# Vote. Act. Invest.



### **ADVOCACY RESOURCE GUIDE**





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**The REALTOR® Party of California** is a powerful alliance of REALTORS® and REALTOR® associations working to advance public policies and support candidates that build strong communities, protect property interests and promote a vibrant business environment in the Golden State.



**REALTORS®** get measurable value from their C.A.R. membership, which subsequently benefits their businesses, their communities and property owners alike. Our 200K members and REALTOR® associations are the backbone of a powerful alliance called the REALTOR® Party of California! A driving force in economic development, affordability, fair housing and innovative community design, our work is solely focused on issues that matter to us, existing and future homeowners, and to the real estate industry. The collaboration between our residential and commercial members; affiliated institutes, societies, and councils; multicultural real estate groups; and industry partners strengthens our resolve. So, we stand together and vote, act and invest with one voice.

This guide offers a comprehensive, easy-to-search view of the resources, tools, and technical assistance readily available for you to create and sustain successful advocacy programs. As always, please feel free to contact staff directly and learn how other associations are successfully applying each program. Enjoy and put the REALTOR® Party of California Resource Guide to good use.

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# REALTOR PARTY OF CALIFORNIA CORE STANDARDS: Vote. Act. Invest.

The REALTOR® Party offers programs, grants and other tools and resources, as well as expertise, to help associations meet the Vote, Act and Invest components of the Core Standards requirements. In the program descriptions listed throughout this resource guide, there are indications of the programs that may qualify for attaining Core Standards compliance. Programs marked with a V indicate they may qualify under the Vote section; programs marked with an A indicate they may qualify under the Act section; and programs marked with an I indicate they may qualify under the Invest section. Some programs may qualify for multiple sections and are marked with a V, A and/or I.

Submission of a grant application, program participation or resource utilization does not automatically meet the Core Standards requirement as an activity must take place and be documented. NAR Advocacy staff is available to assist you in learning how to use the REALTOR® Party resources to meet the Vote, Act and/or Invest components of the Core Standards.



### **REALTOR®** Action Fund

**The REALTOR® Action Fund (RAF) is vital for REALTORS® and their business.** In fact, 30% of RAF investments support local issues that affect the livelihoods of REALTORS®. By investing in the REALTOR® Action Fund, REALTORS® help to protect private property rights through C.A.R.'s lobbying efforts at the local, state, and federal levels.

#### Investments to the REALTOR® Action Fund have stopped:

- Point-of-sale mandates that could cost homeowners thousands of dollars.
- Direct taxing of REALTOR<sup>®</sup> commissions and other services related to the transaction.
- Political candidates who are against building housing and against REALTOR<sup>®</sup> issues.
- Independent Contractors License

#### **Fundraising Resources**

C.A.R. provides associations with collateral materials to assist them in their fundraising efforts, as well as educate the members on the importance of investing in RAF. C.A.R. Field Representatives are available to meet with and discuss different options available to a local association. There are examples of activities that have proven to be successful in the RAF Quick Start Guide.

- RAF Fundraising Quick Start Guide: This booklet includes a wide variety of information on the RAF, including the different levels of investment, promotional materials, sample fundraising events, and much more.
- Local association fundraising metrics
- Major Investor Recognition
- Fundraising Templates
- Pre-Approved Recognition Event Ideas

#### **Annual Association RAF Contests**

Director's Challenge: C.A.R. Directors who reach 100% investment participation (\$148 or more) of all your region's C.A.R. Directors will receive recognition at the Fall Board of Directors Meeting and a "100% REALTOR® Action Fund" flag.

**Battle of the Associations Participation Contest:** The Battle of the Associations' Participation Contest has associations competing for the highest percentage of members participating in the REALTOR® Action Fund.



**Battle of the Associations Investment Contest:** In this contest, associations compete to get the highest investment per contributor while achieving 2% above the prior year's RAF participation percentage.

**O** RAF Capitol Reception in Sacramento: This annual reception following C.A.R.'s Legislative Day in Sacramento recognizes and thanks all voluntary REALTOR® Action Fund contributors of \$449 and above. Members of the Legislature and Constitutional officers are also invited to attend the event.

• Washington DC Congressional Reception: This event is held annually during NAR's Mid-Year meetings. This event is not connected to fundraising and all California attendees in DC are invited to attend.

#### RAF.CAR.ORG Your one stop shop for fundraising!

### Contact your C.A.R. Field Representative for more information.

Find your C.A.R. Field Representative here: https://www.car.org/meetings/outreaches/#requests

### **Community Outreach**

**Housing Affordability Fund:** The California Association of REALTORS® Housing Affordability Fund (HAF) receives donations from members, non-members and other institutions that are committed to addressing the housing challenges in California. It distributes these resources through associations who have submitted funding requests for local programs that address housing affordability and housing supply directly. In order to have the maximum impact, it seeks to leverage its funds with local associations and their housing partners.

C.A.R. Fair Housing Resources: C.A.R.'s fair housing website includes a section on resources including fair housing laws, toolkits, past presentations, and important videos on key aspects of fair housing.

A State of the Consumer Survey: The Consumer Survey details some of the important findings of real estate consumers in different phases of their home cycle: buy, sell, rent, and own. By examining their attitudes and behaviors, we hope to get a better understanding of the market dynamics from the perspective of those who determine the direction of the market.

A State and Local Growth Polling Program: Survey your community's residents on their attitudes toward growth and development. This information can help your association formulate land use policies. NAR will cover the cost of the polling.

Learn More: <u>https://realtorparty.realtor/community-outreach/smart-growth/polling-program.html</u>

Solutions and is used exclusively to support advocacy efforts on behalf of real estate and housing in California. These funds are used for issues advocacy only. No candidate activities are funded with IMPAC dollars.

Learn more: <u>https://www.car.org/advocacy/PACSnRAF/</u> IMPAC

A Housing Opportunity Toolkit: This collection of guides and resources is designed to help REALTOR® associations conduct activities to address affordability challenges in the communities they serve. The toolkit is based on the successes of other associations and offers practical tips and examples for a range of activities including housing fairs, buyer education classes, housing forums and more.

Learn More: <u>https://realtorparty.realtor/community-outreach/housing-opportunity/resources</u>

Placemaking Grant and Resources: The Placemaking Grant involves creating vibrant public spaces and destinations for the entire community by funding projects that transform vacant lots, underutilized alleys, and overgrown green spaces into inviting gathering areas. To get started, the REALTOR® Party offers resources, including ideas, guidance, and project examples.

Learn More: <u>https://realtorparty.realtor/community-</u> outreach/placemaking

A Rural Outreach Grant: Supports state and local REALTOR<sup>®</sup> association initiatives, including training, forums, studies, and ordinance drafting for a wide range of rural issues such as broadband; well and septic; and planning and zoning.

Learn More: <u>https://realtorparty.realtor/community-outreach/rural-outreach-initiative</u>

Smart Growth Grant: The Smart Growth Grant supports state and local California Association of REALTORS® initiatives, such as training programs, community input planning, and studies, across a range of land-use and transportation activities, aiming to influence public policies that align with one or more of the ten Smart Growth Principles.

Learn More: <u>https://realtorparty.realtor/community-outreach/smart-growth</u>

A Better Block Guide for Associations: There are downtowns and commercial corridors in almost every community that are in need of a jump start to help them become the great places they once were by transforming them into walkable communities and vibrant destinations for residents and visitors alike. Better Block is one type of project in which REALTOR® associations can become engaged in their communities and partner with others to initiate the revitalization of a downtown or commercial area. Access this resource for an overview of the Better Block concept.

Learn More: https://realtorparty.realtor/wp-content/ uploads/2017/08/Programs-Grants-Community-Outreach-Better-Block-Guide.pdf A Walkable Community Resources: Walkable communities are one of the latest trends in real estate, and REALTORS® need to be aware of how the demand for walkable communities impacts real estate and their business. Access a fact sheet, how-to guide, advocacy overview, and webinar to learn how to make your community more walkable, and leverage a Smart Growth Grant to plan and implement your initiative.

### Learn More: <u>https://realtorparty.realtor/community-outreach/walkable-community-resources</u>

**Growth Management Fact Book:** Use the Growth Management Fact Book to obtain factual information and analyses concerning modern growth management techniques and land use related controls. This publication reflects NAR's belief that REALTORS<sup>®</sup> must be able to engage with citizens, legislators and government officials effectively on regulatory issues of importance to the real estate industry.

Learn More: <u>https://realtorparty.realtor/community-</u> outreach/smart-growth/growth-management-fact-book.html

A Land Use Memo Database: Use the Land Use Initiative Memo Database to research various land use related proposals and their impact on the real estate industry. This information can help craft your association's response to proposed local ordinances in a way that best supports your members.

Learn More: <u>https://realtorparty.realtor/community-outreach/land-use</u>

### **Campaign Services**

Operation Local Growth: This program seeks to target local elected officials who oppose growth in their communities by developing an offensive political strategy. The project seeks to not only remove some of these elected officials from office, but also make a powerful political statement about the need for growth in California.

#### Learn more: https://www.car.org/advocacy/PACSnRAF/ CREPACLCRC/Operation-Local-Growth

A State and Local Issues Mobilization Program: C.A.R. offers advice, resources, and assistance across the state through the State and Local Issues Mobilization Program. Contact your C.A.R. Field Representative for more information.

Find your C.A.R. Field Representative here: https://www.car.org/meetings/outreaches/#requests

Candidate Campaign School: C.A.R.'s Field team is constantly looking for local associations that are interested in hosting a candidate training academy. This event consists of engaging speakers, interactive Q&A, and loads of information. This school is designed to give perspective on the entire process, from deciding to run, all the way to election day activities. A Voter Registration Program for REALTOR®: Through working with their respective Field Representative, local associations can leverage a wide array of tools and resources to host many different types of voter registration events to boost the number of registered voters in their membership. Associations may request a list of members who are matched to voter registration records from their Field Representative.

Learn More: <u>https://realtorparty.realtor/campaign-services/voter-registration-program.html</u>

**Online Candidate Training Academy:** Designed for REALTORS® or REALTOR® association staff members interested in running for public office or just curious about learning more about campaigns, this free interactive fourhour course includes quizzes, exercises, and videos from REALTORS® who have run for and been elected to local office. The training is divided into nine modules that can be completed at your own pace.

Learn More: <u>https://realtorparty.realtor/online-candidate-</u> training-academy

### Member and Consumer Involvement

Build on your association's grassroots power with these tools and resources. Increase your membership involvement in the political process.

REALTOR® Party RED ALERTS: When faced with a bill of great importance, it is imperative that we reach out to our Legislators to let them know how that legislation will affect our industry. In this case, C.A.R. will issue a RED ALERT to coordinate this effort and provide our members with important information regarding the issue. Using C.A.R.'s one click action advocacy program, our members can communicate with their Legislator in a matter of seconds. C.A.R. Field Representatives are available to help local associations with strategies they can implement at the local level, as well, including accessing REALTOR® Party Mobile Alerts.

#### Find your C.A.R. Field Representative here: https://www.car.org/meetings/outreaches/#requests

REALTOR® Party Training: C.A.R.'s Local REALTOR® Party Training is a great experience for associations of all sizes. This interactive and thorough seminar will be filled with engaging speakers and valuable information for all of your members. This training was designed to give members a more vibrant background of how the REALTOR® Party operates, how decisions are made, and what resources and tools they have at their disposal. Reach out to your Field Representative for assistance in organizing this event.

A Broker Town Halls: Industry Leader Town Halls are held via Zoom usually twice a month from 11:00a to 12:30p and provide an opportunity for brokers and key brokerage staff to meet virtually with C.A.R. Leadership, and C.A.R. staff to discuss the latest information impacting real estate brokerages and transactions. We have a rotating list of guest speakers providing updates on the latest issues including Transactional, Legal, Market and Legislative Issues.

ADVOCACY EVERYWHERE: Advocacy Everywhere is designed to increase REALTOR® and consumer participation in calls for action and expand REALTOR® influence on public policy at the local, state and federal levels. This cohesive, web-based grassroots communication system features a concierge service in which NAR, with our professional services, as a full-service provider, expedites the components of a local or state association's calls for action. Call for action components include, but are not limited to, email broadcasts, text messaging, social media and website outreach to mobilize our REALTOR® membership and consumers on key legislative issues.

# Learn More: https://realtorparty.realtor/memberconsumer/advocacy-everywhere

**Consumer Advocacy Outreach Database:** Educate hundreds, and in some cases, thousands, of consumers on your association's advocacy outreach efforts by using the Consumer Advocacy Outreach Database. Ask them to take action on your real estate legislative Calls for Action.

Learn More: <u>https://realtorparty.realtor/member-</u> consumer/consumer-advocacy

**Consumer Advocacy Outreach Grant:** Local and state associations assist with creating consumer advocacy activities or campaigns that advance wise public policies that strengthen the real estate market, promote property ownership, and build strong communities. Grant monies should be used on consumer awareness (pre-issue campaign) or consumer education (post-legislative victory) and can be used to develop materials such as videos, infographics, and social content.

#### Learn More: <u>https://realtorparty.realtor/member-</u> consumer/consumer-advocacy

**Diversity Initiative Grant:** Increase diversity and inclusion within the association and its leadership; build and expand relationships with multicultural real estate organizations; and address fair housing issues and fair housing planning in your communities with the Diversity Initiative Grant program. Providing resources to state and local associations is a key strategy in NAR's overall diversity program. Grant funding is available up to \$5,000.

**Fair Housing Grant:** Supports state and local REALTOR® association activities that create or improve systems, programs, and policies that uphold fair housing laws and strengthen REALTORS® commitment to offering equal professional service to all.

**Broker Involvement Grant:** The Broker Involvement grant allows local and state associations to create broker activities that recruit, retain, educate, and engage brokers and their agents in the Broker Involvement Program. The grant activities will help solidify a culture of REALTOR® engagement and advocacy throughout the REALTOR® Association.

Learn More: <u>https://realtorparty.realtor/member-</u> consumer/brokers

## REALTOR<sup>®</sup> Training Opportunities

Access a variety of training and learning opportunities so your association can meet your advocacy and community engagement objectives for success.

A Local Government Relations Program: C.A.R.'s Local Governmental Relations Program provides support and assistance to local associations advocating on policy issues at the local government level. Issue briefing papers, handbooks, and other background materials on local policy issues provided by C.A.R. staff are available to assist members and Government Affairs Directors. Please contact Rick Laezman and/or Robert Moreno: richardl@car.org; robertm@car.org for more assistance.

**REALTOR®** Party of California Training at New Member Orientation: The C.A.R. Field Team conducts trainings for New Member Orientations where they highlight the 3 major points of voting, acting, and investing. This 15-20-minute training is designed to give new members insight into the importance of government affairs and its effect on their new industry. By highlighting important legislation, demonstrating the importance of the RAF, and showing past and present legislative wins, this program can have new members ready to vote, act, and invest in one session. This training can be coordinated directly with your local field representative.

New GAD and AE Orientation: Newly hired Association Executives (AEs) and Government Affairs Directors (GADs) are invited to attend an orientation, offering opportunities to explore the REALTOR® organization's community, political and advocacy agendas at all three levels of government. Attendees will be introduced to the array of REALTOR® Party tools, services and programs that can assist them in achieving their own association's community goals and advocacy efforts, as well as meet their minimum Core Standards.

#### Learn More: <u>https://realtorparty.realtor/hub/training/</u> <u>new-ae-gad-orientation</u>

A GAD Fly-Up: The GAD fly-up is an annual professional development conference for local real estate association professionals who provide guidance to and work for associations in the areas of government affairs; political, legislative or regulatory affairs; communications; lobbying, advocacy, RPAC fundraising, campaigns, community

outreach and all other REALTOR® Party initiatives. The conference is an opportunity for these industry professionals to meet, exchange ideas and best practices, and gain valuable career skills and networking opportunities in order to provide the best value and information to their association and the real estate industry.

#### Pathway to Homeownership Closing Cost Assistance

**Grant Program:** The Pathway to Homeownership Closing Cost Assistance Grant Program helps first-time homebuyers who are members of an "underserved community" to bridge the affordability gap by providing them with up to \$10,000 in closing cost assistance. Each grant is provided to low-to-moderate income (120% AMI and below) first-time homebuyers who utilize the services of a CA REALTOR<sup>®</sup>.

#### Learn More: <u>https://www.car.org/difference/haf/</u> hafclosingcostgrantprogram

**C.A.R. Disaster Relief Fund:** The C.A.R. Disaster Relief Fund was established in the wake of the devastating 2003 California wildfires, thanks to generous contributions from the California Association of REALTORS®, state and local REALTOR® associations and other contributors. The fund provides grants for REALTORS®, employees of REALTORS® and association staff. If you have experienced property damage and/or loss due to wildfires, or suffered from a recent natural disaster and need assistance, you may be eligible for a grant from the C.A.R. Disaster Relief Fund.

#### Learn More: https://www.car.org/difference/realtorscare

A State Political Contact Trainings: New State Political Contacts are given information, tools, and resources to assist them in their new position as the liaison between the REALTOR® Industry and the Legislature.

**Fair Housing and Diversity Forum:** C.A.R. organizes a Bi-Annual Fair Housing and Diversity Forum, creating a platform for members to connect, introspect, and gain insights into fostering and celebrating workplace diversity.

A LCRC Training Program: C.A.R.'s Field Team is prepped and ready to train your Local Candidate Recommendation Committee on the best practices of choosing a REALTOR® Party Champion. Reach out to your respective field representative to coordinate a date and time for a training!

### State and Local Policy Resources

A State Political Contact Program (SPC): State Political Contacts will act as the principal REALTOR® liaison between the local associations, C.A.R., and their respective state legislators. The Field Team is also able to help local associations develop programs and events in coordination with their SPC.

A Local Issues Tracking in California: C.A.R. offers a database where members can track all of the local issues across the state.

Members can access this at: <u>https://www.car.org/</u> advocacy/legislation/localgovernmentaffairs/ Local-Issues-Tracking/Local-Issues-Tracking-California A State Legislative Update: C.A.R. regularly posts a State Legislative Update to its website. This document provides members with bill tracking, summaries on pertinent legislation, and C.A.R.'s current position on bills. This resource is incredibly valuable and gives our members both transparency and insight into why certain positions have been taken.

Members can access this at: <u>https://www.car.org/</u> advocacy/legislation/stategovernmentaffairs



## Federal Policy Resources

A C.A.R.'s Federal Government Affairs Program: C.A.R.'s Federal Government Affairs program monitors issues in Washington D.C., working closely with NAR to advocate on behalf of California housing and real estate in our nation's capital.

**Federal Political Coordinator Program:** Federal Political Coordinators (FPC) are the "face of real estate," working to educate members of Congress on important issues facing the real estate industry. FPCs are recommended by their state president and appointed by the NAR President, to serve a two-year term that runs concurrently with the congressional cycle. Potential FPCs should have a willingness to learn the issues, the ability to set aside their personal politics to represent the REALTOR® Party and the desire to build and/or maintain a relationship with a member of Congress.

#### Learn More: <u>https://realtorparty.realtor/member-</u> consumer/fpc

**Commercial Issues Brief:** The Commercial Issues & Actions provides a snapshot of federal issues impacting commercial real estate and NAR's advocacy on them. It comes in a long-form as well as a one-pager of top priority issues.



## **Staff Contact Information**

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## 2024 C.A.R. **Field Staff Roster**

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#### Jennifer Svec

Vice President of Public Policy and Advocacy jennifers@car.org 916.284.1770

#### John Scribner

Manager of Public Policy johns@car.org 916.947.3774

San Diego	Imperial	5
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**Ron Reves** 

RonR@car.org | 213.739.8374 Big Bear, 81 California Desert, 88 Commercial Alliance Of Orange CO., 99 East Valley, 62 Greater Palm Springs, 90 Greater San Diego, 79 High Desert, 83 Idvllwild, 58 Imperial County, 89 The Inland Gateway, 61 Inland Valleys, 59 Joshua Tree Gateway, 84 Laguna Beach, 96 Mammoth Lakes, 85 Newport Beach, 97 North San Diego, 91 Orange County, 98 Pacific Southwest, 92 Pacific West, 77 Ridgecrest, 86 Rim O'The World, 87 Southwest Riverside, 60 Tehachapi Area, 53 Tri-Counties, 78

### Kimberly Jo

Arcadia, 55 Burbank, 68 Citrus Valley, 63 Conejo Simi Moorpark, 42 Glendale, 56 Greater Antelope Valley, 82 Greater Downey, 74 Greater Los Angeles, 65 Inglewood, 71 Malibu, 66 Montebello, 75 Ojai Valley, 44 Palos Verdes Peninsula, 72 Pasadena Foothills, 57 Rancho Southeast, 76 Southland Regional, 69 Southwest Los Angeles, 67 South Bay, 73 Ventura County Coastal, 48 West San Gabriel Valley, 64





Amador County, 30 Bakersfield, 49 Calaveras County, 31 Central Valley, 32 El Dorado County, 12 Fresno, 50 Kings County, 51 Lodi, 33 Lompoc, 43 Madera, **52** Mariposa County, 34 Merced County, 35 Nevada County, **13** North San Luis Obispo, 93 Pismo Coast, 94 Placer County, 14 Sacramento, 15 San Luis Obispo Coastal, 95 Santa Barbara, 45 Santa Maria, 46 Santa Ynez Valley, 47 South Tahoe, 16 Sutter Yuba, 17 Tahoe Sierra, 18 Tulare County, 54 Tuolumne County, 36

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D Del Norte

Siskiyou

Trinity

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Shasta

Modoo

Lassen

Bay East, 28 Bridge AOR, 29 Coastal Mendocino, 20 Contra Costa, 26 Del Norte, 1 Delta, 27 Humboldt, 2 Lake County, 21 Lassen, 3 Marin, 22 Monterey County, 39 North Bay, 23 Northern Solano, 24 Oroville, 4 Paradise, 5 Plumas, 6 San Benito County, 40 San Francisco, 37 San Mateo County, 80 Santa Clara County, 70 Santa Cruz County, 41 Silicon Valley, 38 Siskiyou, 9 Shasta, 7 Sierra North Valley, 8 Solano, 25 Tehama, 10 Trinity County, 11 Yolo County, 19

Vacant

### **Online Resources**

▲ Virtual Advocate Newsletter: Packed with the latest information and updates on the most important happenings in politics and government, this is a must for any REALTOR® who wants to stay informed. The newsletter reports on important developments in politics, legislation and public policy that affect the real estate industry. Issues are reported from Washington D.C., Sacramento and localities throughout California. Please send an e-mail, marked "sign-up" to Rick Laezman at richardl@car.org, and he will make sure you start receiving this important newsletter.

C.A.R. Website (Politics and You): Whether you want to listen to C.A.R.'s coveted "Unlocking California Politics Podcast," find out who your C.A.R. Field Representative is, or access C.A.R.'s general election resource toolkit, you can find it on the C.A.R. advocacy website.

#### Learn more: https://www.car.org/advocacy/politicsnu

A Story Collection: C.A.R. Field Representatives are always looking for impactful and authentic stories from our members on things, good or bad. This allows our lobbyists to have real insight into issues that are affecting our membership, and gives them resources to help advocate for or against them at the State Level.

Fair Housing California: C.A.R. proudly provides REALTORS® with information about fair housing best practices, building inclusive businesses and organizations, and promoting more equitable communities on their website.

#### Learn more: fairhousingcalifornia.org

**C.A.R. Newsline:** Delivered Mondays directly to your email inbox, C.A.R. Newsline gives you vital information about economic reports, legal and legislative developments, new products and services for REALTORS®, techno-developments, licensing regulations and more.

GAD Weekly Update: Provided by the Local Government Relations Specialist, this end of the week newsletter encompasses virtually all pertinent information about the industry including important updates, legislative tracking, and upcoming events.

**Affordable Workforce Housing Resources:** This webpage on C.A.R.'s website gives members access to videos, information, and innovative solutions to Workforce Housing issues.

Learn more: <u>https://www.car.org/advocacy/legislation/</u> local governmentaffairs/Affordable-Workforce-Housing-<u>Resources</u>

Academic Workforce Housing: Academic Workforce Housing: In order to attract and retain qualified academic and non-academic staff, many universities have created their own programs to provide affordable housing for their employees. Campus Housing Authorities often have REALTORS® on staff to meet the needs of the clientele.

Learn more: <u>https://www.car.org/advocacy/legislation/</u> localgovernmentaffairs/workforcehousinghandbook/ academicworkforcehousing

Unlocking California Politics Podcast: C.A.R.'s Unlocking California Politics Podcast is your resource for politics, legislation, housing policy, and housing news. Be sure to subscribe to hear host - C.A.R.'s Vice President of Government Affairs - Sanjay Wagle as he interviews industry experts to get their take on California politics, housing news, policies, and other top issues affecting the Golden State.

Learn more: https://www.car.org/advocacy/podcast



### Notes



## **Stay Connected**



#### SOCIAL MEDIA CHANNELS:

Use the QR codes below to connect with us on social media to stay up to date on the lastest C.A.R. and Government Affairs news.



#### **GOVERNMENT AFFAIRS:**





