairman-Elect of the Board will nominate five members and two alternates, with PPAR Board of Directors approval.

  - i. The PPAR Immediate Past Chairman as Chairperson
  - ii. One or two other Past Chairmen
  - iii. Other Board Development Committee members
  - iv. Other PPAR members
  - v. Candidates for any vacancy may not serve on the Committee
  
- 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.
  
- J. Association Governance & Coordination
  - i. Comply with NAR Core Standards requirement.
  - ii. Coordinate with CAR's SE & SW Districts' local associations/board re: Core Standards.
  - i. Continue to coordinate with other MLS's and CAR's SE District associations/board on such as MLS and lock box access.

K. Organize CEO replacement process



## COMMUNITY RELATIONS COMMITTEE (1.1, 1.6)

- A. Ends
  - i. The public values, respects and uses REALTORS®
  - ii. Members are educated about professional courtesies and industry standards.
  
- 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 Director of Administration
  - ii. Committee representation to create a collaborative calendar (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 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. Seek out alliances and collaboration with other community programs and various ethnic and cultural business groups.
  - iii. Promote positive REALTOR® image through continued involvement in various community projects to include environmental issues.
  - iv. Actively seek to maintain and increase committee membership.
  - v. Promote community relations projects with public relations and social media.
  - vi. Maintain Volunteer REALTOR® program with military installations
  
- D. Committee Meeting
  - 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 Director of Government Affairs, Media & Public Policy and Government Affairs, Media and Public Policy Associate
  - 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 RPAC (CARPAC).
  - 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 including personal invitations:
    - a. Exchangors
    - b. Farm and Land
    - c. IREM
    - d. REALTAC
    - e. WCR
    - f. HBA
    - g. YPN
  
- C. Means
  - i. Determine member needs.
    - a. Survey through various avenues
  - ii. Communication with members – text messaging, Facebook, and Twitter.
    - a. Town hall meetings
    - b. Annual membership meeting
    - c. Weekly e-mail of Member News-include upcoming committee meetings on member calendars.
    - d. Continued availability for Board of Directors visits to brokerage firms
    - e. Communication through different avenues including email and social media
    - f. Member benefits
    - g. Open House Weekend
  
- D. Committee Meetings
  - i. Initially in October of each year
  - ii. Every other month

## PROFESSIONAL STANDARDS COMMITTEE (1.2)

- A. End
  - i. REALTORS® adhere to Ethical Standards which are enforced
  
- 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.
    - f. Encourage use of Ombudsman as an alternative to filing a complaint.
    - g. Implement citation program when needed.
  - 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. Present professional Standards information monthly at new member orientation.
    - b. Provide a mediation flyer to encourage mediation (in orientation packet).
    - c. Develop a list of professional courtesies for member distribution.
    - d. Provide the current Code of Ethics to members via the Internet.
    - e. Offer Ombudsman Training once a year.
  
- D. Committee Meetings
  - i. As needed

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

- A. End: RSC Participants have current, accurate and comprehensive information services with support
  - i. Multiple Listing Service (MLS)
  - ii. Integrated Solutions and Products
  - iii. Customer Care and Policy Compliance
  
- 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 REALTOR® firm's 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®
    - e. REALTORS® with experience from non-industry boards of directors and leadership programs
    - f. RSC Directors are encouraged to nominate candidates for RSC
  
- C. Means:
  - i. Maintain a Multiple Listing Service (PPMLS) of residential and commercial properties
    - a. Provide a robust MLS application
      - 1. Maintain a replicated database
      - 2. Maintain an emergency application
      - 3. Create in-house programming to provide additional support tools and services
    - b. Provide accurate statistical and historical PPMLS information
      - 1. Provide instruction on how to properly input listings
      - 2. Generate reports on local listing and sales activity
    - c. Provide current PPMLS Rules and Regulations
      - 1. Obtain NAR certification every two years
      - 2. Establish and enforce policies to protect Intellectual Property Rights (IPR) of RSC
    - d. Maintain an Internet presence
      - 1. Public – [www.ppar.com](http://www.ppar.com)
      - 2. Member/Participant – [www.pikespeakrsc.com](http://www.pikespeakrsc.com)
        - Provide a central place for logins and announcements

- e. Review and make recommendations on the existing PPMLS information services offered to Participants, Subscribers, and Data Users.
  - 1. Conduct meetings, focus groups, surveys and staff office visits to assess member needs as needed
  - 2. Poll brokers to see if customer satisfaction has improved
    - On a scale of 1-5, how important is XYZ to you
- ii. Maintain an array of Integrated Solutions and services that enhance access, operation, technology and information
  - a. Maintain an electronic lock box and “key” system
    - 1. Periodically remind brokers that combination boxes are not covered by E&O insurance.
    - 2. Ensure that System Access and Usage Agreements are executed
  - b. Maintain a County Records application
    - 1. Process county records files for ELP, TEL, DOU, PAR
  - c. Provide IDX/VOW solutions
    - 1. Maintain RETS/RESO user groups
    - 2. Process vender applications
    - 3. Monitor NAR Upstream
    - 4. Monitor NAR AMP
- iii. Provide quality Customer Care and courteous Policy Compliance
  - a. Provide technical support for RSC services
  - b. Maintain processes to monitor participant compliance with PPMLS Rules and Regulations
  - c. Establish alliances/partnerships through licensing agreements
  - d. Provide a staff liaison to other professional trade organizations
  - e. Improve communication to/with “Member Communities”
    - Producing brokers
    - Technology-challenged
    - Social media users (Core Standards initiative)
  - f. RSC representatives 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 Academy
- v. County Assessors
- vi. Other professional trade organizations

## 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 Academy Class Members
    - vi. Staff
  - C. Schedule:
    - i. September: orientation for Directors and Committee Chairs, Vice Chairs and Coordinators
    - ii. February: IREM Economic Forecast Breakfast
    - iii. June: 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. Leadership Academy (1.6)
  - A. Goal: Provide a Leadership Academy 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. IREM Economic Forecast Breakfast
    - iii. CARVAN – if held
    - iv. Professional Standards Training Course
    - v. REALTOR® Day at the Capitol
    - vi. Strategic Planning Sessions
    - vii. Conflict Resolution Class
    - viii. PPAR/RSC Board of Directors Meetings
  - E. Staff responsibility: Education Coordinator

4. REALTORS® Political Action Committee Fund (1.3)
  - A. Goal: Members are knowledgeable about industry issues/trends and contribute to RPAC to address these issues
  - B. Composition: Coordinator nominated by PPAR Chairman of the Board.
  - C. Schedule: as necessary
  - D. Staff Responsibility: Director of Government Affairs, Media & Public Policy
  
5. 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: Education Coordinator
  
6. 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
  
7. 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 Benefits website.
  - B. Composition: Coordinator nominated by PPAR Chairman of the Board.
  - C. Schedule: as necessary
  - D. Staff responsibility: Accounts Receivable Coordinator