



HIGH LEVEL OVERVIEW



BACKGROUND

C.A.R.'s **2026-2028 Strategic Plan** calls on C.A.R. to be *"nimble and adaptable through effective governance and inclusive leadership."*

1991

C.A.R.'s current governance structure was last reviewed.

2021

C.A.R. appointed a Task Force to evaluate mission and vision.

2022

Governance approved as part of the 2023-2025 Strategic Plan.

2025

Governance reaffirmed in the 2026-2028 Strategic Plan.

2026

Budget approved augmentation (May); Task Force work began in June; member research, focus groups, survey and testing completed.



BY THE NUMBERS

15

Leaders and staff interviewed

40+

Governance documents reviewed

60+

External organizations analyzed

160+

Members and AEs invited to focus groups

20

Stakeholder focus group sessions

1.84K

Responses to an all-member survey

95

AORs represented in survey feedback

15

Task Force members



PHASE 1 RECOMMENDATIONS

The Task Force has developed the following three proposals for consideration at the Fall Business Meeting. Additional recommendations may be considered in 2027.

01

BOARD COMPOSITION

More intentional Board size and structure.

02

DIRECTOR QUALIFICATIONS

Clear expectations for industry activity and leadership experience.

03

EXECUTIVE COMMITTEE

Greater continuity, broader input, and targeted competencies.

PHASE 1 RECOMMENDATIONS AT-A-GLANCE

01 BOARD COMPOSITION

- Change the local AOR seat allocation formula to a base of 1 seat plus 1 additional seat for every 750 members, reducing overall Board size from ~800 to ~500
- Discontinue *new* Director-for-Life appointments and merge with the CDRA award into one honorary position
- Remove the requirement to appoint the Local AOR President and remove Immediate Retiring Regional Chairs as an automatic State Director seat

02 DIRECTOR QUALIFICATIONS

- Add an active industry requirement: Directors must be actively practicing in the real estate industry in California
- Add an experience requirement: Directors must bring qualifying volunteer experience within REALTOR® or adjacent associations and/or serve as an active Broker-Owner or Broker of Record in California

** These would be in addition to current requirements that Directors are members of C.A.R. and hold an active qualifying license*

03 EXECUTIVE COMMITTEE

- Establish 2-year staggered terms for members
- Shift appointment authority from the President only to the full Leadership Team, reflecting current practice
- Remove the requirement to include one former Regional Chair on the committee
- Add competency requirements to be met by at least one member at time of appointment: MLS Board or Leadership experience, service as Chair of a C.A.R. policy committee, small brokerage owner, large brokerage owner



NEXT STEPS

FALL 2026

Review, discuss and provide feedback on Phase 1 proposals. **No Bylaws vote will occur in Long Beach.**

REFINE

The Task Force will finalize recommendations and draft Bylaws changes as needed.

WINTER 2027

Vote on any proposed Bylaws changes at the Winter Business Meeting in January.

2028

Any adopted changes would take effect beginning in 2028.